

2021 MOVING TO WORK ANNUAL REPORT



INLIVIAN
HOUSING REDEFINED

Submitted 10.07.2022

INLIVIAN LEADERSHIP

BOARD OF COMMISSIONERS

Ray McKinnon, Chair

Leigh Ann Merchant, Vice Chair

Linda Ashendorf, Commissioner

Antoine Q. Dennard, Commissioner

Michael W. Kennerly, Commissioner

Fatina Lorick, Commissioner

Maurice Robinson, Commissioner

PRESIDENT AND CHIEF EXECUTIVE OFFICER

A. Fulton Meachem, Jr.

SENIOR MANAGEMENT

Cheryl Campbell, Executive Vice President of Real Estate Management

Tomico Evans, Executive Vice President of CORE Programs Inc

Heather Franklin, Executive Vice President of Finance

Harriet L. Huell, Executive Vice President of Legal

Kenya Lewis, Executive Vice President of People and Culture

Kenneth Wood, Executive Vice President of Information Technology



TABLE OF CONTENTS

I.	INTRODUCTION	4
	A. OVERVIEW OF SHORT-TERM MTW GOALS & Objectives	4
	B. OVERVIEW OF LONG-TERM MTW GOALS & OBJECTIVES	5
II.	GENERAL HOUSING AUTHORITY OPERATING INFORMATION	8
	A. HOUSING STOCK INFORMATION	8
	B. LEASING INFORMATION	12
	C. WAITING LIST INFORMATION	13
	D. INFORMATION ON STATUTORY OBJECTIVES	14
III.	PROPOSED MTW ACTIVITIES	17
IV.	APPROVED MTW ACTIVITIES	18
	A. IMPLEMENTED ACTIVITIES	18
	B. NOT YET IMPLEMENTED ACTIVITIES	47
	C. ACTIVITIES ON HOLD	47
	D. CLOSED OUT ACTIVITIES	50
V.	SOURCES AND USES OF FUNDS	53
	A. ACTUAL SOURCES AND USES OF MTW FUNDS	53
	B. LOCAL ASSET MANAGEMENT PLAN	55
VI.	ADMINISTRATIVE	56
	A. REVIEWS, AUDITS, AND INSPECTIONS	56
	B. EVALUATION RESULTS	56
	C. MTW STATUTORY REQUIREMENT CERTIFICATION	56
	D. MTW ENERGY PERFORMANCE DATA CONTRACT	56
	E. APPENDIX	57
	i. STATUTORY COMPLIANCE CERTIFICATION	
	ii. ADDITIONAL AGENCY ACTIVITIES	
	iii. MOVING FORWARD ANNUAL REPORT	

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 INLIVIAN, formally 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, INLIVIAN received its MTW designation in 2006. In April 2016, the MTW agreement was extended for an additional ten years through 2028. INLIVIAN'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.

INLIVIAN'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.

INLIVIAN'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 an onramp for housing stability for families on their path to economic independence. It further supports and advances the neighborhoods served by INLIVIAN. INLIVIAN 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.

MTW is an essential part of INLIVIAN's day-to-day operations as we continue to achieve our mission to develop, operate and provide quality housing in sustainable communities of choice for residents of diverse incomes. This next year, INLIVIAN will strive to continue to:

Support Underserved Communities

INLIVIAN is dedicated to advancing Housing Justice to support vulnerable populations and engages in housing advocacy to include source of income discrimination (SOID) protections in the City of Charlotte. To advance this effort INLIVIAN has engaged in the following activities:

- Hosted ALL INCOME Counts (<https://www.allincomecounts.com/>) website dedicated to providing resources on source of income discrimination.

- Participated in the City of Charlotte’s Source of Income Ad Hoc Advisory Committee. This Committee is charged with developing recommendations, program enhancements and process improvements that will increase the acceptance of all forms of rental subsidies.
- Conducted Housing Provider Engagement to educate the community on the Housing Choice Voucher Program and the benefits of partnering with INLIVIAN.

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, INLIVIAN looks to further utilize its well-organized data collections and management strategies to produce sound evaluations and impact reports 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 INLIVIAN 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 1

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

INLIVIAN 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. INLIVIAN 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 INLIVIAN’s website or various social media platforms, or an in-person visit to INLIVIAN headquarters, INLIVIAN will continue to enhance its customer experience by developing and executing a successful system for gathering and responding to customer feedback.

GOAL 2

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, INLIVIAN 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 Plan period, which launched in 2019. MTW flexibility will continue to play a vital role in expanding the supply of permanent mixed-income units in Charlotte by maximizing real estate assets through acquisition, rehabilitation, and development of permanent workforce, market rate, and affordable units in desirable neighborhoods.

GOAL 3

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

INLIVIAN 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, INLIVIAN 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, INLIVIAN 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 4

Develop and Maintain Meaningful Mutually Beneficial External Partnerships that Further INLIVIAN’s Mission.

This new INLIVIAN 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, INLIVIAN 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 INLIVIAN clients are maximized. With these coordinated efforts, the multiple barriers which often exist on the road to self-sufficiency can be better addressed.

GOAL 5

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

As INLIVIAN 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 explain the complexity and the standing of the affordable housing problem more effectually in Charlotte.

GOAL 6

Acquire, Retain and Develop Top Talent.

As a viable competitor in the talent market, INLIVIAN 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, INLIVIAN 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 Operating Information

A. Housing Stock Information

Actual New Project Based Vouchers

PROPERTY NAME	NUMBER OF VOUCHERS NEWLY PROJECT-BASED		STATUS AT END OF PLAN YEAR**	RAD?	DESCRIPTION OF PROJECT
	Planned*	Actual			
Dillehay Courts	136	36	Committed and transfer of assistance to Archdale Family Flats	Yes, 36	Property is under construction and units are under review by the RAD team as part of a Transfer of Assistance to a P3 project.
Strawn	11	0	Committed	Yes	These are ACC units that were part of a larger 122-unit project that was converted to RAD and the assistance transferred off site. There are 11 units that were not transferred and are still listed in PIC. We have been in discussion with the Recap office to convert them to RAD and transfer the assistance to one of our new LIHTC developments; however, we have not been able to locate them to convert them to RAD. We will continue to work with the RECAP office to locate and convert as part of a Transfer of Assistance to a new construction property.
	147	36	Planned/Actual Total Vouchers Newly Project-Based		

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

Dillehay Courts is INLIVIAN’s only remaining public housing development. Phase I redevelopment will increase the unit count from 36 to 144 in a four-story elevator apartment building with secured entrances and interior corridors. Units are still under construction.

Actual Existing Project Based Vouchers

PROPERTY NAME	NUMBER OF VOUCHERS PROJECT-BASED		STATUS AT END OF PLAN YEAR**	RAD?	DESCRIPTION OF PROJECT
	Planned*	Actual			
940 Brevard	100	100	Leased/Issued	yes,40	Senior
Arbor Glen 50	25	25	Leased/Issued	yes,25	Family
Arbor Glen I	60	60	Leased/Issued	yes,60	Senior, Family
Arbor Glen II	40	40	Leased/Issued	yes,40	Family
Arbor Glen III	12	12	Leased/Issued	yes,12	Family
Ashley Square @ SouthPark	36	36	Leased/Issued	yes,22	Family/Mixed Income
Autumn Place	68	68	Leased/Issued	yes,68	Senior
Cedar Knoll	49	49	Leased/Issued	yes,49	Family
Charlottetown Terrace	161	161	Leased/Issued	yes,161	Disabled
Cherry Gardens	11	11	Leased/Issued	No	Senior
Claremont	50	50	Leased/Issued	yes,50	Family
Dillehay Courts	136	0	Leased	yes,36	Family
Edwin Towers	176	176	Leased/Issued	yes,176	Senior
Everett House	10	10	Leased/Issued	No	Disabled/Supportive
Fairmarket Square	16	16	Leased/Issued	yes,16	Family/Mixed Income
First Ward	132	132	Leased/Issued	yes, 132	Family/Mixed Income
Gladedale	49	49	Leased/Issued	yes, 49	Family/Mixed Income
Glen Cove	10	10	Leased/Issued	yes, 10	Mixed Income
Hampton Creste	60	60	Leased/Issued	yes,60	Mixed Income/Supportive
Leafcrest	48	48	Leased/Issued	yes,48	Family
Mallard Ridge	35	35	Leased/Issued	yes,35	Family
McAden Park	60	60	Leased/Issued	yes,30	Family, Mixed Income
McAlpine Terrace	26	26	Leased/Issued	yes,26	Senior/Mixed Income
McCreesh Place	88	88	Leased/Issued	yes,63	Supportive
McMullen Woods	21	21	Leased/Issued	yes,21	Family/Mixed Income
Meadow Oaks	32	32	Leased/Issued	yes,32	Family
Mill Pond	51	51	Leased/Issued	No	Mixed Income
Montgomery Gardens	20	20	Leased/Issued	yes,20	Family/Mixed Income
Moore Place I and II	85	85	Leased/Issued	yes,34	Family/Mixed Income/Supportive
Nia Point	29	29	Leased/Issued	yes,29	Family/Mixed Income
Park at Oaklawn	89	89	Leased/Issued	yes,89	Family/Mixed Income

PROPERTY NAME	NUMBER OF VOUCHERS PROJECT-BASED		STATUS AT END OF PLAN YEAR**	RAD?	DESCRIPTION OF PROJECT
	Planned*	Actual			
Parktowne Terrace	163	163	Leased/Issued	yes,163	Family/Mixed Income
Prosperity Creek	156	156	Leased/Issued	yes,156	Senior
Residence I	31	31	Leased/Issued	Yes, 31	Family
Residence II	15	15	Leased/Issued	Yes, 15	Renovation/redevelopment forthcoming
Retreat at Renaissance	90	90	Leased/Issued	yes,90	Senior
Robinsdale	30	30	Leased/Issued	yes,30	Family/Mixed Income
Savanna Woods	49	49	Leased/Issued	yes,49	Family
Seigel Point	120	120	Leased/Issued	yes,102	Family/Mixed Income
Seneca Woods	17	17	Leased/Issued	yes,17	Family/Mixed Income
South Oak Crossing	20	20	Leased/Issued	yes,20	Family/Mixed Income
Southside Homes	392	392	Leased/Issued	yes,392	Family/Mixed Income
Springcroft @ Ashley Park (SR)	36	36	Leased/Issued	yes,18	Senior
Steele Creek Seniors	120	120	Leased/Issued	yes,120	Senior/Mixed Income
Stonehaven East	24	24	Leased/Issued	yes,24	Family
Strawn Tower	170	170	Leased/Issued	yes,170	Senior
Strawn (Cottages)	11	0	Committed	yes	Family
Sunridge	44	44	Leased/Issued	yes,44	Family
Tarleton Hills	50	50	Leased/Issued	yes,50	Family/Mixed Income
Victoria Square	31	31	Leased/Issued	yes,31	Family
Wallace Woods	48	48	Leased/Issued	yes,48	Family
YWCA Families Together	10	10	Leased/Issued	No	Supportive/Family
Woodlawn House	104	104	Leased/Issued	yes,104	Senior
Landing at Park Road	92	92	Leased/Issued	No	Senior
Oaks at Cherry	81	81	Leased/Issued	yes,81	Family
Springfield Gardens	22	22	Leased/Issued	yes,22	Senior
	3,700	3,847	Planned/Actual Total Vouchers Project-Based Vouchers		

Please describe differences between the Planned and Actual Existing Number of Vouchers Project Based: No variances to report.

Please see the above section: ‘describe differences between the Planned and Actual Number of Vouchers Newly Project Based’ describing reason for variance between planned and actual number of total vouchers to be project-based by end of plan year 2021.

Actual Other Changes to MTW Housing Stock in the Plan Year

In 2021 INLIVIAN’s development instrumentality, Horizon Development Properties, Inc. had 202 affordable units under construction at Archdale Flats family. 36 of the 202 units were RAD PBV units from Dillehay. These units began occupancy in December 2021.

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

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. Capital improvements completed in FY2021 are listed below:

- **940 Brevard** – Replaced common area HVAC units.
- **Arbor Glen 50** – Replaced water heaters.
- **Arbor Glen I** – Replaced bathroom tub/shower surround, bathroom vanities, & accessories.
- **Meadow Oaks** – Replaced refrigerators.
- **Montgomery Gardens** – Replaced HVAC units.
- **Victoria Square** – Replaced water heaters and interior doors.
- **Woodlawn House** – Replaced tubs and shower diverters, louvers for HVAC doors, and installed bi-fold doors. Painting of common areas and exterior work will continue into next year.
- **Sunridge Apartments** – Design specifications have been completed and construction is anticipated to begin fourth quarter of 2022.
- **Seneca Woods** – Structural repairs in progress for community during FY2021.

B. Leasing Information

Actual Number of Households Served

NUMBER OF HOUSEHOLDS SERVED THROUGH:	NUMBER OF UNIT MONTHS OCCUPIED/LEASED*		NUMBER OF HOUSEHOLDS SERVED**	
	Planned^^	Actual	Planned^^	Actual
MTW Public Housing Units Leased	0	948	0	57
MTW Housing Choice Vouchers (HCV) Utilized	90,588	79,476	7,549	7,456
Local, Non-Traditional: Tenant-Based	1,740	1,653	145	138
Local, Non-Traditional: Property-Based	10,740	10,824	895	902
Local, Non-Traditional: Homeownership	144	300	12	25
Planned / Actual Totals	103,212	93,201	8,601	8,578

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

In category MTW Public Housing Units Leased, Planned and Actual columns vary due to delays in redevelopment of the Dillehay Courts Community. Phase I construction has begun and relocation of the tenants in phase II is still in progress.

In category MTW Housing Choice Vouchers (HCV) Utilized, variance is due to single fund flexibility to pay for supportive service and resident safety activities.

In the category of Local, Non-Traditional: Homeownership, the program expansion was not accounted for in the planned unit months calculation.

LOCAL, NON-TRADITIONAL CATEGORY	MTW ACTIVITY NAME/NUMBER	NUMBER OF UNIT MONTHS OCCUPIED/LEASED*		NUMBER OF HOUSEHOLDS TO BE SERVED*	
		Planned^^	Actual	Planned^^	Actual
Tenant-Based	Rent Reform (2016-3); Triennial reexamination (2016-2)	1,740	1,653	145	138
Property-Based		10,740	10,824	895	902
Homeownership	Homeownership (2016-1)	144	300	12	25
		12,684	12,777	1,149	1,065

HOUSEHOLDS RECEIVING LOCAL, NON-TRADITIONAL SERVICES ONLY	AVERAGE NUMBER OF HOUSEHOLDS PER MONTH	TOTAL NUMBER OF HOUSEHOLDS IN THE PLAN YEAR
CBRA/Various Partnerships focusing on Homelessness services (ASH, WISH, Urban & Weyland)	153	138

HOUSING PROGRAM	DESCRIPTION OF ACTUAL LEASING ISSUES AND SOLUTIONS
MTW Public Housing	Dillehay conversion and redevelopment delayed.
MTW Housing Choice Voucher	No updates to report.
Local, Non-Traditional	No updates to report.

C. Waiting List Information

Actual Waiting List Information

WAITING LIST NAME	DESCRIPTION	NUMBER OF HOUSEHOLDS ON WAITING LIST	WAITING LIST OPEN, PARTIALLY OPEN OR CLOSED	WAS THE WAITING LIST OPENED DURING THE PLAN YEAR
Federal MTW Housing Choice Voucher Program	Central waitlist type	5,618	Closed	No
Federal MTW Public Housing	Site-based waitlist type	126	Closed	No
PBV & RAD PBV Units	Site-based waitlist type	125,754	Partially Open	Yes

Please describe any duplication of applicants across waiting lists:

INLIVIAN utilizes site-based waiting lists for project-based voucher developments. This allows applicants to be on several site-based waiting lists at the same time and increases housing options for the applicant.

Actual Changes to Waiting List in the Plan Year

WAITING LIST NAME	DESCRIPTION OF ACTUAL CHANGES TO WAITING LIST
Federal MTW Housing Choice Voucher Program	No Change during 2021 Plan Year
Federal MTW Public Housing	No Change during 2021 Plan Year
PBV & RAD PBV Units	Families may be removed from all waiting lists for failure to respond.

D. Information on Statutory Objectives and Requirements

75 percent of Families Assisted Are Very Low Income

HUD will verify compliance with the statutory requirement that at least 75 percent of the households assisted by the MTW PHA are very low income for MTW public housing units and MTW HCVs through HUD systems. The MTW PHA should provide data for the actual families housed upon admission during the PHA’s Plan Year reported in the “Local, Non-Traditional: Tenant-Based”; “Local, Non-Traditional: Property-Based”; and “Local, Non-Traditional: Homeownership” categories.

INCOME LEVEL	NUMBER OF LOCAL, NON-TRADITIONAL HOUSEHOLDS ADMITTED IN THE PLAN YEAR
80%-50% Area Median Income	106
49%-30% Area Median Income	1
Below 30% Area Median Income	57

Maintain Comparable Mix

HUD will verify compliance with the statutory requirement that MTW PHAs continue to serve a comparable mix of families by family size by first assessing a baseline mix of family sizes served by the MTW PHA prior to entry into the MTW demonstration (or the closest date with available data) and compare that to the current mix of family sizes served during the Plan Year.

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

No Non-MTW Adjustment description to input for 2021.

BASELINE MIX OF FAMILY SIZES SERVED (upon entry to MTW)					
FAMILY SIZE	OCCUPIED PUBLIC HOUSING UNITS	UTILIZED HCVs	NON-MTW ADJUSTMENTS*	BASELINE MIX NUMBER	BASELINE MIX PERCENTAGE
1 Person	1,186	972	0	2,158	33%
2 Person	391	938	0	1,329	20%
3 Person	287	1,108	0	1,305	20%
4 Person	220	773	0	993	15%
5 Person	95	373	0	468	7%
6+ Person	59	247	0	306	5%
TOTAL	2,238	4,321	0	6,559	100%
MIX OF FAMILY SIZES SERVED (in Plan Year)					

FAMILY SIZE	BASELINE MIX PERCENTAGE**	NUMBER OF HOUSEHOLDS SERVED IN PLAN YEAR^	PERCENTAGE OF HOUSEHOLDS SERVED IN PLAN YEAR^^	PERCENTAGE CHANGE FROM BASELINE YEAR TO CURRENT PLAN YEAR
1 Person	33%	3,424	42%	59%
2 Person	20%	1,546	19%	16%
3 Person	20%	1,359	17%	4%
4 Person	15%	971	12%	-2%
5 Person	7%	480	6%	3%
6+ Person	4%	325	4%	6%
TOTAL	100%	8,105	100%	86%

INLIVIAN has continued to expand its real estate portfolio through its development entity, Horizon Development. One and two person households have increased significantly since the baseline year. This can be attributed to additional senior and SRO supportive housing units.



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

MTW ACTIVITY NAME/NUMBER	NUMBER OF HOUSEHOLDS TRANSITIONED TO SELF SUFFICIENCY*	MTW PHA LOCAL DEFINITION OF SELF SUFFICIENCY
2009-5 Moving Forward Supportive Services	17 MFSS	✓ Working 20 hours or more per week
2016-3 Rent Reform and Work Requirement	83 FSS	✓ Job retention of 12 months or more ✓ Positive move-outs to private housing (not including agency homeownership program)
2016-1 Homeownership Initiative	8	Purchased a home via the agency's Destination Homeownership Program
2009-2 Community Based Rental Assistance (CBRA)	14	Households who meet both INLIVIAN and partner program requirement upon exit from the time limited program.
	1	Households Duplicated Across MTW Activities (2009-5 & 2016-3)
	121	Total Households Transitioned to Self Sufficiency



III. Proposed MTW Activities

All proposed MTW activities that were granted approval by HUD are reported in Section IV as 'Approved Activities'.

The rest of this page is intentionally left blank.

IV. Approved MTW Activities

A. Implemented Activities

2020-1 (Replaced 2018-2, 2017-1) Modified Terms of Over-Subsidy

Statutory Objective: Housing Choice, Cost Effectiveness

Plan Year Approved, Implemented, Amended:

INLIVIAN received approval for the Modified Terms of Over-subsidy activity in FY 2017. The activity was implemented in FY 2018 and amended this activity as a technical amendment in FY 2020.

Description/Impact/Update:

In FY 2017, the definition of over-subsidy was modified in the tenant based and traditional project-based voucher programs. Under this activity, HAP contract terminations occur if INLIVIAN is paying \$75.00 or less, or the equivalent to INLIVIAN's minimum rent, in monthly housing assistance payments (HAP) for 180 consecutive calendar days.

In RAD PBV communities where the RAD HAP contract rents are set below INLIVIAN's payment standard, the 180-day over-subsidy requirement will not apply until the family has reached 80% of area median income (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 resided in a contract unit at the time of RAD conversion are exempt from over subsidy regulations.

In 2020, INLIVIAN amended the modified the terms of over-subsidy initiative to apply to RAD PBV new admissions, to allow admission of applicants with incomes at or below 50% AMI whose total tenant payment (TTP) exceeds the HAP contract rent. Once housed, these families will be exempt from the 180-day over-subsidy requirement until the household adjusted income reaches 80% of AMI.

Actual Non-Significant Changes:

Modifications to this activity to include RAD PBV new admissions were implemented upon HUD approval of the 2020 MTW Technical Amendment.

METRIC	BASELINE	BENCHMARK	OUTCOME
HC#3: Decrease in Wait List Time			
Number of households able to move to a better unit and/or neighborhood of opportunity as a result of the activity (increase).	0	150	7

Actual Significant Changes

INLIVIAN amended the modified the terms of over-subsidy initiative to apply to RAD PBV new admissions. This significant change was designed to expand housing choice for program eligible families to allow admission of applicants with incomes at or below 50% AMI whose total tenant payment (TTP) exceeds the HAP contract rent.

Actual Changes to Metrics/Data Collection:

No changes to metrics/data collection.

Challenges in Achieving Benchmarks and Possible Strategies

INLIVIAN utilized COVID waiver HCV-6: Automatic Termination of HAP Contract during fiscal year 2021 and did not terminate families for over subsidy for this reporting period.

The number of RAD-PBV households that were able to move to a RAD PBV community as a result of this activity was **7** (5 new admissions, 2 unit-change).

The number of tenant based and traditional project-based voucher households that were terminated due to over subsidy was **0**.

INLIVIAN will continue to review over subsidy data to determine if adjustments in benchmarks need to be made.





2019-1 Housing Choice Provider Incentive Program

Statutory Objective: Housing Choice

Plan Year Approved, Implemented, Amended:

INLIVIAN received approval for this initiative in FY 2019 and it was implemented in FY 2019.

Description/Update:

INLIVIAN’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, INLIVIAN proposed this activity as an amendment to the FY 2019 MTW Plan. The purpose of the Housing Provider Incentive program is to recruit and retain landlords by incentivizing them to participate in the HCV Program; thereby, increasing housing choice for voucher holders. INLIVIAN has implemented the following incentives:

- **Sign- On Bonus (2019)**-New Housing Providers will receive a one-time bonus for registering to the program and leasing a HCVP Participant Sign-on bonuses are processed after the HAP Contract for a unit is executed.
- **Continuity Bonus (2019)**- Housing Providers will receive a vacancy payment if a unit remains on the HCV program and is released to a HCV participant within sixty (60) days. Continuity bonuses are processed after the HAP Contract for the new family is executed.
- **Risk Mitigation (2019)**-Housing Providers may receive risk mitigation funds if a HCV participant is recommended for program termination (e.g. evictions, unauthorized moves, participant HQS violations) to assist Housing Providers with the costs associated with property damage and unpaid rent and fees after the deposit is applied. The Housing Provider must provide documentation of charges, including but not limited to invoices, receipts, and pictures.
- **New Unit Bonus (2021)**- To provide Housing Providers an incentive for new units added to the HCV Program and/or units returning to the HCV Program. Units that have received a housing assistance payment (HAP) within the last 12 months are not eligible for a new unit bonus.

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	157

Actual Non-Significant Changes:

INLIVIAN added a new unit bonus in FY 2021.

Actual Changes to Metrics/Data Collection:

INLIVIAN is reporting the number of incentive bonuses paid to housing providers for newly executed HAP contracts.

- **Sign-on Bonus** 29
- **Continuity Bonus** 8
- **New Unit Bonus** 120

Actual Significant Changes:

There were no non-significant changes in FY 2021.

Challenges in Achieving Benchmarks and Possible Strategies:

INLIVIAN intends to increase marketing efforts to further recruitment and retention of landlords in high opportunity areas.

INLIVIAN continues to engage Housing Providers to solicit feedback on the HCV program and processes. Based on feedback from Housing Providers, INLIVIAN may expand the Housing Provider Incentive Program to include, but not limited to, the following types of incentives:

- **Leasing Bonus-** To provide Housing Providers an incentive upon execution of a HAP contract.
- **Holding Fee-** To reserve a specific rental unit while the request for tenancy approval (RFTA) is being processed.



2018-1 Self Certification of HQS Initials

Statutory Objective: Cost Effectiveness

Plan Year Approved, Implemented, Amended:

INLIVIAN received approval for this initiative in FY 2018 and it was implemented in FY 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 inspection report. A self-certification of completion is executed by the participant and the housing provider prior to executing a Housing Assistance Payment (HAP) contract.

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 2240 units = 1,120 hours	102.5 hours
CE#2 Staff Time Savings			
Decrease total cost in staff time	372 hours x \$21.09/hour = \$7,845	1120 hours x \$21.71/hours=\$24,315.00	Reduction, decrease in cost of staff time by \$2,225.28 for all re-inspections
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%	Fail rate for 2021 is 27%

Actual Non-Significant Changes:

There are no changes planned to this activity for FY 2021.

Actual Changes to Metrics/Data Collection:

There were no changes to metrics or data collection processes for FY 2021.

Actual Significant Changes:

There were no planned non-significant changes for FY 2021.

Challenges in Achieving Benchmarks and Possible Strategies:

INLIVIAN actively engages in Housing Provider education by hosting bi-monthly Housing Provider Briefings which include information on the initial and biennial inspection processes. Due to increase Housing Provider education, the fail rate for HQS inspections has reduced significantly since the adoption of this initiative.

2017-3 Exception Payment Standards

Statutory Objective: Housing Choice, Self -Sufficiency

Plan Year Approved, Implemented, Amended:

INLIVIAN received approval to implement Exception Payment Standards for FY 2017. The activity was implemented in FY 2017.

Description/Update:

In FY 2017, INLIVIAN received approval to implement exception payment standards above 120 percent of the fair market rent (FMR) but not to exceed the lower of the comparable market rent or 150 percent of HUD's published FMR.

Charlotte was ranked 50th out of 50 large cities for social mobility according to the Harvard University and California-Berkeley study on upward mobility. To assist families in upward mobility, INLIVIAN has used research-based data to identify neighborhoods (census tracts) of opportunity with low poverty, low crime rate, access to better services including schools, transportation, and job opportunities. Areas of opportunity may also include areas identified for redevelopment activities to prevent gentrification and preserve affordable housing options.

To further de-concentration efforts and expand housing opportunities, INLIVIAN has also developed a Choice Mobility program called Opportunity Housing Program (OHP). To qualify for OHP, candidates must meet the following program criteria:

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

Families participating in OHP are provided pre-and post-move training and supportive services. Families are also provided voucher amounts up to 150% of the FMR based on the unit's location opportunity designation. 4 OHP families leased a unit in an opportunity area in FY 2021. A total of 37 families participated in the Opportunity Housing Program as of December 2021.

INLIVIAN continues to work with experts in the field of mobility to refine mobility program services, participant requirements, and opportunity area designations.

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	4

Actual Non-Significant Changes:

There were no non-significant changes to this activity for FY 2021.

Actual Changes to Metrics/Data Collection:

There were no changes to metrics or data collection processes for 2021.

Actual Significant Changes:

There were no planned non-significant changes for FY 2021.

Challenges in Achieving Benchmarks and Possible Strategies:

Due to the COVID-19 pandemic, INLIVIAN had a decrease in information sessions to recruit participants for the Opportunity Housing Program. INLIVIAN resumed recruitment during the last quarter of FY 2021. INLIVIAN has also increased marketing efforts and intends to expand the Housing Provider Incentive Program to further recruit and retain Housing Providers in high opportunity areas.

2016-1 Homeownership Initiative

Statutory Objective: Cost Effectiveness, Self Sufficiency

Plan Year Approved, Implemented, Amended:

INLIVIAN received approval to implement a Homeownership Program in the FY 2016.

Description/Update:

In FY 2016, INLIVIAN implemented Destination Homeownership (DH) for qualifying Housing Choice Voucher and RAD-PBV participants who are eligible as a first-time home buyer, defined by HUD's and have earned income, Social Security (SS), or Supplemental Security income (SSI).

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

- Must be a Housing Choice Voucher, tenant based, or RAD PBV program participant.
- Participating households must demonstrate a minimum 24 months of stable employment history or stable receipt of acceptable fixed

income for elderly/disabled.

- Must possess a minimum annual income of \$25,000 (amount changed from \$20,000 in FY 2019) for families reporting earned income.
- A minimum annual income of \$9,000 for elderly or disabled designated households.

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

In 2021, 8 families became homeowners through Destination Homeownership.

Actual Non-Significant Changes:

Two non-significant changes to the program include:

- Annual income criteria for participation, for those reporting earned income: from \$20,000 to \$25,000 (amount changed from \$20,000 in FY 2019).
- As a result of COVID, the Destination Homeownership program will offer virtual “Financial Workshops”.

Actual Significant Changes

There are no significant changes to report for this activity in 2021.

Actual Changes to Metrics/Data Collection:

There are no changes to metrics or data collection to report for this activity in 2021.

Challenges in Achieving Benchmarks and Possible Strategies

There are no challenges in achieving benchmarks to report for 2021 for this activity. The impact of this activity will continue to be monitored to verify current evaluation strategy and/or explore new methods.



2016-2 Triennial Re-examination

Plan Year Approved, Implemented, Amended:

The Triennial Re-examination activity was approved in FY 2016 and was implemented in October of 2018.

Description/Update (Proposed Amended Language):

Effective October 2018, INLIVIAN implemented triennial re-examinations for elderly and/or disabled households in both the Housing Choice Voucher (HCV) and public housing programs. While HUD has extended the authority to conduct triennial re-examinations (recertifications) for elderly and/or disabled households, INLIVIAN used the agency’s MTW flexibility to waive any Cost-of-Living Adjustments (COLA) between re-examinations.

INLIVIAN was approved as a MTW technical amendment to expand triennial recertifications for all public housing and housing choice voucher participants (tenant-based and project-based).

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 will adjust recertification dates as necessary to distribute recertification caseloads. INLIVIAN will continue to perform criminal background checks at each scheduled re-examination.

METRIC	BASELINE	BENCHMARK	OUTCOME
Decrease in total cost of task in dollars	\$68,623 (2019)	\$48,036 (2019)	To be updated in the FY2022 Annual MTW Report
CE#2: Staff Time Savings			
Decrease in total time to complete the task in staff hours	4349.7 hours	3044.79 hours	To be updated in the FY2022 Annual MTW Report
CE#5: Increase in Agency Rental Revenue			
Increase in rental revenue in dollars	Rental Revenue estimate agency wide for FY2015 is \$3,723,776	INLIVIAN anticipates rental revenue agency wide of \$2,798,379	To be updated in the FY2022 Annual MTW Report

Actual Non-Significant Changes:

As advised by HUD, this change was submitted in 2020 as an MTW technical amendment, as opposed to a significant amendment.

Actual Changes to Metrics/Data Collection:

INLIVIAN is in the process of revising baselines and benchmarks, to reflect the expansion of this activity portfolio wide. Given the need to implement this change immediately in response to the conditions created by the COVID-19, INLIVIAN will update the metrics for



this initiative as part of the FY2022 MTW Plan submission and after re-distribution of recertification due dates.

Actual Significant Changes:

Triennial Recertifications were expanded to all Public Housing and Housing Choice Voucher program (tenant based and project based) participants in response to the COVID-19 pandemic. As advised by HUD, changes to this activity were submitted and approved as an MTW technical amendment, as opposed to a significant amendment.

Challenges in Achieving Benchmarks and Possible Strategies:

Due to the COVID-19 pandemic, INLIVIAN utilized COVID waivers PH and HCV-2 Family Income and Composition: Delayed Annual Examinations and PH and HCV-5 Enterprise Income Verifications (EIV) Monitoring.

INLIVIAN will adjust baselines and benchmarks after recertification dates have been re-distributed due to the expansion of this activity and delayed recertifications per COVID waiver PH and HCV-2 Family Income and Composition: Delayed Annual Examinations.

2016-3 (Replaced 2010-1) Rent Reform and Work Requirement

Statutory Objective: Cost Effectiveness, Self Sufficiency

Plan Year Approved, Implemented, Amended:

INLIVIAN received approval to implement Rent Reform and a Work Requirement in the FY 2010 annual plan. The activity was implemented in FY2011 amended in FY 2016.

Description/Impact/Update:

Rent simplification applies to both INLIVIAN Public Housing, Housing Choice Voucher and RAD PBV. While elderly and disabled are not required to participate in the work requirement, they are required to participate in rent reform/rent simplification.

In FY 2016, INLIVIAN amended the MTW Plan to indicate that the work requirement for families that port into Mecklenburg County applies when the work requirement is implemented for the HCV program.

Work Requirement:

INLIVIAN 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, INLIVIAN 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 INLIVIAN have support under the Work Requirement Policy through the CORE 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 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.

Any time a household enters a Sanction Phase they will be referred to the CORE Program staff where a Certified Life Coach will be available to assist and ensure the household remains in compliance with the Work Requirement Policy.

Rent Reform:

In 2010, as part of our Moving Forward Initiatives (MFI), INLIVIAN revised the rent calculation to an income-based, stepped rent process with stepped escrow deposits. The income bands are a \$2,500 range with the stepped rent being 30% of the range low end. For example, in a \$5,000 – \$7,499 annual income band, the low end of \$5,000 is divided by the 12 months of the year and multiplied by 30%. The total tenant payment required by the tenant would be \$125. Annual adjusted income will be used to establish the income band. A ceiling flat rent was established at INLIVIAN Fair Market Rents (PBV units only) by bedroom size and is reviewed/updated annually every fall. In 2018, INLIVIAN 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.

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 approved via COVID-19 related technical amendment, extended new admission income verifications validity to 180 days from the determination and/or effective date of the lease up instead of 60 days. For annual recertification verifications, the age of verifications was extended from 120 days prior to the effective date of the action, to 180 days of 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 continue to 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” was applied 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	\$5,000 - \$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 \$ per hour for FTE of specialist/property manager)	The expected cost of task: \$38,160	Recertifications: \$22,093.91
CE#1 Agency Cost Savings (specific to Alt. Verification Activity)			
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	New Admissions: \$2,869.23 Recertifications: \$8,177.72
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	861 hours [1,292 recerts x 40 min/60mins]
CE#2 Staff Time Savings (specific to Alt. Verification Activity)			

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 – Recertifications:453 New Admissions:224	Expected amount of total staff time dedicated to the task after implementation of the activity (in hours) Recertifications: 260 New Admissions: 52	New Admissions: 138 Recertifications: 431
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%	10%
CE#5 Increase in Agency Rental Revenue			
Increase in rental revenue in dollars	had agency wide rental revenue of \$4,780,995.99	A project rental revenue of \$2,798,379	Avg project rental revenue of: \$5,719,348.49

Actual Non-Significant Changes:

Due to economic and public health conditions caused by the ongoing coronavirus pandemic, INLIVIAN temporarily suspended work requirement enforcement beginning April 2020. INLIVIAN will lift the work requirement suspension in 2022 for all work able households. Each household will be given the 6-month waiver period and 90-day warning before any sanctions are applied for households not in compliance.

Alternative verification has been rolled out to PBV and RAD PBV families.

Actual Significant Changes:

No significant changes to report for FY 2021.

Actual Changes to Metrics/Data Collection:

Alternative verification has been rolled out to PBV and RAD PBV families. Baseline and benchmark metrics will be reset in FY2022 MTW report to include all programs.

Challenges in Achieving Benchmarks and Possible Strategies

INLIVIAN will lift the work requirement suspension in 2022 for all work able households. Each household will be given the 6-month waiver period and 90-day warning before any sanctions are applied for households not in compliance.



2016-4 Single Platform for Inspections

Statutory Objective: Cost Effectiveness

Plan Year Approved, Implemented, Amended:

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

Description/Impact/Update:

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

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

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	\$50,437
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	1,679 hours on re- inspections
CE#3: Decrease in Error Rate of Task Execution			
Average percent of re-inspections of initial inspections	55% (FY2015)	40%	27%

Actual Non-Significant Changes:

INLIVIAN utilized HQS-5: HQS Inspection Requirement: Biennial Inspections so only initial inspections were reported on for this reporting period.

Actual Significant Changes

There are no significant changes to report for this activity in 2021.



Actual Changes to Metrics/Data Collection:

There are no significant changes to report for this activity in 2021.

Challenges in Achieving Benchmarks and Possible Strategies

Baseline data for this metric is based on annual HQS inspection data. INLIVIAN has transitioned to biennial inspections for the Housing Choice Voucher Program.

2016-5 Controlled Program Moves

Statutory Objectives: Cost Effectiveness

Plan Year Approved, Implemented, Amended:

INLIVIAN received approval for controlled program moves in the HCV tenant-based program during the FY 2016 plan year. The initiative was implemented in 2016.

Description/Impact/Update:

INLIVIAN will approve elective 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

INLIVIAN 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 INLIVIAN’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.

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

METRIC	BASELINE	BENCHMARK	OUTCOME
CE#1 Agency Cost Savings			
Decrease in total cost of processing move requests	\$26,230	\$22,756	\$8,520
CE#2 Staff Time Savings			
Decrease total staff time (in hours) to complete transfers	1,398 hours	1,213 hours	404 hours

Actual Non-Significant Changes:

There are no non-significant changes to report for this activity in 2021.

Actual Significant Changes

There are no significant changes to report for this activity in 2021.

Actual Changes to Metrics/Data Collection:

There are no changes to metrics or data collection for this activity in 2021.

Challenges in Achieving Benchmarks and Possible Strategies

The Controlled Moves activity has decreased the number of transfer requests; however, they have not reduced moves to the anticipated level. INLIVIAN has seen an increase in housing provider initiated moves.

2016-6 Modified Definition of Elderly

Statutory Objectives: Housing Choice

Plan Year Approved, Implemented, Amended:

INLIVIAN 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 conversions in 2016.

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 aged 62 and older, to head, or co-head or spouse age 55 and older. This activity enables INLIVIAN to expand housing choice for near elderly households at senior developments.

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	1190 Senior Units
HC#3: Decrease in Wait List Time			
Average applicant time on wait list in months	11 years	16 years	11 years
HC#4: Displacement Prevention			
Number of near elderly households at or below 80% AMI to lose assistance or need to move	338	0	0
HC#5: Increase in Resident Mobility			
Number of households to move to a better unit	77	77	188 New Move-ins

Actual Non-Significant Changes:

There are no non-significant changes to report for this activity in 2021.

Actual Significant Changes

There are no significant changes to report for this activity in 2021.

Actual Changes to Metrics/Data Collection:

There are no modifications to metrics, baselines, or benchmarks to report for this activity in 2021.

Challenges in Achieving Benchmarks and Possible Strategies

There are no challenges in achieving benchmarks to report for 2021 for this activity. The impact of this activity will continue to be monitored to verify current evaluation strategy and/or explore new methods.

2011-3 New Construction of Affordable Units

Statutory Objectives: Self Sufficiency, Housing Choice

Plan Year Approved, Implemented, Amended:

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

Description/Impact/Update:

INLIVIAN proposes to redevelop the 100% extremely low-income properties in our portfolio 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 the units on the higher end of the income band will act to preserve some number of extremely low-income units by making the community sustainable and viable and will increase housing choices for those needing affordable housing. These communities will also create opportunities for residents to excel in INLIVIAN’s Moving Forward program.

In 2021 the development arm of INLIVIAN developed the following sites in public private partnership (P3). The land was acquired by the P3 and was not a prior INLIVIAN site. These units are new units, increasing the portfolio. The units were closed, and construction commenced in the plan year.

- Evoke Living at Arrowood: 168 units of 100% affordable to households earning 30% - 80% of the AMI
- Ashley Flats: 150 units of 100% affordable to households earning 30% - 80% of the AMI
- Abbington on Mt. Holly: 102 units of 100% affordable to households earning 30% - 80% of the AMI

Actual Non-Significant Changes:

There are no non-significant changes to report for this activity in 2021.

Actual Significant Changes

There are no significant changes to report for this activity in 2021.

Actual Changes to Metrics/Data Collection:

There are no modifications to metrics, baselines, or benchmarks to report for this activity in 2021.

Challenges in Achieving Benchmarks and Possible Strategies

There are no challenges in achieving benchmarks to report for 2021 for this activity. The impact of this activity will continue to be monitored to verify current evaluation strategy and/or explore new methods.

2009-3 Community Based Rental Assistance

Statutory Objectives: Cost Effectiveness, Self Sufficiency, Housing Choice

Plan Year Approved, Implemented, Amended:

INLIVIAN received approval to implement 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/Impact/Update:

INLIVIAN operates a Community Based Rental Assistance (CBRA) program (also known as the project-based voucher program). The CBRA program encompasses Traditional Project-Based vouchers, Special Needs units (elderly, disabled, supportive service and homeless) and Local Rental Subsidy programs. 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 INLIVIAN’s Board of Commissioners approves CBRA projects and program partnerships on a case-by-case basis. In selecting families to occupy Project-Based Voucher (PBV) units, INLIVIAN has delegated determination of program and project eligibility to the PBV owner/agent. However, INLIVIAN’s standards must still be met. INLIVIAN retains the flexibility to use, as necessary, the Public Housing program guidelines for PBV participants that reside in mixed-finance communities with regard to various operational and procedural functions, including but not limited to forming resident organizations, informal hearing procedures, etc. This streamlined approach creates consistency for residents and efficiencies in application for staff.

INLIVIAN may delegate to the owner/agent the full responsibility of administering all aspects of the CBRA program. This includes waiting list selection and administration, eligibility, admissions, and functions related to continued occupancy to include, but not limited to regularly scheduled recertification, interim recertification, and transfer moves, at the property level based on the community’s approved tenant selection plan and the Administrative Plan. The owner/agent is also authorized to administer informal hearing processes 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, INLIVIAN 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. INLIVIAN 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 inspections in staff hours.	Total staff time dedicated to inspections prior to implementation of the activity is 272 hours	272 hours	12 hours (24 inspections x 30 minutes)
CE#3: Decrease in Error Rate of Task Execution			

Decrease in the average percent error rate in completing HQS and UPS inspections.	Average (%) failed HQS inspections and UPCS inspections prior to implementation equal 4% and 14.99% respectively.	0%	0% fail rate
---	---	----	--------------

Supportive Housing Project-Based Activity

In FY 2009, INLIVIAN was approved to implement Housing for Persons with Disabilities, Special Needs and Homeless. The activity was implemented in FY 2009. The activity enables INLIVIAN 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 INLIVIAN’s fund leveraging or resource commitment, projects may be delayed or not occur. As of June 2018, INLIVIAN has provided a total of 120 units at Moore Place, 15 for Supportive Housing Communities (moved to Local Rental Subsidy when they became scattered), 26 PBV and 63 RAD PBV at McCreesh Place, and 60 units to The Salvation Army’s SHIP Program at Hampton Crest Apartments, which are RAD PBV.

Through MTW flexibility, INLIVIAN 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. INLIVIAN 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 initial inspections 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	\$4,516 per family
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	209
---	---	---	-----

Local Rental Subsidy Activity

The activity was approved in FY2011 as a second amendment to the Plan. The activity was implemented in FY2011. INLIVIAN awards partner agencies with an allocation of tenant-based vouchers to house families participating in intensive supportive services. INLIVIAN 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 INLIVIAN 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 INLIVIAN-approved service delivery model. INLIVIAN 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). INLIVIAN 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 INLIVIAN. INLIVIAN and CFH modified the \$500 subsidy cap for working households due to the impact on larger families’ ability to locate units below the INLIVIAN payment standard.

b. A Stable Home (ASH) is collaboration with A Child’s Place, and INLIVIAN 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. INLIVIAN provides case management to referrals that meet HCV eligibility and Family Self-Sufficiency/Moving Forward Supportive Services program requirements. INLIVIAN

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 95 vouchers to serve chronically homeless families and/or individuals with disabilities. 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#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	\$7,168 per family
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%)	ASH \$9,215 CFH \$15,141
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	39 Employed
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	54 (36 ASH, 18 CFH)
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	14
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	146 Households served (ASH-36, CFH-18, SHC-13, Urban-79)

Actual Non-Significant Changes:

There are no non-significant changes to report for this activity in 2021.

Actual Significant Changes

There are no significant changes to report for this activity in 2021.

Actual Changes to Metrics/Data Collection:

The above metrics are based on the Moving Forward Program and will be reviewed on an annual basis.

Challenges in Achieving Benchmarks and Possible Strategies

There are no challenges in achieving benchmarks to report for 2021 for this activity. INLIVIAN has been meeting with CBRA partners to address utilization issues as needed.

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/Impact/Update:

Since 2009, Moving Forward Supportive Services have been gradually rolled out across three



pilot groups to the non-elderly, non-disabled residents and HCV participants; Group 1 in 2009: Claremont, Victoria Square and the Housing Choice Voucher FSS program participants, Group 2 in 2010: Cedar Knoll, Leafcrest, Tarlton Hills, and Boulevard Homes, and Group 3 in 2017: Southside Homes, Dillehay, Robinsdale, Sunridge, Meadow Oaks, Wallace Woods, Savannah Woods, Mallard Ridge, Gladedale, Oaks at Cherry (Formerly Tall Oaks). As of January 2018, Supportive Services are now provided to the entire INLIVIAN 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 is now available to all INLIVIAN properties that are subject to the Work Requirement Policy. In addition, CORE Programs will provide supportive services to HCV Participants that must comply with the work requirement. MFSS provides case management services that directly supports a resident’s compliance with the Work Requirement Policy. The work requirement policy requires that all non-senior, non-disabled households must work at least 20 hours per week or participate in an approved work-related activity (monitored by a Case Manager). The head-of-household or any eligible adult member of the household, in combination, may comprise the total required 20 hours. The Moving Forward Program is similar to the Family Self-Sufficiency Program (FSS) by establishing goals and connecting to resources, however, a FSS participant is under a contractual agreement for five (5) years. The Moving Forward Program services are voluntary and there is not a contractual commitment.

INLIVIAN 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	\$1,311
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	125
CE#4: Increase in Resources Leveraged			
Increase in amount of funds leveraged in dollars	Amount leveraged prior to implementation is \$0	Expected amount leveraged is \$8,000	\$10,000
SS#1: Increase in Household Income			

Increase in average earned income (1% increase) of households affected by this policy in dollars.	Averaged earned income of households affected by this policy prior to implementation of the activity is \$13,779	Expected average earned income of households affected by this policy after implementation of this activity: \$16,640	\$18,801
SS#3: Increase in Positive Outcomes in Employment Status			
# Employed FT (32+)	23	≥250	534
# Employed PT (1-31)	54	≥350	57
Enrolled in an Educational Program	2	50	23
Enrolled in Job Training Program	2	50	23
Unemployed	≤23	≤750	533
Other (workshop)	≥23	≥300	958
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	10
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 ≥	1,423
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	82

* 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.

Actual Non-Significant Changes:

There are no non-significant changes to report for this activity in 2021.



Actual Significant Changes

There were no significant changes to report for this activity in 2021.

Actual 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.

Challenges in Achieving Benchmarks and Possible Strategies

There are no challenges in achieving benchmarks to report for 2021 for this activity. The impact of this activity will continue to be monitored to verify current evaluation strategy and/or explore new methods.

2009-8 Land Acquisition for Future Use

Statutory Objectives: Housing Choice, Self Sufficiency

Plan Year Approved, Implemented, Amended:

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

Description/Impact/Update:

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

INLIVIAN 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 plan 2021, INLIVIAN did not purchase any land.

METRIC	BASELINE	BENCHMARK	OUTCOME
HC#1: Additional Units of Housing Made Available			
Increase in number of new housing units made available for households at or below 80% AMI as a result of the activity	There were 0 housing units of this type prior to implementation of this activity.	The expected amount of funds leveraged after this activity is \$30,000.	\$0 was spent on land in the 2021 plan year.

Actual Non-Significant Changes:

There are no significant changes to report for this activity in 2021.

Actual Significant Changes

There are no significant changes to report for this activity in 2021.

Actual Changes to Metrics/Data Collection:

There are no changes to metrics or data collection to report for this activity in 2021.

Challenges in Achieving Benchmarks and Possible Strategies

INLIVIAN continues to monitor the market for land opportunities to advance development efforts and provide new opportunities for housing choice.

2008-3 Investment Policies Consistent with State Law Initiative

Statutory Objectives: Cost Effectiveness

Activity Description and Background:

INLIVIAN 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.

INLIVIAN 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. INLIVIAN's investments are performed in accordance with HUD regulations and North Carolina Statutes. This activity has allowed INLIVIAN to achieve higher earnings on idle funds in a safer, more liquid environment. The activity is on schedule and effective.

INLIVIAN's investment policy restricts amounts deposited or invested for different types of investments as a percentage of the overall portfolio. Due to the pandemic, the agency continued to have had less ability to invest in commercial paper than in previous years due to its availability in the marketplace and the interest rates offered, however, with what funds are available for investment, INLIVIAN is gaining more interest on dollars leveraged in the NC portfolio.

Description/Impact/Update:

2021 continued the investment earning slump due to COVID-19. State approved investment vehicles outperformed the checking account balances (.1% vs a yearly average of .01%) even at the lower rate, we achieved better than normal returns, however the number of investment options during the pandemic continued to be extremely limited. For the few short-term investment options available, the interest rates were extremely low compared to previous years. Therefore, there were few investments made during the year, which resulted in a lower outcome than the planned 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	\$4,761

Actual Significant Changes

There are no significant changes to report for this activity in 2021.

Actual Changes to Metrics/Data Collection:

There are no changes to metrics or data collection to report for this activity in 2021.

Challenges in Achieving Benchmarks and Possible Strategies

There are no challenges in achieving benchmarks to report for 2021 for this activity. The impact of this activity will continue to be monitored to verify current evaluation strategy and/or explore new methods.

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

Statutory Objectives: Cost Effectiveness, Housing Choice

Plan Year Approved, Implemented, Amended:

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

Description/Impact/Update:

INLIVIAN is anticipating the purchase of expiring tax credit units that are co-located with market rate units. INLIVIAN 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, INLIVIAN’s first Hope VI, is a two-phase project containing 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. In 2020, INLIVIAN was successful in its attempts to purchase the asset and all member interests, becoming the sole member of the owner entity. INLIVIAN through HDP, its non-profit subsidiary is now planning to recapitalize the asset in two phases, the first phase will be recapitalized in 20221 with a if we are successful award of in an application for 9% tax credits, commercial debt and housing trust fund money. The disproportionate mix of affordable to market rate and the lack of rental income needed to stay current in the market with amenities have caused the market

rate units to become “Naturally Occurring Affordable Housing” or “NOAHs”. Therefore, renovation is necessary to upgrade this site to a class B. Demand outweighs the supply, creating higher than average demand and limiting opportunities for acquisitions in the Charlotte Market, however, INLIVIAN will continue to seek opportunities. Individuals who reside within the acquired properties will be processed as necessary in accordance with applicable relocation policies.

METRIC	BASELINE	BENCHMARK	OUTCOME
CE#1: Agency Cost Savings			
Decrease in total cost of unit acquisition	Cost of building new units prior to implementation was ~\$120,000 per unit	Expected cost of acquiring buying and rehab is ~\$150,000 per unit	Due to COVID, the cost to acquire/construct/rehabilitate is extraordinarily high. This has effectively slowed production of new units City-wide.
HC#1: Additional Units of Housing Made Available			
Increase in number of new housing units made available for households at or below 80% AMI.	There were 0 housing units of this type prior to implementation of this activity.	Expected number of housing units of this type is 283	591 units under construction; 682 units in predevelopment in 2021 for a total of 1,273 units
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 FY2021	0
HC#5: Increase in Resident Mobility			
Increase in number of households able to move to a better unit and/or neighborhood of opportunity as a result of the activity.	Households able to move to a better unit and/or neighborhood of opportunity prior to implementation was 0	Expected households able to move to a better unit and/or neighborhood of opportunity is 0 for FY2021	For 2021, 591 units were under construction, and 682 units were in predevelopment during 2021 for a total of 1,273 units to be available in 2022-2023.

Actual Non-Significant Changes:

There are no non-significant changes to report for this activity in 2020.

Actual Significant Changes

There are no significant changes to report for this activity in 2020.

Actual Changes to Metrics/Data Collection:

There are no modifications to metrics, baselines, or benchmarks to report for this activity in 2020.

Challenges in Achieving Benchmarks and Possible Strategies

Construction price increases remained unprecedented in 2020 plan year. Anything manufactured with plastics or fuel or transported to a job site has increased and lumber costs have skyrocketed. Labor is also in high demand, creating additional cost increases.

B. Not Yet Implemented Activities

There are no approved activities that have not yet been implemented.

C. Activities on Hold

2017-2 Imputed Earned Income

Statutory Objective: Cost Effectiveness, Self Sufficiency

Plan Year Approved, Implemented, Amended:

INLIVIAN received approval to implement Imputed Earned Income in the FY 2017 Annual Plan. The activity was implemented in FY 2018.

Description/Impact/Update:

In both the tenant based and project-based voucher programs, INLIVIAN will not process an interim recertification 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.

This activity was implemented for the April 2018 re- certifications and March 2018 transfer lease ups. INLIVIAN 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, however, a protocol has been established. Hardship cases will be referred to the INLIVIAN Hardship Committee and evaluated using the Hardship Policy established by the agency.

Actual Non-Significant Changes:

This activity was suspended in FY 2021 due to the COVID-19 pandemic.

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	N/A
CE#2 Staff Time Savings			
total cost of task in dollars (decrease) (income interim) average staff time)	296 hours	148 hours	N/A
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	N/A
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	N/A
SS#3 Increase in Positive Outcomes in Employment Status			
Employed *at all sites except FSS (tenant based and RAD PBV)	1,854	2,955	N/A
SS#6 Reducing Per Unit Subsidy Costs for Participating Households			
Average amount of Section 8 subsidy per household affected by this policy in dollars	\$616	\$155	N/A

Actual Significant Changes

Due to the COVID-19 pandemic, INLIVIAN suspended this activity and utilized COVID waivers PH and HCV-4 Family Income and Composition: Interim Examinations and PH and HCV-5 Enterprise Income Verification (EIV) Monitoring during this reporting period. Interim recertifications for decreases in income due to COVID, were processed even if the change occurred three months prior to a recertification, three months after a recertification or within three months after a lease up.

The intent of suspending this activity in FY 2021 was to follow HUD guidance to expand housing assistance opportunities, and provide affordable, safe housing during the pandemic to assist in addressing homelessness and overcrowding. INLIVIAN will reactivate this activity in FY 2022.

Actual Changes to Metrics/Data Collection:

This activity was suspended in FY 2021 due to the pandemic. INLIVIAN is also exploring data collection methods to classify the types of interim recertifications in order to improve data collection for this metric.

Challenges in Achieving Benchmarks and Possible Strategies

This activity was suspended in FY 2021 due to the COVID-19 pandemic. INLIVIAN will reactivate this activity in FY 2022.

2008-2 Participant and Landlord Tracking

Statutory Objectives: Housing Choice

Activity Description and Background:

INLIVIAN 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), INLIVIAN identified each voucher holder within Mecklenburg County (Charlotte, Pineville, Huntersville, Mint Hill, Matthews, Davidson, Cornelius). INLIVIAN identified where poverty is low and Housing Choice Voucher participation is also low to design a program which would encourage participants to move into those areas. INLIVIAN 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. To avoid duplicative policies and advance successes, this initiative will be put on hold for plan year 2019 and be further assessed to determine any status changes.

2013-2 Biennial Agency-Wide Inspections

Statutory Objectives: Cost Effectiveness

Activity Description and Background:

INLIVIAN 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, INLIVIAN 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- Public Housing No Assistance Termination Policy (Mixed-Income Communities Only)

The Activity Closed out in 2017.

INLIVIAN 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, INLIVIAN, 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 INLIVIAN'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, INLIVIAN 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 INLIVIAN participants to programs and services that address truancy, post- secondary education preparation, and academic performance improvement. The Agreement has expired; however, INLIVIAN's focus continues to be on providing services for youth that are assisted by INLIVIAN 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 INLIVIAN's student portfolio. CIS's data was reporting aggregate data and did not allow INLIVIAN 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.

INLIVIAN was approved to implement the site-based waiting lists for Public Housing and Project Based HCV units in FY2009. The activity began in the same year. INLIVIAN continues to manage the waiting lists for Public Housing and project-based voucher units at the site level. INLIVIAN considers this activity a success due to no 3rd offers in FY2013.

2008-2 Biennial Review Process for Elderly and Disabled

The Activity closed out 2013.

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

2008-5 Good Neighbor Training

The Activity closed out 2014.

INLIVIAN 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.

INLIVIAN continues to provide mandated GNT, which is conducted by INLIVIAN staff, to all new HCV and Public Housing applicants entering the program. This activity was closed out effective December 2014. INLIVIAN 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.

INLIVIAN 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.

INLIVIAN commissioned UNCC to research the pattern and density of affordable housing and evaluate the association between the housing stock and crime rate, housing and property values, and school equity in surrounding residential communities.

2007-2008 Section 8 Property Rating System

The Activity Closed out in 2011.

A quantitative evaluation rating system for the exterior appearance of a Section 8 property was developed to improve the housing quality standards of participating property owners where in the end, produced an increase in the percentage of high-quality Section 8 rental units.

V. Sources and Uses of MTW Funds

A. Actual Sources and Uses of MTW Funds

Actual Sources of MTW Funds in the Plan Year

INLIVIAN submitted the prescribed information through the Financial Assessment System-PHA.

Actual Uses of MTW Funds in the Plan Year

INLIVIAN submitted the prescribed information through the Financial Assessment System-PHA.

Describe Actual Use of MTW Single Fund Flexibility

INLIVIAN continues to use MTW Single Fund Flexibility to support various housing programs and services as well as invest in development projects to further the agency's mission and strategic goals. The flexibility allows INLIVIAN to balance the funding needs among various programs to achieve higher outcomes that would otherwise be constrained by the limited resources. Planned uses of MTW Single Fund Flexibility includes supporting the following programs:

Housing Choice Voucher (HCV) Program

The HCV Program enables low-income families, the elderly and the disabled to afford decent and safe housing in the private market. The HCV Program is a major use of MTW Single Fund Flexibility, which allows the agency to direct funding towards addressing specific local needs, such as increasing greater access to opportunity zones and increasing housing supply via landlord incentives and outreach initiatives.

CORE, Inc. (CORE)

CORE consists of the Client Services Department, which delivers supportive services to residents in gaining the necessary skills for success intended to increase the resident's quality of life. The program goal is to help families become financially stable and decrease their dependence on housing subsidy. Case managers work with families to identify barriers and coordinate resources to address these barriers. MTW Single Fund Flexibility provides for CORE operating activities and special resources such as the following:

The Center for Employment Services (CES)

The CES is a Moving Forward Initiative to promote employment and self-reliance in West Charlotte. One of the barriers to employment that residents face is the lack of job skills or

training. The CES focuses on addressing this issue by providing the necessary services, training and support to Public Housing Residents and Housing Choice Voucher participants. Through partnerships with various organizations, such as Grace-Mar Services, the CES provides basic literacy classes, computer training, pre-employment workshops, completion of GED, and onsite employment assessments.

With Every Heartbeat is Life (WEHL) Program

The WEHL Program educates our residents on the importance of cardiovascular disease awareness, making healthy food selections, and the importance of physical activity. The WEHL Program strongly believes in the “each one, teach one” method. This means sharing what you learn with others. This method is used to extend awareness as much as possible to Public Housing Communities to promote better health choices in hopes of developing healthy communities.

MAXimize Your Potential Academic Enhancement Program (MAX)

The MAX Program is a youth development program that aims to provide the skills needed to prepare high school students for academic success in high school, college and beyond. Over the course of a school year, students participated in stimulating college and career readiness workshops and activities designed to develop intrinsic motivation and the confidence students need to be successful in their post-secondary future. To help improve their academic performance, students received tutoring via one-on-one and group sessions. Though the program is focused on improving academic success, it also provides inspiration for students to do their very best. The MAX Program empowers students by drawing on their unique talents, strengths, and capabilities. By holding to these standards, the Program strives to reinforce self-motivation and personal responsibility and propel students toward academic excellence.

Development Projects

MTW Single Fund Flexibility is used for development and revitalization projects to increase the supply of diverse price point housing. INLIVIAN maintains its mission to expand quality affordable housing opportunities through these real estate development initiatives, which may include predevelopment, redevelopment, administrative costs related to the capital project and other investments involving public-private partnerships.

INLIVIAN continues to use MTW Single Fund Flexibility to support various housing programs and services as well as invest in development projects to further the agency’s mission and strategic goals. The flexibility allows INLIVIAN to balance the funding needs among various programs to achieve higher outcomes that would otherwise be constrained by the limited resources. Actual uses of MTW Single Fund Flexibility includes supporting the following programs:

B. Local Asset Management Plan

i. Did the MTW PHA allocate costs within statute in the Plan Year?	<input type="checkbox"/> Yes	<input type="checkbox"/> No
ii. Did the MTW PHA implement a local asset management plan (LAMP) in the Plan Year?	<input type="checkbox"/> Yes	<input type="checkbox"/> No
iii. Did the MTW PHA provide a LAMP in the appendix?	<input type="checkbox"/> Yes	<input type="checkbox"/> No

VI. Administrative

A. Reviews, Audits, and Inspections

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

B. Evaluation Results

Evaluating Moving to Work Compliance and Progress toward Statutory Goals, INLIVIAN’s Annual Moving Forward/MTW Report was published by the University of North Carolina’s Center for Urban and Regional Studies Department. This document is provided in full and included in this report as Appendix iii.

C. MTW Statutory Requirement Certification

Signed Statutory Requirement Certification attached to this document as Appendix A.

D. MTW Energy Performance Contract (EPC) Flexibility Data

Not applicable, as INLIVIAN does not possess and/or utilize such flexibility.

E. Appendix

- Appendix i: Statutory Requirement Certification
- Appendix ii: 2021 Real Estate Activities Updates
- Appendix iii: Evaluating Moving to Work Compliance and Progress Toward Statutory Goals – Moving Forward Annual Report

APPENDIX i: CERTIFICATION OF STATUTORY COMPLIANCE

INLIVIAN Certifies that the Agency adhered to the three statutory requirements of the MTW demonstration during FY 2021 by:

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



A. Fulton Meachem, Jr.

10/06/2022

Date

APPENDIX ii: ADDITIONAL AGENCY ACTIVITIES – REAL ESTATE ACTIVITIES

A. PRE-DEVELOPMENT/DEVELOPMENT ACTIVITY BY SITE

1. Dillehay Courts

Dillehay Courts has received a CHAP for its RAD conversion and a financing plan will be submitted in July 2019 indicating plans for the demolition of the 136-unit family development and redevelopment of the site in multiple phases, starting in the fourth quarter of 2020. The financing package will likely include 4% Low Income Housing Tax Credits and tax-exempt bonds along with permanent financing secured through the FHA insured 221(d)4 or like financing program. The redevelopment activities will require significant coordination between the construction activities and the temporary relocation of households from one phase to another of the apartments that range in size from two-bedroom units all the way up to five-bedroom units. The specified initial relocation notification and meeting with residents has been held within the required timeframe. MTW funds will be used for predevelopment expenditures.

2021 Plan Year Update:

Dillehay Courts Phase 1 construction commenced in May 2021 with expected completion in Q1 2023.

2. Tall Oaks

Phase II of the Tall Oaks Redevelopment will continue to be pursued as designs are refined for a multifamily development planned for the remaining 2.7-acre site. Current plans being discussed with the neighbors and City officials calls for the development of 99 units of housing with a portion of the units serving a very low-income population along with a majority of units being targeted to households between 60% and 80% of the area-median income to address the need for work-force housing in the neighborhood. The current plans are to move the Phase II activities to the construction phase in 2022 depending on availability of public resources. MTW funds will be used for predevelopment expenditures on Tall Oaks II.

2021 Plan Year Update

No significant changes occurred during this reporting period.

3. Tarleton Hills

INLIVIAN/HDP continues to explore options available to redevelop the site of the 50-unit RAD development situated near Uptown Charlotte. MTW funds will be used on pre-development expenditures.

2021 Plan Year Update:

No significant changes occurred during this reporting period.

4. Hall House

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

2021 Plan Year Update:

This 1940-era building will be raised. In its place Horizon Development Properties, Inc. is building 353 units of mixed-income housing in a P3 with Urban Atlantic out of Bethesda MD. The team received 2021 tax-exempt bond volume cap and 4% credits. This financing is expected to close Q4 of 2022.

5. Strawn Cottages

A private developer has been selected in a competitive procurement process to take the lead in the redevelopment of this 16.2-acre site in an historic Charlotte neighborhood. Relocation is complete and demolition took place in the 4th quarter of 2017. MTW funds will be used on pre-development expenditures.

2021 Plan Year Update:

The pandemic has slowed this effort. The office building was to be built first, however; the developer has had no success locating an anchor tenant so will commence with the residential component. There were no activities beyond the design and permitting in 2021.

6. Gladedale Apartments

INLIVIAN is pursuing opportunities to redevelop 49 units at Gladedale. It is anticipated that Gladedale will be a Transfer of Assistance (TAO) to a P3 property so that Gladedale can be redeveloped with 4% tax credits and bonds.

2021 Plan Year Update:

HDP continues to explore the ability to transfer the RAD assistance on the site. No significant changes occurred during this reporting period.

7. Hampton Crest

Hampton Crest is a mixed income development that needs significant rehabilitation. It is the

intent of INLIVIAN to conduct an acquisition/rehabilitation utilizing 9% tax credits, Housing Trust Funds and other commercial debt. The unit make up includes 153 market-rate units that are NOAH's, along with 60 RAD Voucher units for a total of 213 units.

2021 Plan Year Update:

HDP continues to explore the ability to transfer the RAD assistance on the site. No significant changes occurred during this reporting period.

B. ACQUISITION ACTIVITIES

Acquisition Strategy:

HDP may consider an acquisition strategy based on expiring tax credits or other methods that will benefit the people routinely served by our agencies. Also, under consideration is an to opportunity dispose of vacant and/or excess land currently owned by INLIVIAN/HDP. It is our intent to create a pool of real estate brokers that will assist us in this endeavor. MTW funds may be used in this effort.

1. Baxter Street

HDP is planning a new 223-unit mixed-income development of workforce housing on land adjacent to another existing INLIVIAN development, Charlottetown Terrace. CHA will acquire some of the needed land in a land swap with Mecklenburg County and will purchase the remaining land with MTW funds.

2021 Plan Year Update:

No significant changes occurred during this reporting period.

2. Private/Public/Partnerships (P3)

The goal of the P3 Program is to partner with third party developers to be able to maximize the number of affordable housing units in and around the City of Charlotte. By utilizing all potentially available resources at INLIVIAN's disposal, the P3 Program will also allow INLIVIAN to further its affordable housing mission. The following developments are being developed with public private partnerships:

- Archdale Flats – Family
- Archdale Flats – Seniors
- Abbingdon on Mt. Holly
- Evoke Living @ Westerly Hills and
- Evoke Living @ Arrowwood

2021 Plan Year Update:

In 2021, HDP continued construction on 709 units in four separate developments known as Archdale Flats - Family, Archdale Flats - Senior, Evoke Living at Westerly

Hills, and Freedom Flats. HDP closed and began construction on 420 units in three other P3 developments known as Evoke Living at Arrowood, Ashley Flats, and Abbington on Mount Holly all with construction completions scheduled in the FY2022 reporting period.

3. Opportunity Development

HDP is exploring purchasing a Class B or C apartment complex in a High or Very High Opportunity Census Tract to continue our efforts to deconcentrate poverty. MTW funds may be used in this effort.

2021 Plan Year Update:

No change has occurred in this reporting period

C. OTHER ACTIVITIES

1. Renaissance Police Memorial

Two CMPD officers were killed at the former Boulevard Homes in 1993. The capstone project for this HOPE VI redevelopment will be a beautiful fountain at the intersection of the two streets on the development named for these fallen heroes. MTW funds will be used for this project.

2021 Plan Year Update:

No activity to report during this period.

2. Brooklyn Village

HDP is exploring the possibility of a partnership with the City of Charlotte, Mecklenburg County and other development partners to revitalize Second Ward in Uptown Charlotte, bringing affordable housing back to this section of Charlotte's urban core. MTW funds may be used in this effort.

2021 Plan Year Update:

No activity during this reporting period.

3. Strawn

These are ACC units that were part of a larger 122-unit project that was converted to RAD, and the assistance transferred off site. There are 11 units that were not transferred and are still listed in PIC. We have been in discussion with the Recap office to convert them to RAD and transfer the assistance to one of our new LIHTC developments; however, we have not been able to locate them to convert them to RAD. We will continue to work with the RECAP office to locate and convert as part of a Transfer of Assistance to a new construction property.



APPENDIX iii: MOVING FORWARD ANNUAL REPORT



Evaluating Moving to Work Compliance and Progress toward Statutory Goals

Moving Forward Annual Report

December 2021

Prepared by the Center for Urban and Regional Studies:

Caroline Bowers

Lily Potter

Sydney Corn

Michael D. Webb, PhD, Principal Investigator

Prepared for INLIVIAN:

A. Fulton Meachem, CEO

Kim Cole, EVP for Administrative Operations



Table of Contents

Executive Summary	1
Introduction.....	4
Moving Forward Program Update and Response to COVID-19	6
Moving Forward Program Update	6
Response to COVID-19	7
Changes in Client Income and Rent during the Pandemic.....	10
Moving Forward Safety Initiatives	12
Compliance with Statutory Requirements	15
Maintain a client pool in which 75% of assisted households are very low-income.....	16
Serve substantially the same number of households.....	18
Maintain a comparable mix of family sizes	19
Implement a rent policy that encourages employment.....	21
Helping Families Achieve Self-Sufficiency	27
Rent Reform Overview	27
Supportive Services Overview.....	27
Work Hours.....	29
Expanding Housing Options	32
Overview.....	32
Increasing Housing Options for HCV Clients	35
Changes in HCV Neighborhood Characteristics.....	38
Conclusions and Recommendations.....	41

Table of Figures

Exhibit 1: Moving Forward program MTW-approved activities.....	6
Exhibit 2: Percent of work-able clients reporting wage income (income from employment).....	11
Exhibit 3: INLIVIAN clients paying minimum rent.....	11
Exhibit 4: Changes in total income relative to prior period.....	12
Exhibit 5: Highest and lowest property, violent, and total annualized crime rates across INLIVIAN developments for 2021.....	13
Exhibit 6: Annualized 2021 crime rate (crimes per 100 units) across INLIVIAN developments by type of crime.....	14
Exhibit 7: Number of INLIVIAN households classified as extremely low income or very low income ...	16
Exhibit 8: Proportion of INLIVIAN households classified as extremely low income or very low income	17
Exhibit 9: Proportion of INLIVIAN RAD households classified as extremely low income or very low income.....	17
Exhibit 10: Proportion of INLIVIAN HCV households classified as extremely low income or very low income.....	18
Exhibit 11: Households served by INLIVIAN in the RAD and HCV programs.....	19
Exhibit 12: Number of INLIVIAN households by family size.....	20
Exhibit 13: Number of INLIVIAN RAD households by family size	21
Exhibit 14: Number of INLIVIAN HCV households by family size	21
Exhibit 15: Change in minimum renter status among all households that continuously maintained residence in INLIVIAN housing.....	23
Exhibit 16: Change in minimum renter status among RAD households that continuously maintained residence in INLIVIAN housing.....	24
Exhibit 17: Change in minimum renter status among HCV households that continuously maintained residence in INLIVIAN housing.....	24
Exhibit 18: Percentage of households reporting any wages among households that continuously maintained residence in INLIVIAN housing Q3 2017 - Q3 2021.....	25
Exhibit 19: Average annual wages among households that continuously maintained residence in INLIVIAN housing.....	26
Exhibit 20: Average annual wages among households that continuously maintained residence in INLIVIAN housing.....	26

Exhibit 21: Changes in pilot and expansion work requirement policy parameters.....	29
Exhibit 22: Percent of households reporting any work hours (supportive services sites only).....	30
Exhibit 23: Average weekly hours worked for households reporting any work hours.....	31
Exhibit 24: Overview of INLIVIAN developments and HCV locations	33
Exhibit 25: INLIVIAN HCV concentration.....	34
Exhibit 26: INLIVIAN developments in and near Uptown Charlotte	35
Exhibit 27: Tract-level opportunity designations and HCV locations	37
Exhibit 28: Tract-level opportunity classification for INLIVIAN HCV clients	39
Exhibit 29: Tract-level poverty rates for INLIVIAN HCV clients	39
Exhibit 30: Neighborhood crime rates for INLIVIAN HCV clients.....	40

Executive Summary

INLIVIAN (formerly known as the Charlotte Housing Authority) joined the Moving to Work (MTW) demonstration in 2008 and has branded its MTW program as ‘Moving Forward.’ MTW is a federal demonstration program that allows a small number of participating housing authorities (currently 39) to implement innovative policies to meet local housing needs. While terms of MTW participation are broad, agencies are required to meet five statutory *requirements* while addressing three statutory *goals*.

This year-end report provides an update on the Moving Forward program, analyzes INLIVIAN’s compliance with the five MTW statutory requirements, and evaluates progress toward two of the three MTW statutory goals. In doing so it relies on administrative, case management, and secondary neighborhood data from the U.S. Census Bureau and the Charlotte Quality of Life Explorer. The study period for this report is Q4 (December) 2019–Q3 (September) 2020, though we reference previous figures when appropriate.

Overall, we find that INLIVIAN has maintained compliance with the five MTW statutory requirements and, despite the ongoing COVID-19 pandemic, has made progress toward meeting two MTW statutory goals. More specifically, key findings from the report include:

As expected, responding to the COVID-19 pandemic has been a key effort for INLIVIAN in the past year. As part of its response to the pandemic, the agency has utilized both HUD-authorized regulatory waivers (available to all housing authorities) and made key changes to the Moving Forward program.

- **HUD waivers utilized:** INLIVIAN has implemented 15 HUD regulatory waivers to ensure the health and safety of both residents and INLIVIAN staff during the pandemic. These include eliminating in-person briefings when a household is selected from the waitlist, reducing the number of in-person housing inspections that must be conducted, and simplifying income verification procedures.
- **Moving Forward program changes:** INLIVIAN included two new pandemic-related Moving Forward activities as amendments to its 2020 Moving Forward plan, which reduce the frequency of income verifications. In addition, the agency has suspended enforcement of its work requirement while continuing to provide on-site supportive services to households.

Echoing findings from the previous year’s report, we find that INLIVIAN and the Moving Forward program have maintained compliance with the five MTW statutory requirements. These include:

- **Ensure that at least 75% of households served are very-low income:** From September 2019–September 2020, approximately 94% of INLIVIAN clients were considered very low-income, meaning they earned below 50% of the Area Median Income. This figure is substantially unchanged over the 2017–2021 period.¹
- **Serve substantially the same number of families:** For the agency’s two major subsidy programs (Rental Assistance Demonstration [RAD] and Housing Choice Vouchers [HCV]), INLIVIAN served approximately 8,300 households in any given month from Q4 2019–Q3 2020. This represents a roughly 15% increase in the number of households INLIVIAN served when it joined the MTW demonstration in FY 2008 though is a marginal decrease from the approximately 8,500 households that INLIVIAN served in 2018.
- **Maintain a comparable mix of families by family size:** The composition of INLIVIAN’s families was consistent across the study period, with roughly 40% being single-person households, 36% being two- or three-person households, and 24% being four-person or larger households.
- **Implement a rent policy that encourages employment:** Moving Forward rent reforms aim to encourage INLIVIAN clients to gain work. We find that the percentage of clients with incomes above \$3,000 (a proxy for employment) was largely the same from Q3 2020–Q3 2021 at approximately 26 percent of clients. This does represent an increase from pre-pandemic figures. Households in the HCV program are more likely to have incomes above \$3,000 than households in the RAD program.
- **Maintain HUD housing quality standards:** As part of its COVID-19 response, INLIVIAN has utilized HUD waivers to modify the housing inspection process.

In terms of meeting MTW’s statutory objectives, we find several Moving Forward policies have had positive impacts on INLIVIAN clients. To that end, we note the following:

Helping work-able households become self-sufficient. Several Moving Forward activities aim to encourage work-able (that is, non-elderly and non-disabled) clients to achieve economic self-sufficiency. During the COVID-19 pandemic, these include continuing rent reform initiatives with associated supportive services, including help searching and applying for employment or educational opportunities.

Utilizing administrative data on all work-able INLIVIAN clients, we find that the proportion reporting any wage income (that is, income from employment) decreased from 72 percent in March 2020 to 64.2 percent in September 2020, but only experienced marginal decreases since then (to 60.3% in August 2021). One should note that, with INLIVIAN’s triennial recertification policy, this figure should not be considered a reliable measure of employment.

Using case management data—which are limited to RAD developments where on-site supportive services are provided—we find that employment among INLIVIAN households at the ‘expansion’ sites and Southside Homes remained relatively stable from September 2020–September 2021, though it did

¹ For reference, 50% of the Area Median Income for a family of four in Mecklenburg County is \$42,100 per HUD’s 2021 income limits.

decrease at the pilot work requirement sites.² Given the presence of on-site supportive services at these locations,

Expanding housing options for low-income families. Another goal of the MTW program is to increase housing options for low-income families. INLIVIAN has implemented several policies to achieve this goal, including an Opportunity Housing program that provides a select group of HCV holders with supportive services and higher payment standards to move into high-opportunity neighborhoods, as well as landlord incentives to expand the number of housing providers in the HCV program.

We find that, overall, the neighborhood conditions of households with HCVs have improved on several measures over the last few years. In particular:

- The proportion of vouchers in ‘high’ or ‘very high’ opportunity tracts (as defined through INLIVIAN’s Opportunity Housing program) increased from 12 percent in 2020 to 14 percent in 2021.
- The proportion of voucher holders in low-poverty Census tracts (those with poverty rates below 10 percent) increased from 13 percent in 2017 to 21 percent in 2021, a gain of eight percentage points. We see a similar increase when the analysis is limited to HCV families with children (from 14% in 2017 to 23% in 2021).
- The violent crime rate for HCV households’ neighborhoods decreased over 10 percent from 2017–2021 and the property crime rate for their neighborhoods decreased by seven percent over the same period. HCV families, however, still reside in relatively higher-crime neighborhoods compared to the average Mecklenburg County resident.

² The ‘expansion’ sites comprise those where the work requirement was expanded in 2016, excluding Southside Homes. The ‘pilot’ sites are the original five developments that were subject to the work requirement. We separate Southside Homes for this analysis because (i) it is substantially larger than any other INLIVIAN development and (ii) it was previously served by the Jobs-Plus program.

Introduction

This report provides an end of year 2021 update on INLIVIAN's (formerly the Charlotte Housing Authority) compliance with the Moving to Work demonstration's (MTW) statutory requirements as well as its progress toward MTW's statutory goals. It is the latest in a series of evaluation reports produced by the Center for Urban and Regional Studies at the University of North Carolina-Chapel Hill (CURS) for INLIVIAN's Moving to Work participation, which the agency has branded as *Moving Forward*.

The Moving to Work demonstration was authorized as part of the 1996 federal budget. It provides participating public housing authorities with two key flexibilities to meet local housing needs. First, agencies may combine various federal funding streams—public housing operating funds, public housing capital funds, Section 8 operating funds (Housing Assistance Payments), and voucher administration funds—into a single, flexible account. Agencies can then use funds in this flexible account across the public housing and Housing Choice Voucher (HCV) programs.

Second, agencies may implement policies that modify or contravene the 1937 Housing Act and subsequent amendments. These policies—known as MTW 'activities'—require HUD approval prior to implementation. Each of these policies must fulfill at least one of MTW's statutory goals, which include (all qtd. from MTW authorizing legislation):

- Reduce costs and achieve greater cost-effectiveness in federal expenditures.
- Give incentives to families with children ... to obtain employment and become economically self-sufficient.
- Increase housing choices for low-income families.

In implementing these flexibilities, INLIVIAN and other MTW agencies must adhere to the demonstration's five statutory requirements. These include:

- Serving substantially the same number of clients.
- Maintaining a comparable mix of family sizes.
- Maintaining at least 75% of clients earning less than 50% of the area median income.
- Implementing a rent policy that encourages employment
- Maintaining HUD housing quality standards.

As with our prior year-end reports, this document aims to achieve three objectives. First, it provides an update on the Moving Forward program, with special attention to how INLIVIAN has responded to the

ongoing COVID-19 pandemic; how the COVID-19 pandemic has impacted INLIVIAN clients' employment, wages, and rent paid; and crime rates across INLIVIAN properties. Second, it provides an update on INLIVIAN's compliance with the five MTW statutory requirements from 2017–2021. Third, it reviews the agency's progress in meeting two of the MTW statutory goals: helping families achieve self-sufficiency and increasing housing options for low-income households. Data sources utilized in the report include INLIVIAN administrative data and case management data as well as secondary data on the neighborhood characteristics of INLIVIAN clients and crime rates at INLIVIAN developments.

The remainder of the report proceeds as follows. The next section provides an update on the Moving Forward program and INLIVIAN's response to the ongoing COVID-19 (coronavirus) pandemic. Following that, we review the agency's compliance with the five statutory requirements of the MTW demonstration. The subsequent two sections review, in turn, how INLIVIAN has sought to meet two of the MTW demonstration's statutory goals: helping families achieve self-sufficiency and increasing housing choices for low-income families. The report concludes with a summary and recommendations for Moving Forward program implementation

Moving Forward Program Update and Response to COVID-19

This chapter reviews INLIVIAN’s implementation of the Moving Forward program in 2021. Understandably, a key activity for the agency was responding to the ongoing COVID-19 pandemic and its impacts on both agency operations and the agency’s clients. In doing so, INLIVIAN utilized several HUD waivers to improve agency operations.

Moving Forward Program Update

As of the end of 2021, INLIVIAN has received HUD approval for and is currently implementing there are 17 MTW activities (see Exhibit 1). INLIVIAN did not begin implementing any new activities in 2021, so this is the same number of MTW activities as reported in our previous annual report. Note, though, that the agency did propose several new MTW activities for 2022.

Exhibit 1: Moving Forward program MTW-approved activities

Year implemented	Activity	Achieve cost-effectiveness	Encourage self-sufficiency	Increase housing choices
2020	Modified terms of over subsidy	x		x
2019	HCV Incentive Program			x
2018	Self-certification of re-inspection for Housing Quality Standards inspections	x		
2017	Imputed earned income	x	x	
2017	Exception payment standards		x	x
2016	Homeownership initiative		x	x
2016	Triennial re-examinations	x		
2016	Rent reform and work requirement (revised)	x	x	
2016	Single platform for inspections	x		
2016	Controlled program moves	x		
2016	Modified definition of elderly			x
2011	New construction of affordable units			x
2009	Community-based rental assistance	x	x	x
2009	Moving Forward Supportive Services	x	x	
2009	Land acquisition for future use			x
2008	Investment policies consistent with state law	x		
2008	Increase acquisition and rehabilitation of existing multi-family properties	x		x

Among INLIVIAN's MTW activities, 11 pertain to the goal of achieving cost effectiveness, 9 pertain to the goal of increasing housing choices, and 6 pertain to the goal of encouraging self-sufficiency. In reviewing Exhibit 1, one should note two aspects. For one, many Moving Forward activities aim to achieve multiple policy goals. For instance, the agency's homeownership initiative aims to both help clients achieve self-sufficiency and increase housing choices. Second, the scale of each activity varies, and with some applying agency-wide while others only applying to a small aspect of agency operations.

Response to COVID-19

In response to the pandemic, HUD provided housing authorities with several administrative waivers to simplify administration during the pandemic to ensure the safety of both agency employees and clients. INLIVIAN has utilized a selection of these waivers to facilitate agency operations during the pandemic; these are summarized in the below sections.

Agency operations

- **Public notices for opening and closing the waiting list:** HUD has waived the requirement for public housing authorities (PHAs) to publish notices of waiting list openings and closings in local newspaper, minority media, and other suitable means. Instead, PHAs can now disseminate these messages through voicemail or the PHA's website. This waiver now extends through December 31, 2021.
- **Administrative Plan:** HUD has waived the requirement that PHA's administrative plans must be formally adopted by the PHA's board. PHAs may make temporary revisions without board approval and any revisions must be formally adopted by December 31, 2021.
- **Oral briefing when a family is selected:** HUD has amended the requirement that PHAs give oral briefings to families newly accepted into HCV and project-based voucher (PBV) programs to allow briefings to be given via webcast, video call, or expanded physical information packet. This waiver extends through December 31, 2021.
- **Extensions of voucher terms:** HUD has waived the requirement that voucher term extensions be in accordance with the PHA administrative plan. This waiver extends through December 31, 2021.
- **Family Unification Program (FUP): Length of Assistance for Youth:** HUD has waived the 36-month limitation on FUP assistance to allow PHAs to suspend terminations of assistance for a period of up to six months from the original date of termination. This waiver affects FUP youth who will reach the 36-month limit between April 10, 2020, and December 31, 2021, and PHAs may suspend terminations of assistance for up to six months from the date of original terminations.
- **Family Unification Program (FUP): Timeframe for Referral:** HUD has increased the period in which PHAs may accept referrals for youth in foster care from child welfare agencies from 90 to 120 days after they leave foster care. This waiver extends through December 31, 2021.
- **Family Unification Program (FUP): Youth Age Eligibility to Enter HAP Contract:** HUD has allowed PHAs to increase the age to 26 for foster youth initial lease up. This extends through December 31, 2021.

Housing Choice Voucher program

- **Housing Quality Standard Initial Inspection Requirement:** This waiver allows PHAs to authorize occupancy of a unit and begin assistance payments prior to initial inspection, providing the family obtains an independent professional inspection. This waiver extends through December 31, 2021.
- **Initial Inspection: Non-Life-Threatening Deficiencies (NLT) Option:** This waiver allows for an extension of up to 30 days for owner repairs of NLT conditions and payments will continue to be made to the owner during that period. This waiver is in effect through December 31, 2021.
- **Housing Quality Standards Inspection Requirements:** HUD is waiving the HQS inspection requirement, allowing PHAs to rely on the owner's certification that there are no life-threatening conditions in the unit(s) in question. At minimum, the PHA must require the owner's certification, which can be accepted until December 31, 2021. PHAs must conduct an HQS inspection on any unit they accepted an owner's self-certification as soon as possible but no later than June 30, 2022.
- **Housing Quality Standards Interim Inspections:** This waiver allows for an alternative requirement for tenant based and PBV units. If the reported deficiency is life-threatening, the PHA must notify the owner, and the owner must either correct the deficiency within 24 hours or provide documentation that the deficiency does not exist. If the reported deficiency is non-life-threatening, the PHA must either make the repair or document that the deficiency does not exist within 30 days or any approved extension. The PHA is not required to conduct an on-site inspection to verify the repairs and may rely on alternative verification methods. This waiver extends through December 31, 2021.
- **Housing Quality Standards: Space and Security:** HUD has waived the requirement for units to have at least one bedroom or living/sleeping room for every two household members. This waiver is intended to assist participants who need to add members to their household due to circumstances caused by the pandemic. This waiver extends through the household's current lease term or one year from the date of this notice, whichever is longer.
- **Housing Quality Standards: Quality Control Inspections:** This waives the requirement for Quality Control sampling inspections through December 31, 2021.
- **Biennial Inspection Requirement:** PHAs may delay biennial inspections for both tenant-based and PBV units and instead rely on the owner's certification that they have no knowledge of life-threatening conditions in the unit(s) in question. This waiver may also be applied to PHA-owned units if the independent entity is unable to perform the inspection. The PHA must resume biennial inspections by December 31, 2021 and conduct all delayed biennial inspections from CY 2020 as soon as possible but no later than June 30, 2022, as well as those from CY 2021 by December 31, 2022.
- **Increase in Payment Standard during HAP Contract Term:** HUD has provided PHAs with the option to increase the payment standard for the family at any time after the effective date of the increase, rather than waiting for the next reexamination to do so. This waiver extends through December 31, 2021.
- **When HAP Contract is Executed:** This allows PHAs to execute HAP contracts after the normal 60-day period from the beginning of the lease term. PHAs must not pay HAP to the owner until the HAP contract is executed. This waiver is in effect until December 31, 2021.
- **Absence from Unit:** HUD has waived the requirement that a family may not be absent from the unit more than 180 consecutive calendar days for any reason. This is to allow PHAs the discretion to not

terminate HAP contracts and payments due to extenuating circumstances caused by the coronavirus pandemic, such as extended hospitalizations or caring for family. This waiver extends until December 31, 2021, at which time HAP contracts will terminate if residents have been absent from the unit for more than 180 days.

- **Automatic Termination of HAP Contract:** HUD has waived the requirement that HAP contracts automatically terminate 180 days after the last housing assistance payment to the owner. PHA's may determine the length of the extension beyond 180 days, however extensions may not extend past December 31, 2021.
- **Mandatory Removal of Unit from PBV HAP Contract:** HUD has waived the requirement that PHA's remove units from PBV HAP contracts after 180 days of zero housing assistance payments to the owner. HUD has authorized an alternative requirement that allows PHAs to keep units under contract for a period that may exceed 180 days but extends no later December 31, 2021.
- **PBV and EV Provisions on Under-Occupied Units:** PHAs may allow a family to initially lease an under-occupied PBV or RAD PBV unit, a unit that has more bedrooms than what the family qualifies for under PHA subsidy standards) under specific conditions. This waiver is in effect through December 31, 2021. (New for 2021)

Agency reporting to HUD

- **PHA Reporting Requirements on HUD Form 50058:** HUD has extended the deadline for submitting HUD form 50058 from 60 to 90 calendar days after any action. This waiver is available through December 31, 2021.
- **Self-certification for annual and interim reexaminations:** PHAs may consider self-certification as the highest form of income verification to process annual and interim reexaminations. PHAs that conduct reexaminations under this waiver/alternative requirement will be responsible for addressing any material discrepancies that may arise later. This waiver has been extended to December 31, 2021.
- **Self-certification for EHV income eligibility determination:** HUD has waived the third-party income verification requirements for Emergency Housing Vouchers (EHV) applicants and will instead allow PHAs to consider self-certification as the highest form of income verification at admission. Applicants must submit an affidavit attesting to reported income, assets, expenses, and other factors. For each new admission under this waiver, the PHA must review the EIV Income Report and the IVT Reports to confirm family-reported income within 90 days of the IMS/PIC submission date, maintain copies of the reports in the tenant file, and resolve any discrepancies with the family within 60 days of the EIV Income or IVT Report dates. This waiver extends through December 31, 2021. (New for 2021)
- **SSN and Citizenship Verification Requirement for EHV Applications:** HUD has waived the requirement to obtain and verify Social Security Number (SSN) documentation and documentation of eligible noncitizen status before approving EHV applicants. Instead, individuals must provide the required documentation within 90 days of admission to be eligible for continued assistance, pending verification. This waiver is in effect through December 31, 2021. (New for 2021)
- **Delayed Annual Reexaminations:** HUD has permitted PHAs to delay the annual reexamination of income and family composition. If this waiver is used, PHAs must implement HCV-7 for impacted families.

All reexaminations due in calendar year (CY) 2021 must be completed by December 31, 2021, and all due in CY 2020 must have been completed by December 31, 2020.

- **Enterprise Income Verification (EIV) Monitoring:** HUD has waived the mandatory EIV monitoring requirements. This waiver is in effect through December 31, 2021.
- **Family Self-Sufficiency (FSS) Contract of Participation Extension:** HUD has provided for extensions to the Family Self-Sufficiency (FSS) Contract of Participation. This extension is in effect through December 31, 2021.

Changes in Client Income and Rent during the Pandemic

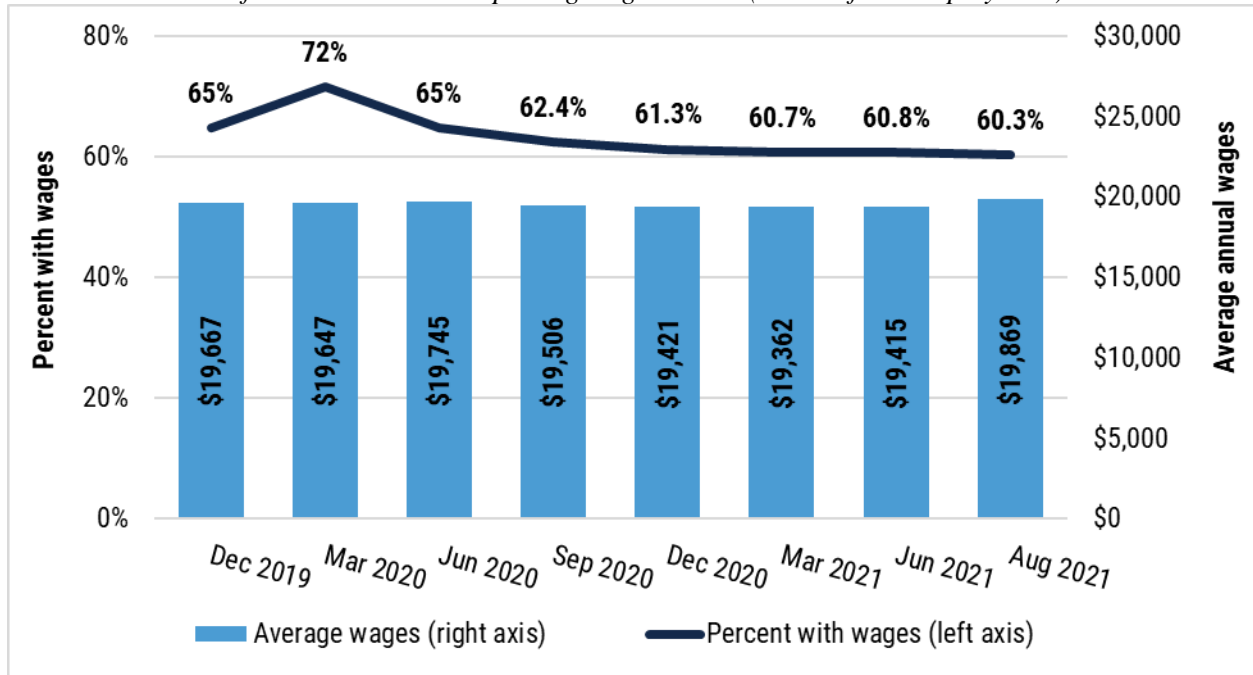
Earlier in 2021, the CURS research team prepared a brief for INLIVIAN on the impact of the pandemic on work-able (that is, non-elderly and non-disabled) clients' income, wages, and rent paid (TTP). This analysis covered the period from December 2019—August 2021 and utilizes quarterly-reported tenant data. The analysis is limited to work-able households who were INLIVIAN clients throughout the analysis period.

A note about these data: through its Moving to Work status, INLIVIAN has reduced how often it recertifies tenants' incomes. Most tenants are not required to report income increases between recertifications, though, logically, they would continue to report income decreases (as these could result in lower rent).³ Thus, this analysis may underestimate the number of households whose income increased during the pandemic.

Exhibit 2 charts the percentage of work-able (non-elderly and non-disabled) households reporting **any wage income** (income from employment) and the **average annual wages** among those reporting any wage income. After peaking in March 2020 at 72 percent, the proportion of clients reporting wages decreases to 65 percent in June 2020 and continues to decline (though modestly) through August 2021 to 60.3%. Average wages (among those with any wages), though, remain relatively stable throughout the pandemic at around \$19,500 annualized.

³ The exception to this policy is clients paying INLIVIAN's minimum rent of \$75 (earning \$3,000 or less annually), who must report any income increases.

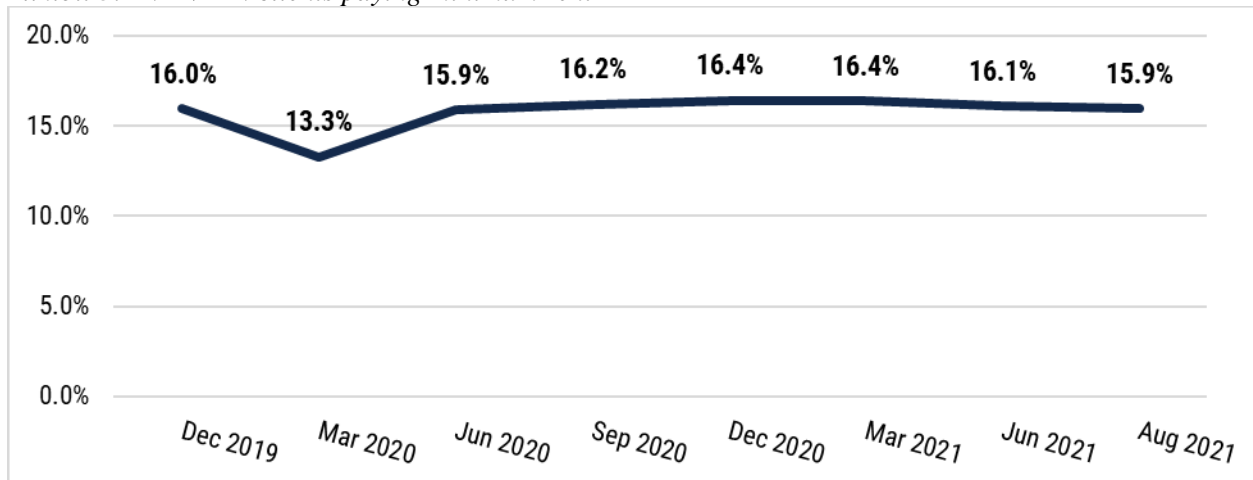
Exhibit 2: Percent of work-able clients reporting wage income (income from employment)



Source: INLIVIAN administrative data.

Exhibit 3 plots the percentage of INLIVIAN clients **paying minimum rent**. This indicator may be the most reliable due to INLIVIAN’s policy requiring minimum renters to report any increases in income. After decreasing to 13.3% in March 2020, the proportion of clients paying minimum rent jumps to nearly 16% (a nearly 20% increase) in June 2020 and increases further to 16.4% in late 2020. This amount then decreases modestly to 15.9% in August 2021.

Exhibit 3: INLIVIAN clients paying minimum rent

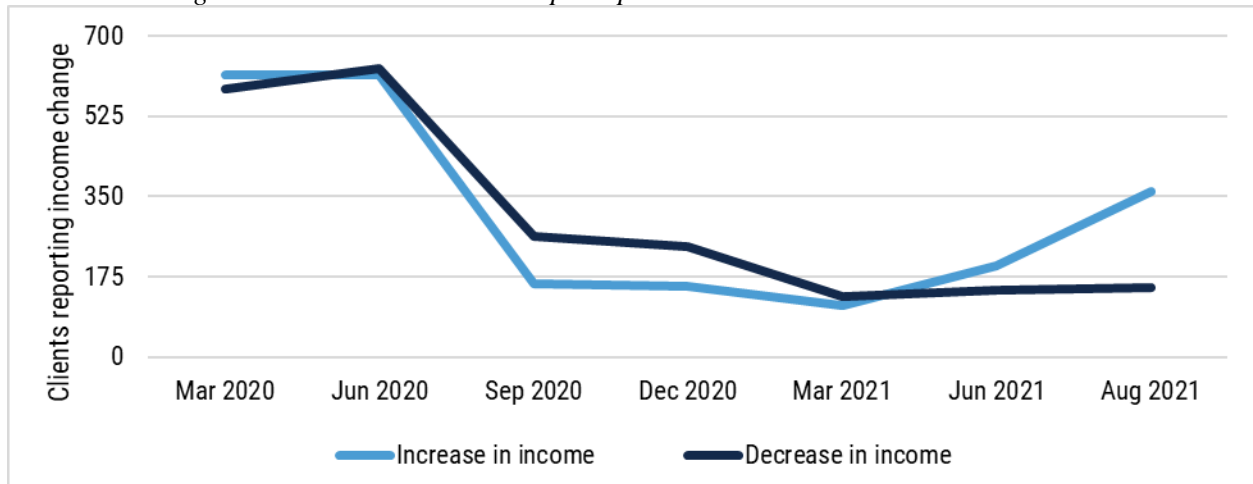


Source: INLIVIAN administrative data.

Exhibit 4 charts **changes in total household income** from one reporting period to the next. For most of the pandemic, more households were reporting decreases in income relative to the number of households reporting income increases. However, beginning in June 2021, the number of households reporting income

increases exceeds those households reporting income decreases, and in the June 2021–August 2021 period, INLIVIAN clients were twice as likely to increase their incomes than to report an income decrease.⁴

Exhibit 4: Changes in total income relative to prior period



Source: INLIVIAN administrative data.

Moving Forward Safety Initiatives

While not explicitly requiring MTW approval, INLIVIAN has worked to improve the safety of its developments through various crime-related programs. Through a partnership with the Charlotte-Mecklenburg Police Department, INLIVIAN receives crime data for all its developments. We then categorized all crimes as property, violent, and other, and computed crime rates for the number of crimes in 2021 per 100 units across each development.⁵

Exhibit 5 charts developments with the highest and lowest property, violent, and total crime rates for 2021, while Exhibit 6 presents crime rates across all INLIVIAN developments. Note that CMPD figures were provided for January–October 2021; based on these, we developed an annualized crime rate per 100 units at each development. Consistently, the developments with the highest crime rates are legacy public housing properties—that is, developments that were previously public housing but recently covered to RAD vouchers. Wallace Woods and Robinsdale seem to have the highest, or one of the highest, violent and property crime rates. Cedar Knoll, while having a high property crime rate, has very few incidences of violent crime.

In terms of the lowest crime rates, these developments are disproportionately those reserved for the elderly or disabled. This is not an especially surprising finding, though one should note that several legacy public

⁴ Because of INLIVIAN’s rent recertification policies, this figure likely undercounts the number of clients whose income increased during this period.

⁵ ‘Other’ crimes include concealed weapons, disorderly conduct, and a category of ‘other criminal charge.’

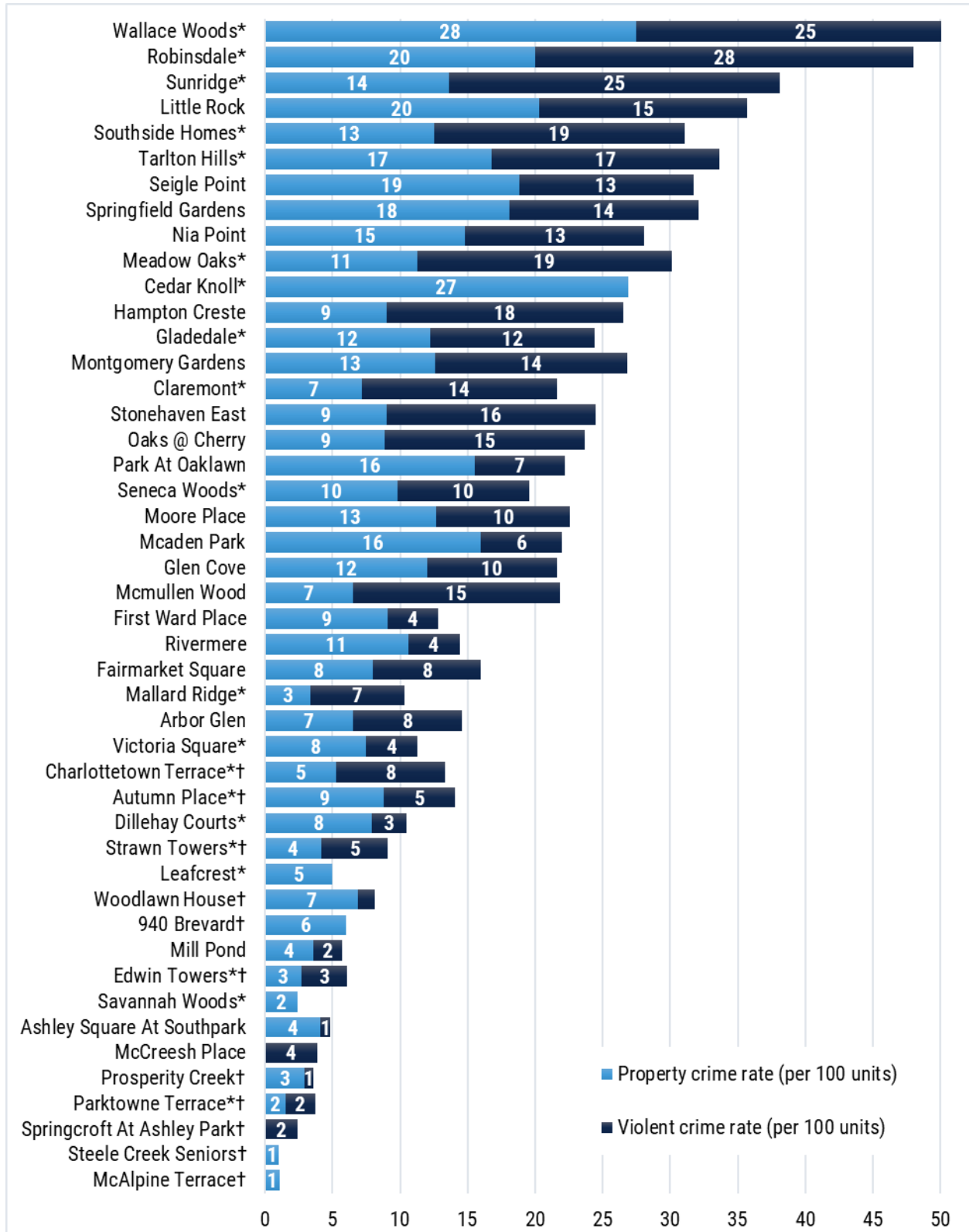
housing developments—including Leafcrest, Savannah Woods, and Cedar Knoll—did not report any violent crime incidents in the January–October 2021 period.

Exhibit 5: Highest and lowest property, violent, and total annualized crime rates across INLIVIAN developments for 2021.

Rank	Development	Property Crime Rate	Development	Violent Crime Rate	Development	Total Crime Rate
1	Wallace Woods*	28	Robinsdale*	28	Wallace Woods*	65
2	Cedar Knoll*	27	Wallace Woods*	25	Robinsdale*	52
3	Little Rock	20	Sunridge*	24.5	Sunridge*	41
4	Robinsdale*	20	Meadow Oaks*	18.8	Little Rock	39
5	Seigle Point	19	Southside Homes*	18.6	Southside Homes*	38
Avg		8.0		7.3		17.4
42	Parktowne Terrace*†	1.5	940 Brevard†	0	Savannah Woods*	4
43	McAlpine Terrace†	1.1	Leafcrest*	0	Prosperity Creek†	4
44	Steele Creek Seniors†	1.0	Savannah Woods*	0	Springcroft At Ashley Park†	2
45	Springcroft at Ashley Park†	0	McAlpine Terrace†	0	McAlpine Terrace†	1
46	McCreesh Place	0	Steele Creek Seniors†	0	Steele Creek Seniors†	1

Source: Charlotte-Mecklenburg Police Department crime data provided to INLIVIAN. Developments with an asterisk (*) are legacy public housing. Developments with a dagger (†) are reserved for elderly or disabled households.

Exhibit 6: Annualized 2021 crime rate (crimes per 100 units) across INLIVIAN developments by type of crime.



Source: Charlotte-Mecklenburg Police Department- crime data provided to INLIVIAN. Developments with an asterisk (*) are legacy public housing. Developments with a dagger (†) are reserved for elderly or disabled households.

Compliance with Statutory Requirements

The Moving to Work program consists of five statutory requirements that housing authorities must meet in their participation in the program. These include:

1. Ensuring that 75% of households served are very low income – meaning they earn less than 50% of the Area Median Income.
2. Serving substantially the same total number of families.
3. Maintaining a comparable mix of families by family size.
4. Implementing a rent policy that encourages employment.
5. Certifying that housing meets quality standards.

In our 2020 Moving Forward Report, we analyzed overall compliance with the first four statutory requirements within INLIVIAN’s different subsidy programs—including the Rental Assistance Demonstration (RAD)⁶ and Housing Choice Voucher programs—from September 2017 (Q3 2017) to September 2020 (Q3 2020) and found INLIVIAN to be meeting or exceeding all statutory requirements. This section further extends that analysis to include the Q4 2020-Q3 2021 period.

Our findings indicate that INLIVIAN has continued to meet or exceed all requirements of the MTW program across the entire study period. Key findings include:

- At a minimum, 94% of households served by INLIVIAN were classified as very low-income, greatly surpassing the requirement that at least 75% of households served must be considered very low-income. This finding is consistent across both of INLIVIAN’s major subsidy programs (HCV and RAD).
- INLIVIAN served substantially the same total number of families across the study period. On average, INLIVIAN served approximately 8,300 families per quarter. The lowest number of families served across all quarters was 8,252 (Q1 2021).
- The composition of family size was also consistent across the study period, with INLIVIAN serving approximately 3,500 single-person households, 1,500 two-person households, 1,500 three-person households, and 2,000 households with four persons or more per quarter.

⁶ For this section, we include the small number of traditional public housing households at Dillehay Courts within the RAD figures.

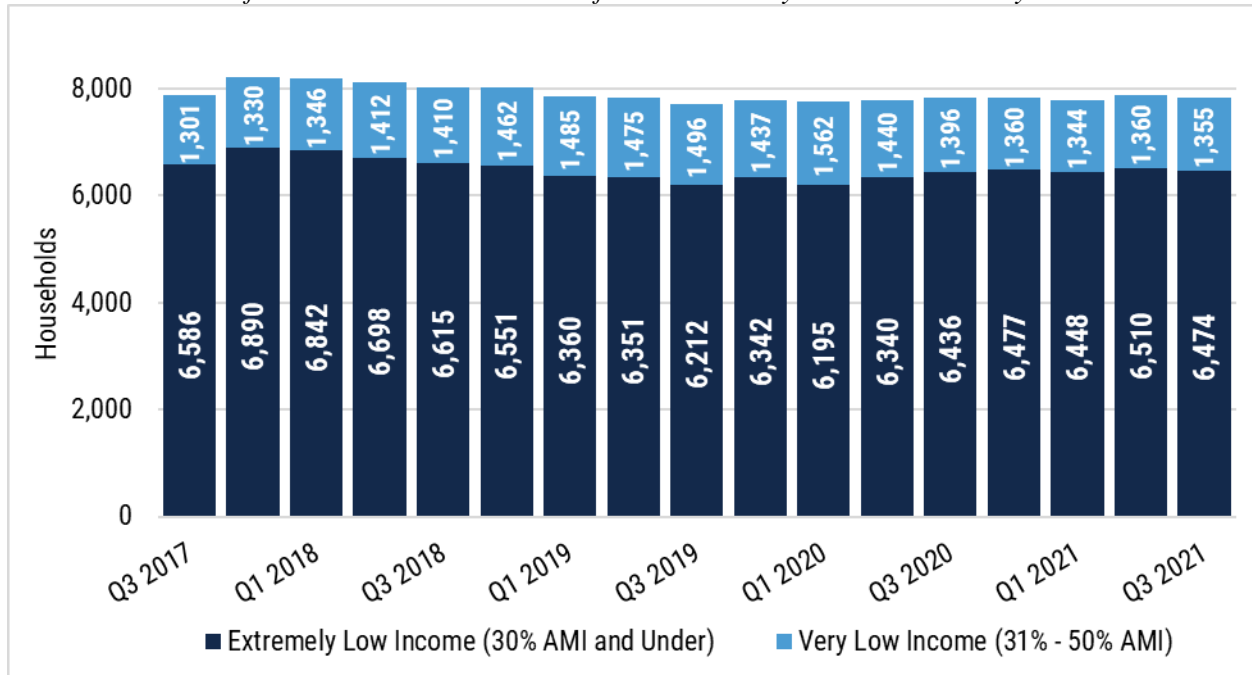
- The number of households continually residing in INLIVIAN housing paying minimum rent—indicating they had \$3,000 or less in annualized adjusted income—decreased from 30% to 26.2% from Q3 2017 to Q3 2021, suggesting that the agency’s rent policies encouraged employment.

In the remainder of the section, we further discuss INLIVIAN’s compliance with each of these individual goals across both the HCV and RAD programs.

Maintain a client pool in which 75% of assisted households are very low-income

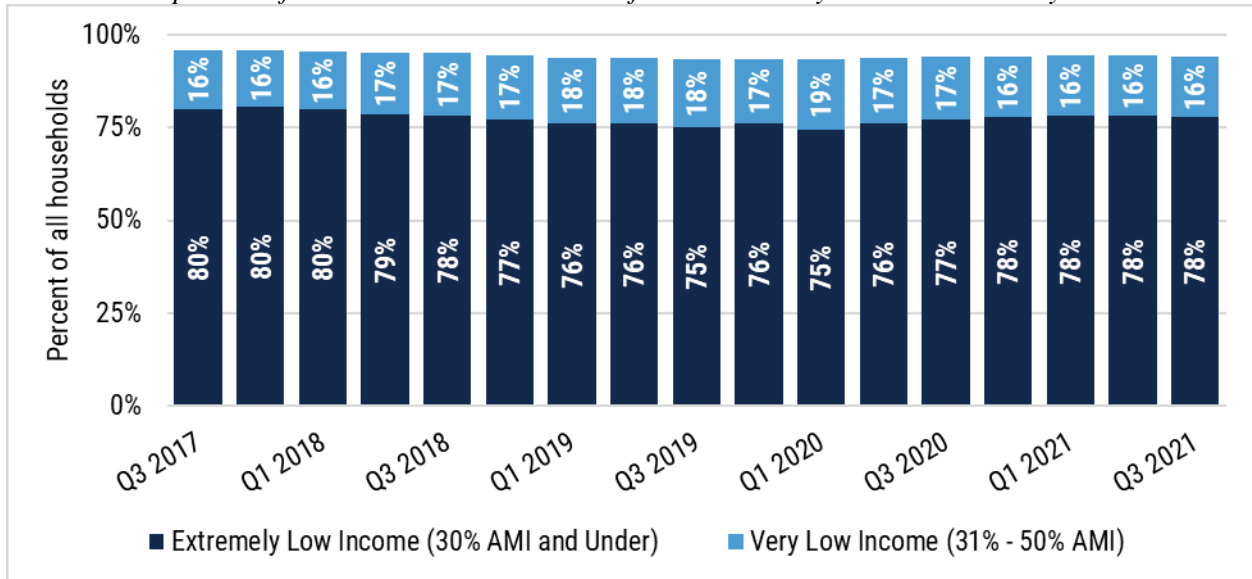
INLIVIAN continues to serve a client pool in which at least 75% of assisted households are very low-income (VLI), defined as any household that earns 50% or less of the Area Median Income (AMI). For each quarter over the study period, between 93 and 96 percent of INLIVIAN assisted households—roughly equivalent to 7,900 households each quarter—were considered very low-income (see Exhibit 7 and Exhibit 8). Of that group, 75–80 percent of households were considered extremely low-income (ELI), meaning they earned less than 30 percent of AMI. Since Q3 2017, the proportion of ELI and VLI households has remained consistently within five percentage points and has been most stable over the past four quarters (Q4 2020–Q3 2021) at 94 percent of households, despite significant changes in economic conditions.

Exhibit 7: Number of INLIVIAN households classified as extremely low income or very low income



Source: INLIVIAN administrative data.

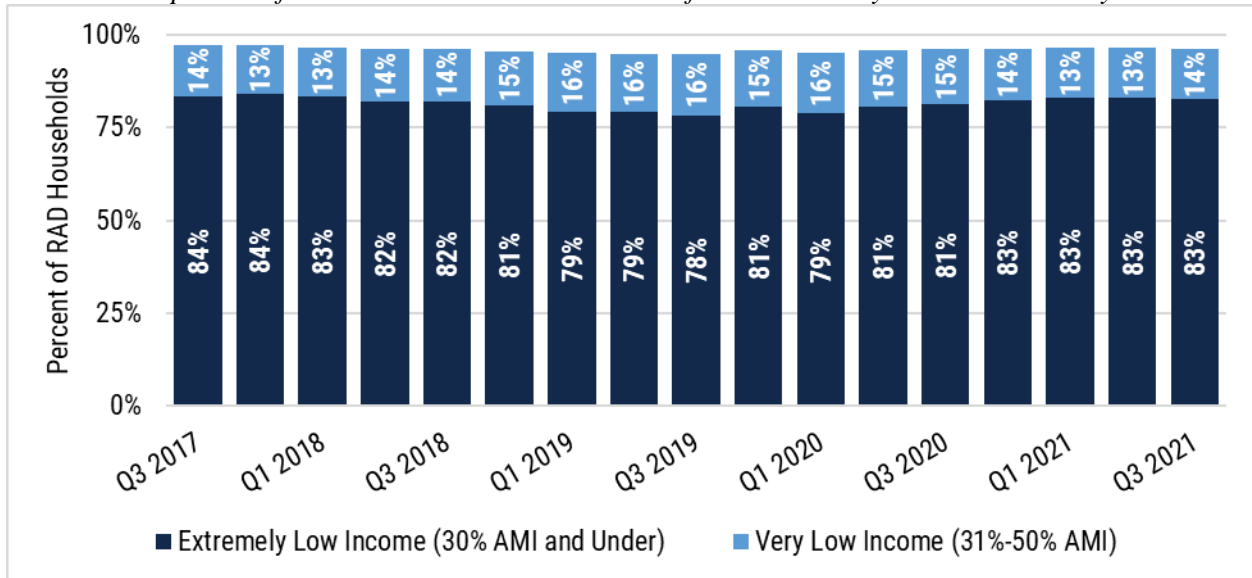
Exhibit 8: Proportion of INLIVIAN households classified as extremely low income or very low income



Source: INLIVIAN administrative data.

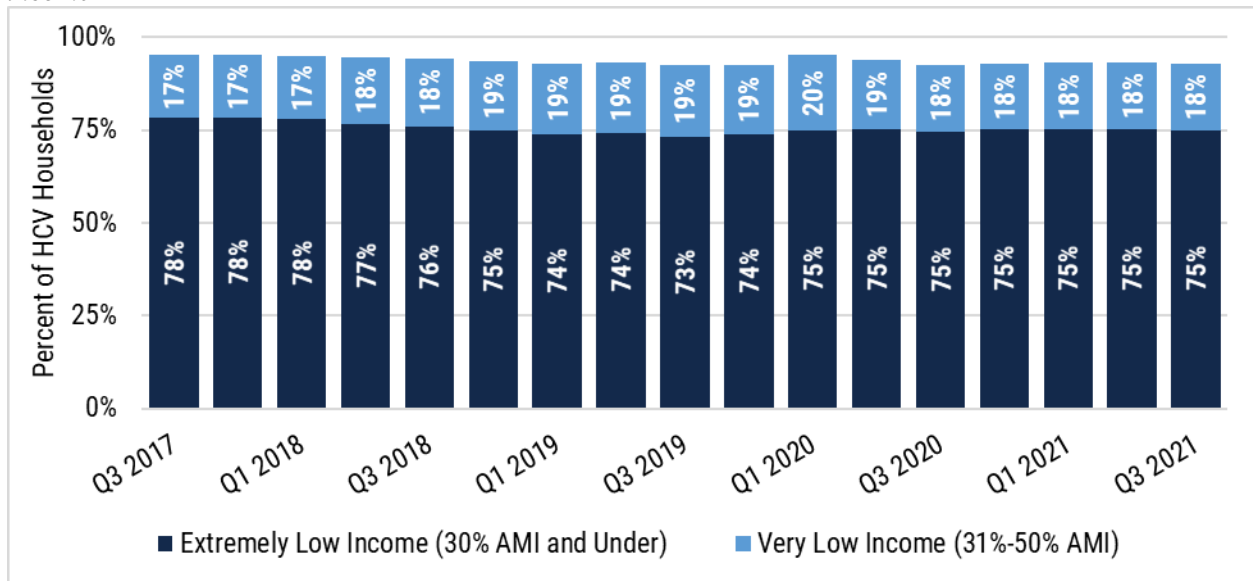
Each of INLIVIAN’s RAD and tenant-based Housing Choice Voucher programs also continued to meet the 75 percent VLI statutory requirement throughout the previous four quarters (see Exhibit 9 for RAD and Exhibit 10 for tenant-based HCV). Within each of these programs, a minimum of 92 percent of all households continued to qualify as VLI, and at least 73 percent as ELI. In Q3 2017, the RAD program served a slightly higher proportion of VLI households (98%) than the HCV program (95%). Over time, this has remained consistent as the proportion of VLI RAD households has remained relatively stable (1% decrease from Q3 2017–Q3 2021), while the HCV number has also remained relatively stable (2% decrease over the same period).

Exhibit 9: Proportion of INLIVIAN RAD households classified as extremely low income or very low income



Source: INLIVIAN administrative data.

Exhibit 10: Proportion of INLIVIAN HCV households classified as extremely low income or very low income

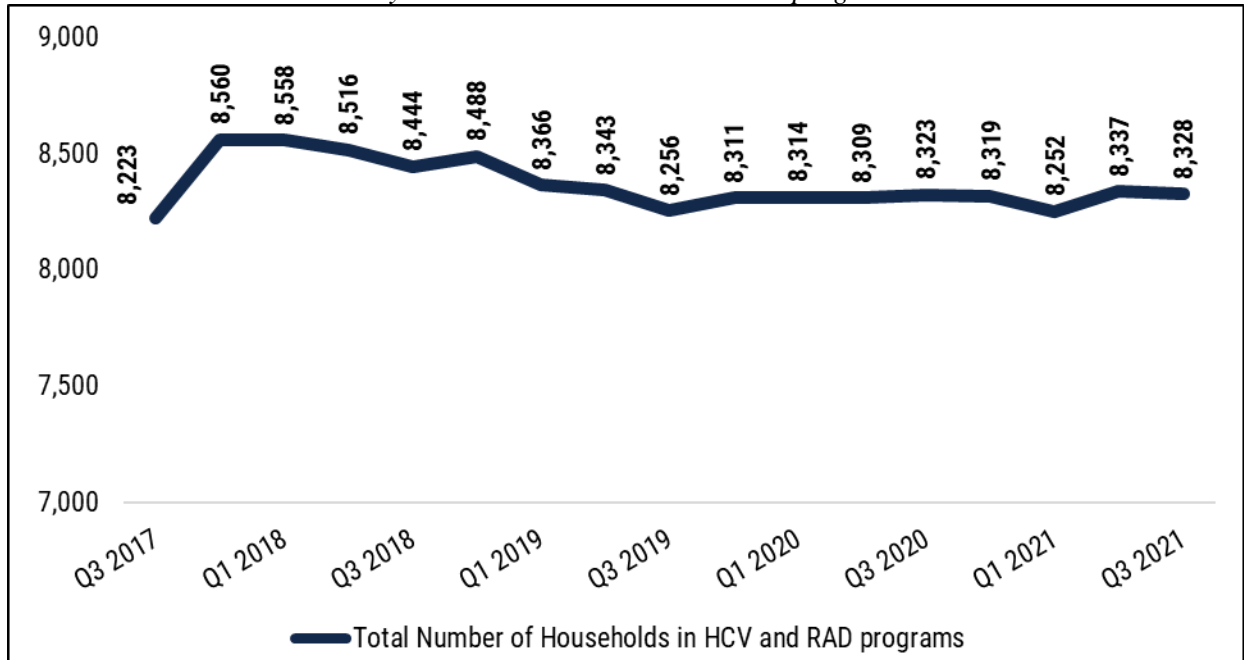


Source: INLIVIAN administrative data.

Serve substantially the same number of households

The second MTW statutory requirement is for participating agencies to serve “substantially” the same number of households. While there are no definite guidelines for this, INLIVIAN has served a relatively consistent number of households from Q3 2017 to Q3 2021 (see Exhibit 11). Over this period, the number of households served has remained within a range of 8,223 (Q3 2017) to 8,560 households (Q4 2017) each quarter, with a net increase of 105 households over the four-year period. However, since joining the MTW demonstration, INLIVIAN has seen a net increase of over 1,100 households served (7,206 in 2008 to 8,328 in Q3 2021).

Exhibit 11: Households served by INLIVIAN in the RAD and HCV programs

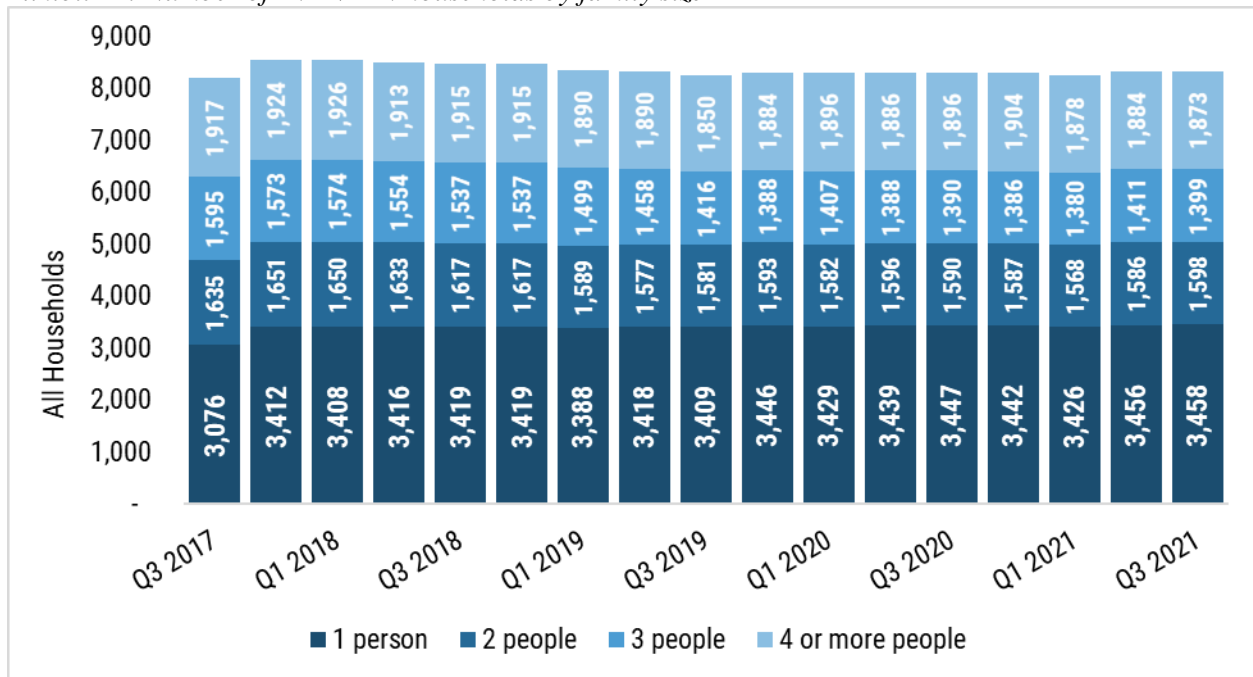


Source: INLIVIAN administrative data.

Maintain a comparable mix of family sizes

The third Moving to Work statutory requirement requires participating agencies to maintain a comparable mix of families based on family size. INLIVIAN has continued to serve a comparable mix of households by family size over the four-year study period (Q3 2017–Q3 2021) across both the RAD and Housing Choice Voucher programs (see Exhibit 12). Across both the RAD and HCV programs, the most common family size assisted by INLIVIAN is single-person households, with almost 3,500 single-person households per quarter. We also find that the agency assisted approximately 1,600 two-person, 1,400 three-person, and 1,900 four or more-person households per quarter.

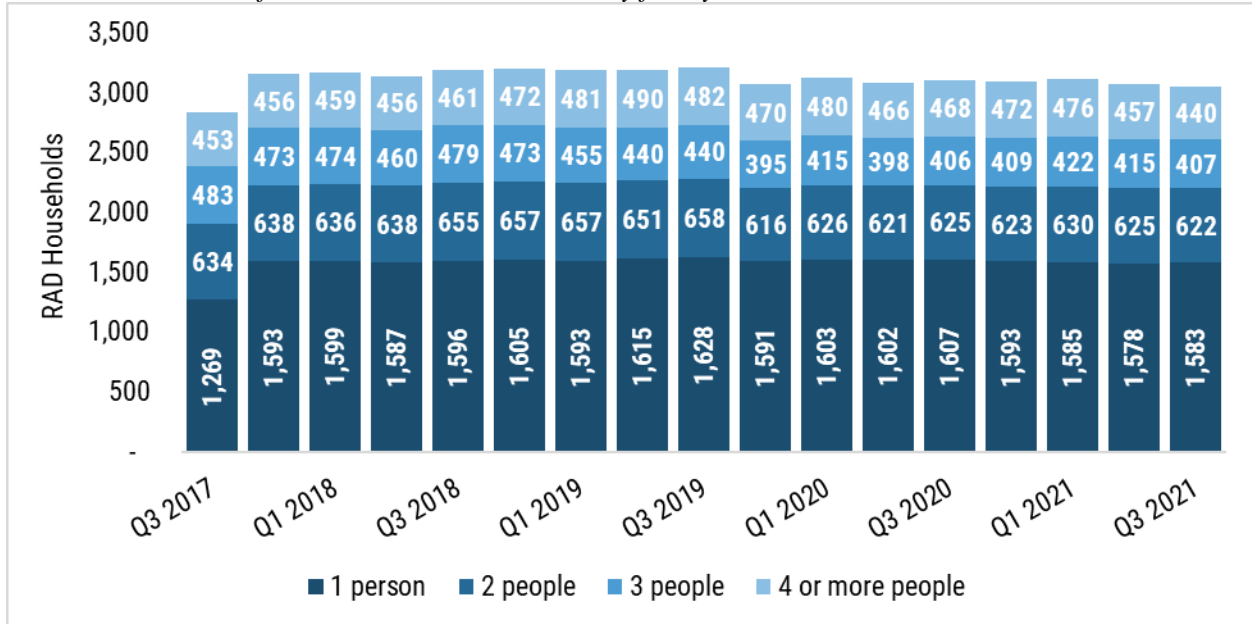
Exhibit 12: Number of INLIVIAN households by family size



Source: INLIVIAN administrative data.

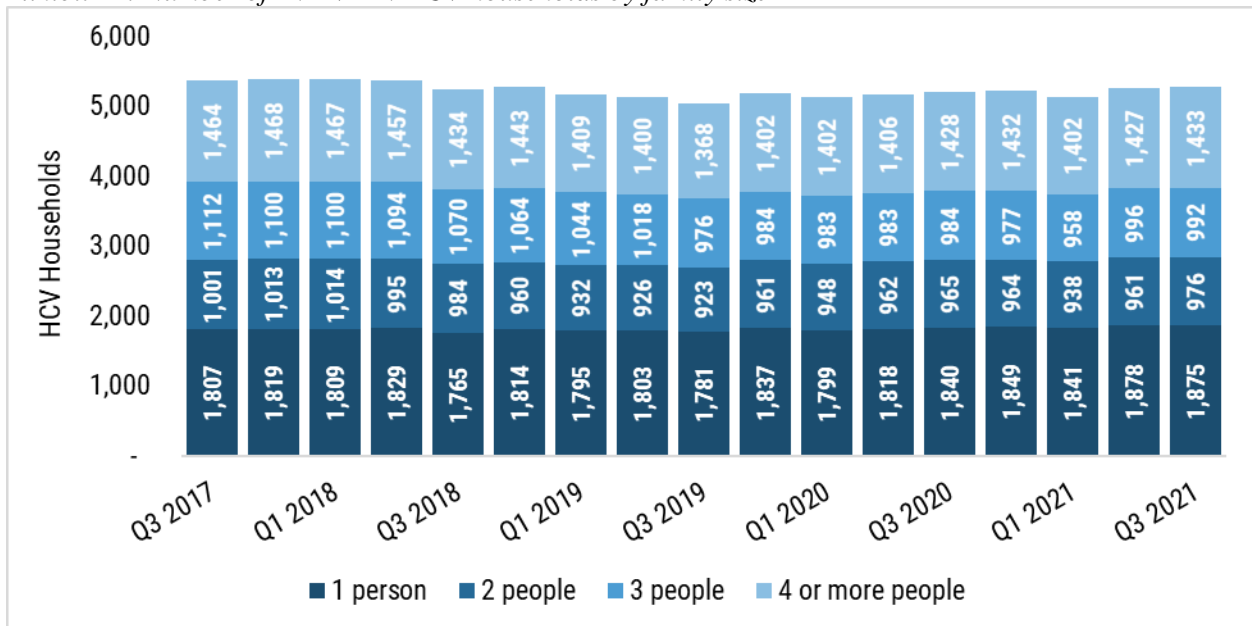
Looking at family size within INLIVIAN’s different subsidy programs reveals that, on average, half (50%) of RAD households are single-person households, whereas only approximately one-third of HCV households are single-person households (see Exhibit 13 for RAD and Exhibit 14 for tenant-based HCV). More households participating in the HCV program are three-person and four or more-person households compared to those participating in the RAD program. This is likely due, in part, to the high proportion of RAD developments that are reserved for elderly households (e.g., Edwin Towers, Charlottetown Terrace, Strawn Tower), which are more likely to be single-person households.

Exhibit 13: Number of INLIVIAN RAD households by family size



Source: INLIVIAN administrative data.

Exhibit 14: Number of INLIVIAN HCV households by family size



Source: INLIVIAN administrative data.

Implement a rent policy that encourages employment

The fourth MTW statutory requirement is for agencies to implement a rent policy that encourages employment. To that end, INLIVIAN has adopted a rent reform activity that comprises three facets: (i) an increase in minimum rent, (ii) a banded rent policy, and (iii) reduced frequency of income recertifications.

INLIVIAN rent reforms

Increased minimum rent. INLIVIAN has increased its minimum rent from \$50 to \$75. By slightly increasing total tenant payment amounts, the goal of this policy is to encourage residents to obtain employment and work towards financial self-sufficiency. A 2015 CURS survey of INLIVIAN residents queried their perceptions of the \$75 minimum rent, and a large majority of respondents (approximately 75%) felt the \$75 minimum rent amount is “about right.”

Banded Rents. To decrease disincentives for households that increase their work hours or wages, INLIVIAN has implemented a banded rent policy in which households’ rents are calculated based the *minimum* number of preset \$2,500 intervals (referred to as “bands”). For example, a household with an adjusted income of \$12,000 would fall in the \$10,000 to \$12,500 income band and their rent would be 30 percent of \$10,000, the lower range of the band. By tying rents to the lower end of bands, the policy allows residents to increase their income up to \$2,500 without seeing a corresponding increase in rent.

Biennial and Triennial Income Recertifications. Beginning in 2013, INLIVIAN adopted a biennial recertification policy that decreased the time between income recertifications for all households from once a year to every other year. This change also allowed households who increased their income between recertifications to not request an interim recertification—postponing possible increases in monthly rent. Households that have a decrease in income may request an interim recertification at any point, and any households paying the minimum rent must report any increase in income. In 2020, INLIVIAN further increased time between recertifications and implemented triennial recertifications for all households due for recertification in 2020 as a part of their COVID-19 response. INLIVIAN is currently developing a permanent triennial recertification policy and intends to continue conducting triennial recertifications agency-wide following the pandemic.

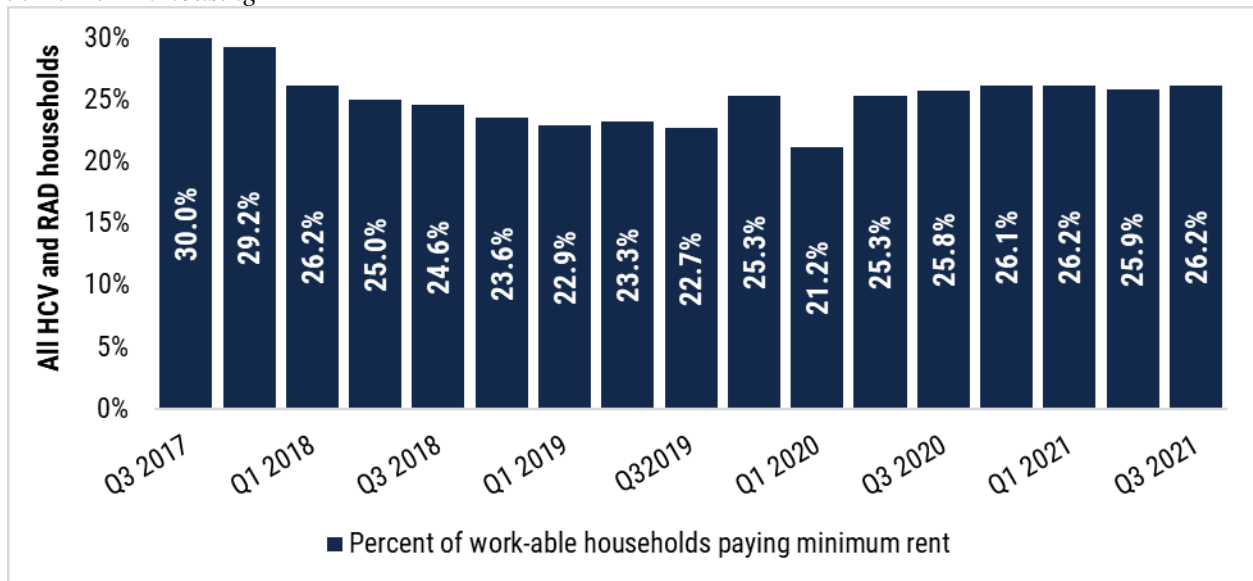
Rent reforms and employment

To examine the efficacy of INLIVIAN’s rent reforms, we consider the minimum renter status of households who have remained in INLIVIAN housing throughout the entire study period. To qualify for the minimum rent of \$75 per month, households must have an earned annual income of \$3,000 or less.

We find that the number and percentage of minimum renter households declined across the study period until the second quarter of 2020 (see Exhibit 15). Since that point—when households began to experience the impact of the COVID-19 pandemic—the number of households with minimum renter status has increased, most likely due to the economic effects of the pandemic. One should note, though, that since the beginning of the pandemic in Q2 2020, the proportion of INLIVIAN minimum renter households has remained roughly the same approximately 26 percent.⁷

⁷ These findings differ from the results presented earlier (see Exhibit 3) because they utilize different populations. In Exhibit 3, the population is all work-able INLIVIAN clients who resided with the agency from December 2019–August 2021. In Exhibit 15, the population is all work-able INLIVIAN clients who resided with the agency from

Exhibit 15: Change in minimum renter status among all households that continuously maintained residence in INLIVIAN housing



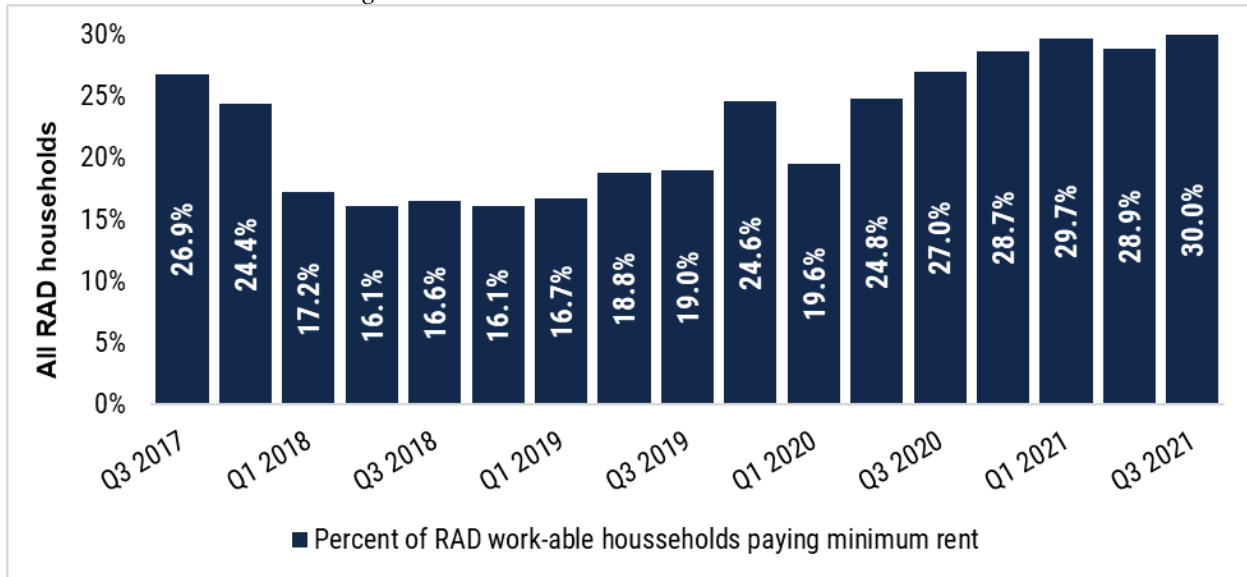
Source: INLIVIAN administrative data.

Across both the agency’s major subsidy programs, we observe similar trends in households’ minimum renter status (see Exhibit 16 for RAD and Exhibit 17 for tenant-based HCV). Both programs experienced a downward trend in the number of minimum renters through the first quarter of 2020. The impacts of the COVID-19 pandemic became noticeable in the second quarter of 2020 where we observe a 25.7 percent increase in the number of minimum renter RAD households (see Exhibit 16) and a 16.4 percent increase in minimum renter HCV households between Q1 and Q3 2020 (see Exhibit 17). Since the beginning of 2020 and throughout 2021, the RAD program has seen a relatively steady, incremental increase in minimum renter households, from 28.7 percent in Q4 2020 to 30 percent in Q3 2021. The HCV program, meanwhile, saw an initial increase that later stabilized around 25.1 percent from Q4 2020 to Q3 2021.

Taking a step back, it is interesting to note that, pre-pandemic, fewer RAD households were paying minimum rent relative to HCV households. In the past, we had attributed this gap to two factors: (i) more RAD households are elderly or disabled, and thus having fixed incomes that are above the minimum renter threshold, and (ii) the work requirement policy for work-able RAD households. Since the pandemic began, though, this relationship has flipped, and now fewer HCV households are paying the minimum rent.

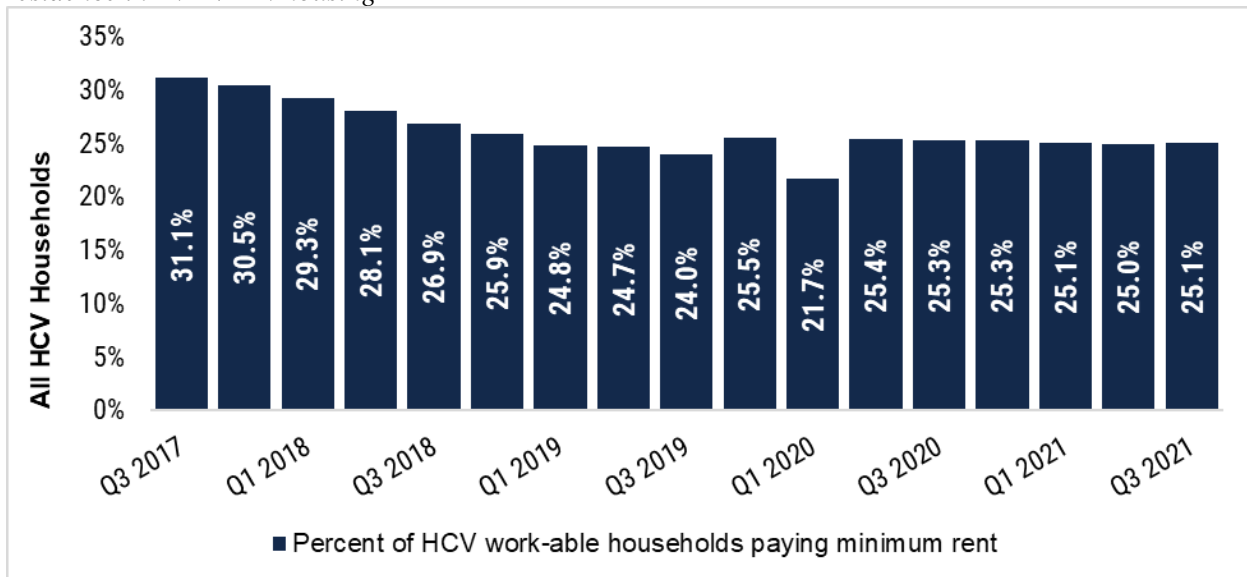
September 2017–September 2021. It’s possible that longer-term INLIVIAN clients (especially those who are work-able) have greater barriers to employment and may thus be more likely to be minimum renters.

Exhibit 16: Change in minimum renter status among RAD households that continuously maintained residence in INLIVIAN housing



Source: INLIVIAN administrative data.

Exhibit 17: Change in minimum renter status among HCV households that continuously maintained residence in INLIVIAN housing



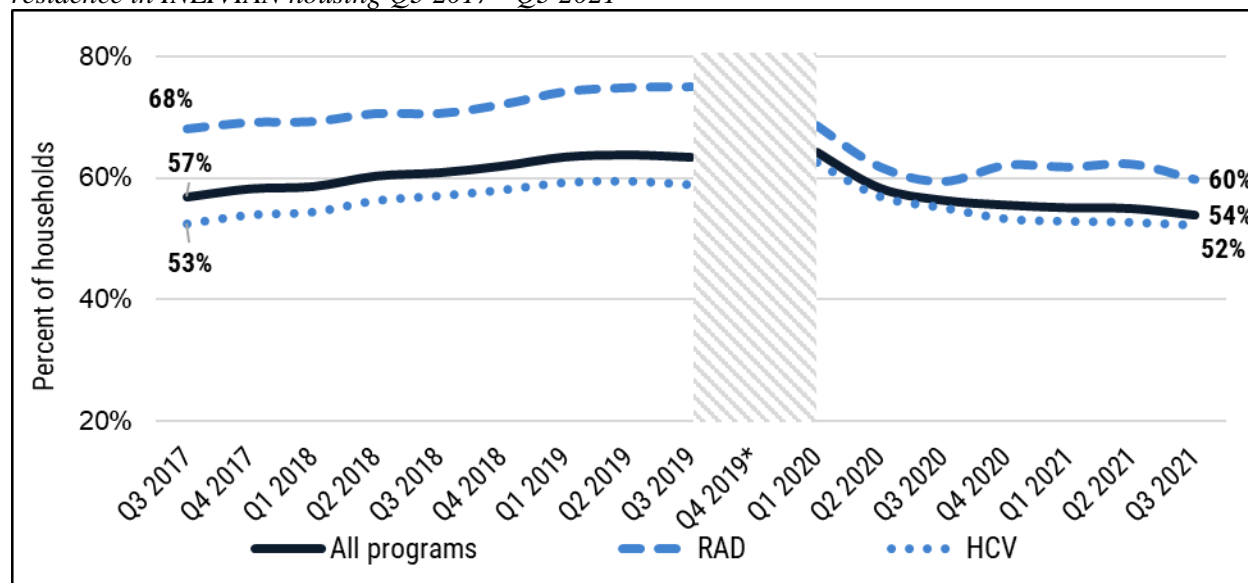
Source: INLIVIAN administrative data.

To further examine the efficacy of INLIVIAN’s policies to encourage employment among work-able households, we consider the percentage of households reporting any income as wages. Given INLIVIAN’s reduced recertification activity, doing so comes with the caveat that households with income increases (be it from wages or non-wage income) do not need to report those wages to the agency until their next recertification. However, households with income decreases—which are more likely to have occurred during the pandemic—can report these decreases to the agency to have their rent reduced.

Households that maintained continuous INLIVIAN residence through the entire study period (Q3 2017–Q3 2021) saw an average increase in wages of roughly 5 percent from Q3 2017 to Q3 2019 across both the RAD and HCV programs (see Exhibit 18). Over these two years, the RAD program has roughly 10 percent more households with reported wage income (61% to 67%) than the HCV program (51% to 56%).

In conjunction with the onset of the coronavirus pandemic, the proportion of households reporting wages in both programs quickly began to drop starting in Q1 2020. After this initial drop, from Q1 2021 to Q3 2021, the number of households in both programs plateaued at around 60 percent among RAD households and 52 percent among HCV households.

Exhibit 18: Percentage of households reporting any wages among households that continuously maintained residence in INLIVIAN housing Q3 2017 - Q3 2021



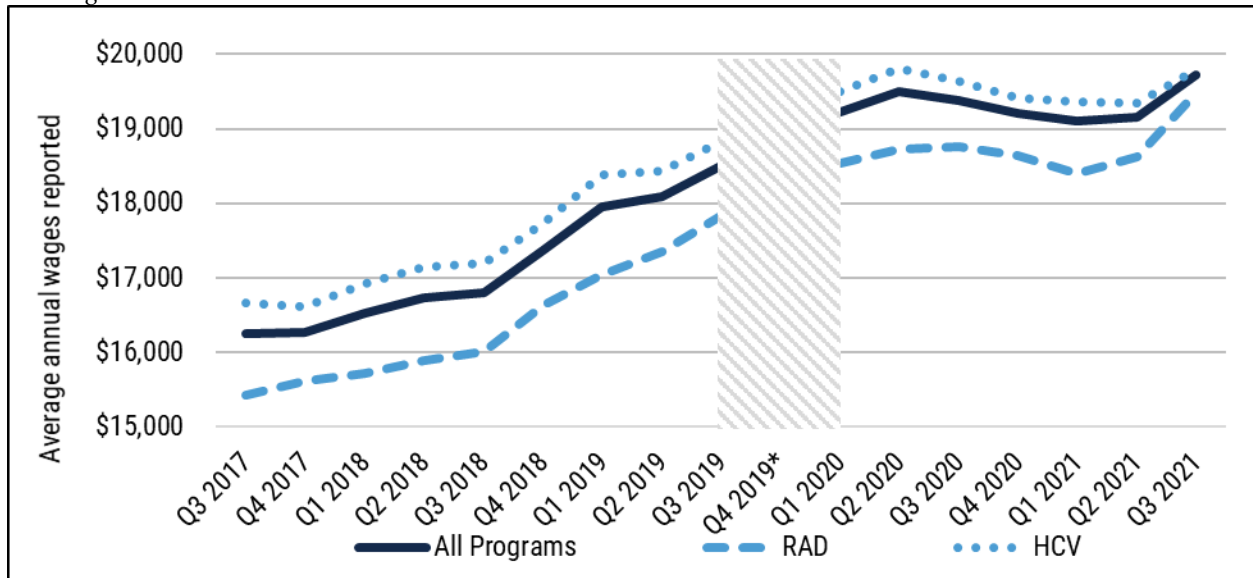
Source: INLIVIAN administrative data.

While the *number* of households reporting wages dropped considerably in 2020—almost certainly in part because of the pandemic—among those households still reporting wages, we do not observe a concurrent drop in the *amount* of wages throughout 2020 or 2021 (see Exhibit 19 and Exhibit 20). In fact, in 2021, we observe a slight increase in the average annual wages reported from \$19,056 in Q1 2021 to \$19,197 in Q3 2021. Over the past two years, the rate at which wages increased does appear to slow somewhat in comparison to the two years prior. Notably, however, average wages across all programs reached their highest level (\$19,339) in Q3 2021.

Exhibit 19: Average annual wages among households that continuously maintained residence in INLIVIAN housing

Quarter	HCV	RAD	All Programs
Q3 2017	\$16,551	\$15,271	\$16,128
Q4 2017	\$16,517	\$15,455	\$16,167
Q1 2018	\$16,863	\$15,554	\$16,433
Q2 2018	\$17,084	\$15,739	\$16,646
Q3 2018	\$17,099	\$15,869	\$16,703
Q4 2018	\$17,630	\$16,415	\$17,236
Q1 2019	\$18,263	\$16,874	\$17,811
Q2 2019	\$18,326	\$17,211	\$17,960
Q3 2019	\$18,672	\$17,682	\$18,346
Q4 2019	\$19,540	\$18,683	\$19,284
Q1 2020	\$19,320	\$18,425	\$19,056
Q2 2020	\$19,603	\$18,668	\$19,339
Q3 2020	\$19,406	\$18,694	\$19,197
Change	+\$2,855	+\$3,423	+\$3,069

Exhibit 20: Average annual wages among households that continuously maintained residence in INLIVIAN housing



Source: INLIVIAN administrative data. Note that, due to data issues, Q4 2019 data are not reliable.

Helping Families Achieve Self-Sufficiency

The report now examines INLIVIAN’s progress toward meeting the MTW statutory goal of helping families achieve self-sufficiency. A key goal of the Moving Forward program has been expanding the number of INLIVIAN clients who receive supportive services. In addition, several other Moving Forward activities—especially the agency’s rent reform—are designed, in part, to encourage clients to achieve economic self-sufficiency.

Rent Reform Overview

As mentioned above, INLIVIAN has implemented multiple rent reform initiatives as a part of the Moving Forward program. These initiatives include:

- **Increased minimum rent.** INLIVIAN has increased its minimum rent from \$50 to \$75.
- **Banded Rents.** To decrease disincentives for households that increase their work hours or wages, INLIVIAN has implemented a banded rent policy in which households’ rents are calculated based the *minimum* number of preset \$2,500 intervals (referred to as “bands”). This policy allows residents to increase their income up to \$2,500 without seeing a corresponding increase in rent.
- **Biennial and Triennial Income Recertifications.** INLIVIAN adopted biennial recertifications in 2013 to allow households who increased their income between recertifications to not request an interim recertification—postponing possible increases in monthly rent. In 2020, INLIVIAN implemented triennial recertifications, further increasing time between recertifications.

INLIVIAN’s rent reform initiatives are designed to encourage employment, and thus are integral to the plan to help families to achieve self-sufficiency. In tandem with INLIVIAN’s supportive services and work requirement policies, rent reforms work to remove barriers to employment for households.

Supportive Services Overview

One of INLIVIAN’s initial MTW activities was to expand supportive services in conjunction with a work requirement. This policy was initially implemented at five public housing sites beginning in 2014 and was later expanded to all INLIVIAN RAD/public housing developments in 2017. Most recently, INLIVIAN suspended the work requirement in April 2020 due to economic and public health conditions caused by the coronavirus pandemic.

Pilot policy

INLIVIAN began offering site-based case management at five public housing developments as part of its Moving Forward Supportive Services activity in 2011.⁸ In January 2014⁹, the agency began enforcement of the initial work requirement of 15 hours per week for all work-able heads of households at these five pilot sites. In lieu of working, residents could satisfy the work requirement by participating in case-manager work-related activities, such as job readiness training and volunteering, for up to 12 months.

After enforcement began, households not in compliance were placed in a two-month Improvement Plan, during which residents were expected to meet weekly with their case manager to help them strategize how to meet the requirement. If following this two-month period the household had not come into compliance, the household's rent was raised to 50 percent of the contract rent for six months and to 100 percent of contract rent indefinitely thereafter until the household came into compliance.

Supportive services expansion

Preliminary evaluations of the pilot work requirement showed that the policy led to increased employment without a corresponding increase in evictions. In response to these findings, INLIVIAN expanded supportive services and the work requirement to their remaining RAD (formerly family public housing) sites in early 2017, with enforcement beginning November 2017. To streamline administration and scale up the policy to serve a larger number of households, INLIVIAN made several key changes to the policy as a part of the expansion (see Exhibit 21). Additionally, the work requirement was increased from 15 to 20 cumulative hours per week per household and can now be fulfilled by any household member (or combination of household members), not only the head of household.

⁸ At two of those sites, residents were already receiving supportive services through the Family Self-Sufficiency program.

⁹ INLIVIAN originally intended work requirement enforcement to begin 12 months following the inception of supportive services, however enforcement was delayed until 2014 due to concerns over economic conditions and instability following the Great Recession.

Exhibit 21: Changes in pilot and expansion work requirement policy parameters

Parameter	Pilot Policy	Current Policy
Preliminary supportive services	12 months*	6 months
Supportive services targeting	All pilot site heads of households	Focus on minimum renters and non compliant households
Work requirement	<ul style="list-style-type: none"> ● 15 hours/week for HOH ● 15 hours/week for HOH + 5 hours/week for other HH members (as of Jan 2016) 	20 hours/week cumulative for all household members (begin early 2017)
Improvement Plan length	2 months	3 months
Initial rent sanction	50% loss of subsidy	Imputed rent for 20 hours/week at minimum wage (\$188/month)
Initial rent sanction length	6 months	6 months
Second-stage rent sanction	Full loss of subsidy	Full loss of subsidy

Changes due to COVID-19

The State of North Carolina first implemented a stay-at-home order closing non-essential businesses on March 27, 2020, in response to rising coronavirus case numbers. Beginning April 2020, INLIVIAN suspended work requirement enforcement and all related sanctions for all work-required households. Additionally, INLIVIAN made the following changes to their self-sufficiency supportive services to better address resident’s needs during the coronavirus pandemic.

- Transitioning all monthly in-person workshops to virtual workshops
- Offering pop-up healthcare events, including COVID-19 testing and mental health services
- Offering additional K-12 student support during remote schooling and school closures

INLIVIAN life coaches are continuing to work with residents through multiple means as pandemic conditions allow – including phone calls, virtual calls/meetings, physical mailings, and flyers, and limited in-person meetings.

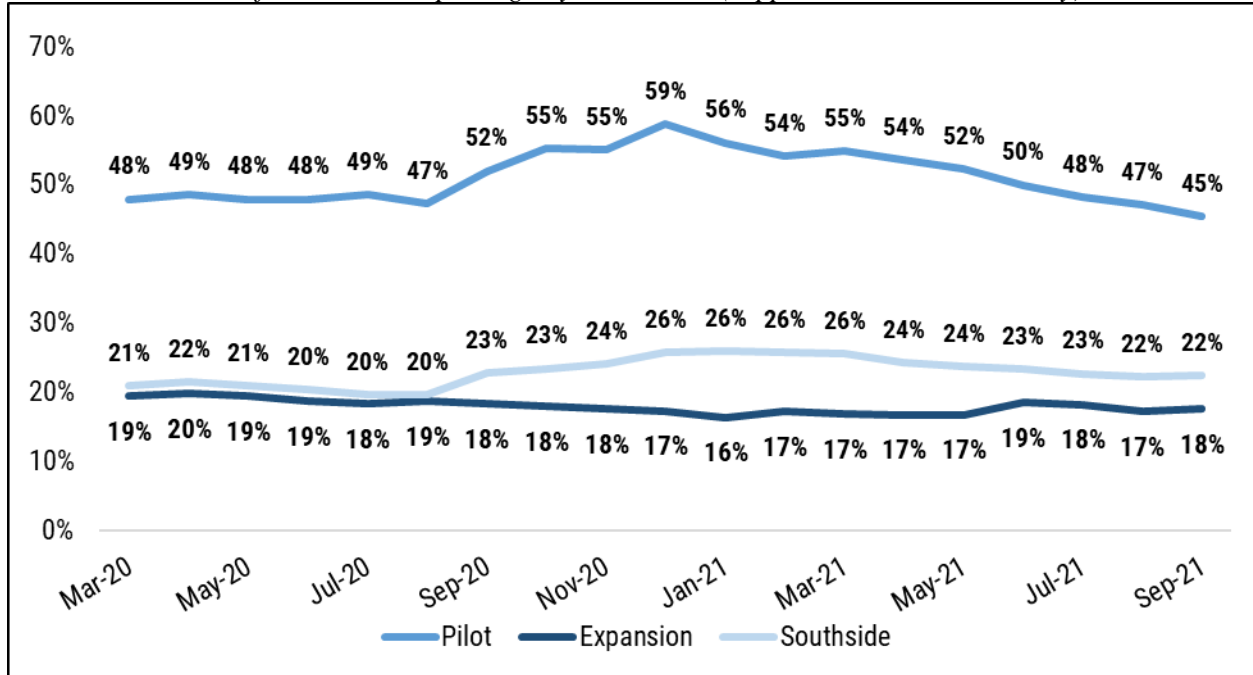
Work Hours

Following the onset of the COVID-19 pandemic, INLIVIAN suspended enforcement of the work requirement beginning in April 2020. This suspension has remained in effect through 2021 due to fluctuating COVID-19 case numbers and ongoing economic disruptions caused by the pandemic, as well as other issues that may affect households’ ability to comply with the work requirement, such as school closures. While the suspension is in place, households are not subject to rent sanctions for non-compliance. INLIVIAN is tentatively planning to lift this suspension at the beginning of 2022.

Utilizing case management data, we find that, from March 2020 through September 2021, the percentage of households reporting any work hours remained relatively stable across pilot sites, expansion sites, and

Southside Homes, with a spike for Southside and pilot sites from September 2020-March 2021 (see Exhibit 22). Within expansion sites, 17-20 percent of households reported work hours between March 2020 and September 2021. The proportion of Southside households reporting work hours was like the expansion sites—between 20-26 percent over the same period. In comparison, a greater proportion of pilot site households reported work hours over this period – roughly 50 percent.

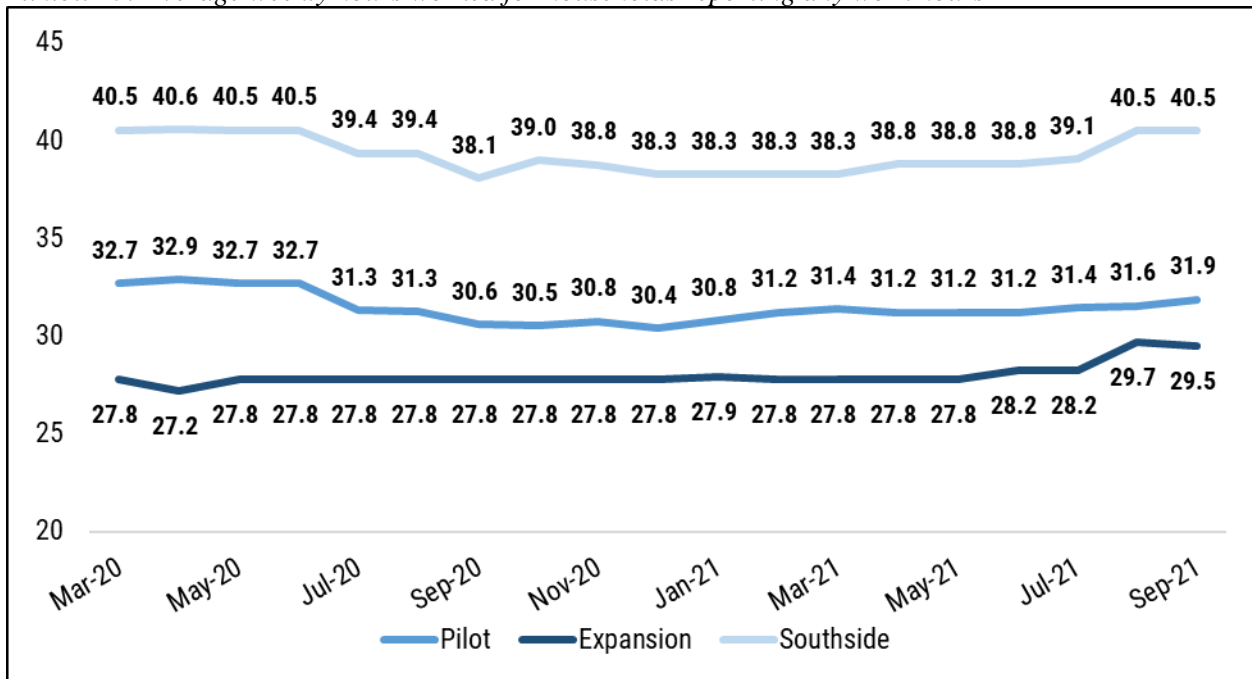
Exhibit 22: Percent of households reporting any work hours (supportive services sites only)



Source: INLIVIAN case management data.

Across these households reporting work hours March 2020–September 2021, average weekly hours also appear to remain mostly stable over the same period (see Exhibit 23). On average, Southside households report the highest weekly hours ranging from 38.1 to 40.6 hours per household. Households in the five pilot sites report lower weekly averages, from 30.4 to 32.9 hours. Expansion site households report the lowest - and most stable - weekly hours ranging between 27.2 to 29.7. Given the pandemic, work hours remain largely stable throughout the March 2020–September 2021 period, suggesting that, among households that were able to maintain employment over this period, they did not have their hours reduced.

Exhibit 23: Average weekly hours worked for households reporting any work hours



Source: INLIVIAN case management data.

Expanding Housing Options

The report now turns to examining INLIVIAN's progress toward meeting the MTW statutory goal of expanding housing options for low-income families. In this space, INLIVIAN has focused on developing new properties in cooperation with local stakeholders and in encouraging HCV households to move to higher-opportunity areas.

Overview

As of September 2021, INLIVIAN administers 4,698 Housing Choice Vouchers (HCVs) in Mecklenburg County and, through its Horizon Development Properties subsidiary, manages 58 housing developments across the county as well (see Exhibit 24 and the development inset in Exhibit 26). INLIVIAN developments are spread throughout the City of Charlotte but are especially concentrated in both Uptown Charlotte and throughout South Charlotte. In contrast, INLIVIAN's HCVs are concentrated in neighborhoods immediately west, north, and east of Uptown Charlotte, with comparatively fewer in South Charlotte. While the map in Exhibit 24 divides HCVs between households with children (anyone under age 18 in the household) and households without children, we do not see a substantial variation in the neighborhoods where those types of households reside.

Exhibit 24: Overview of INLIVIAN developments and HCV locations

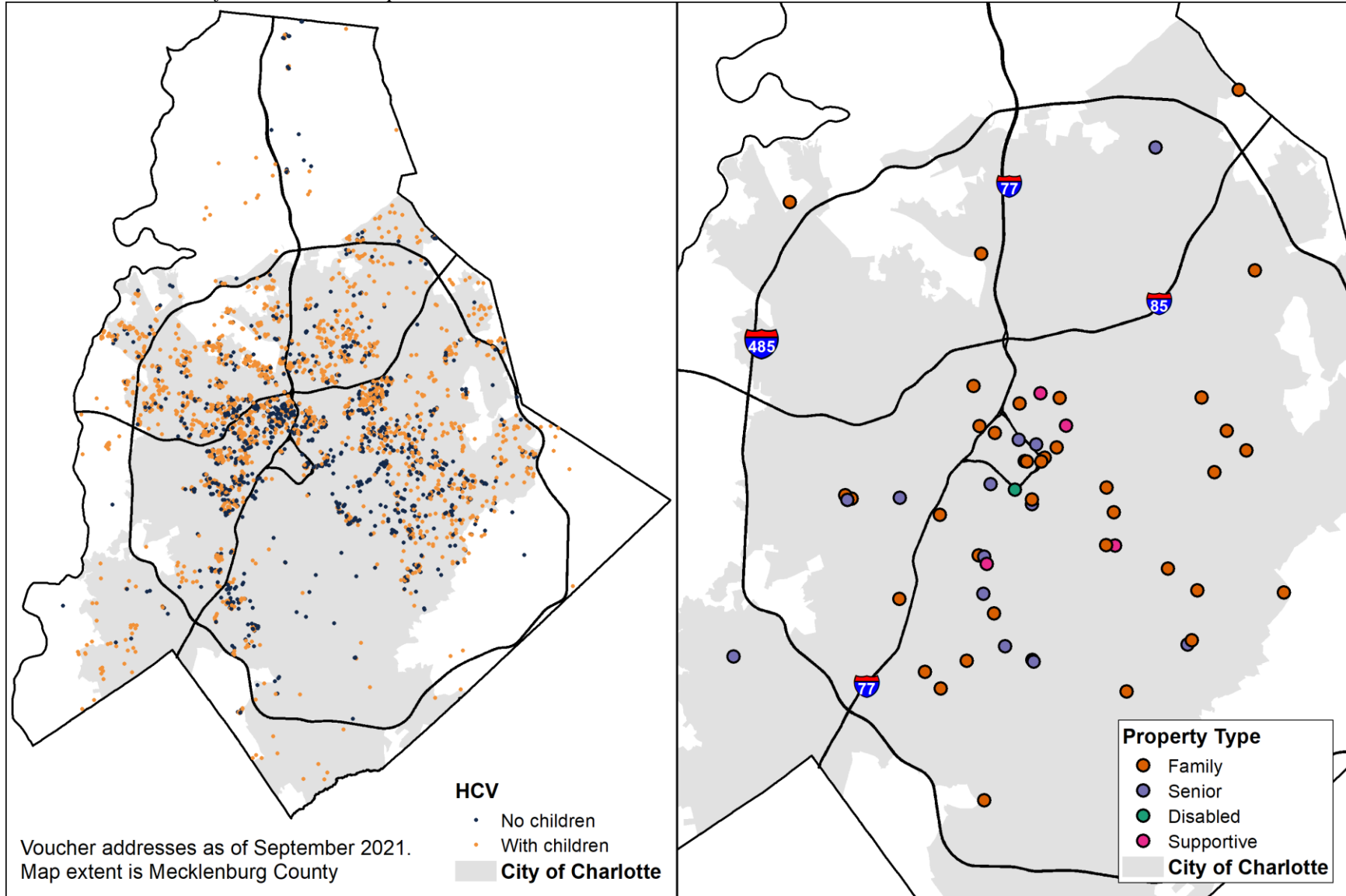
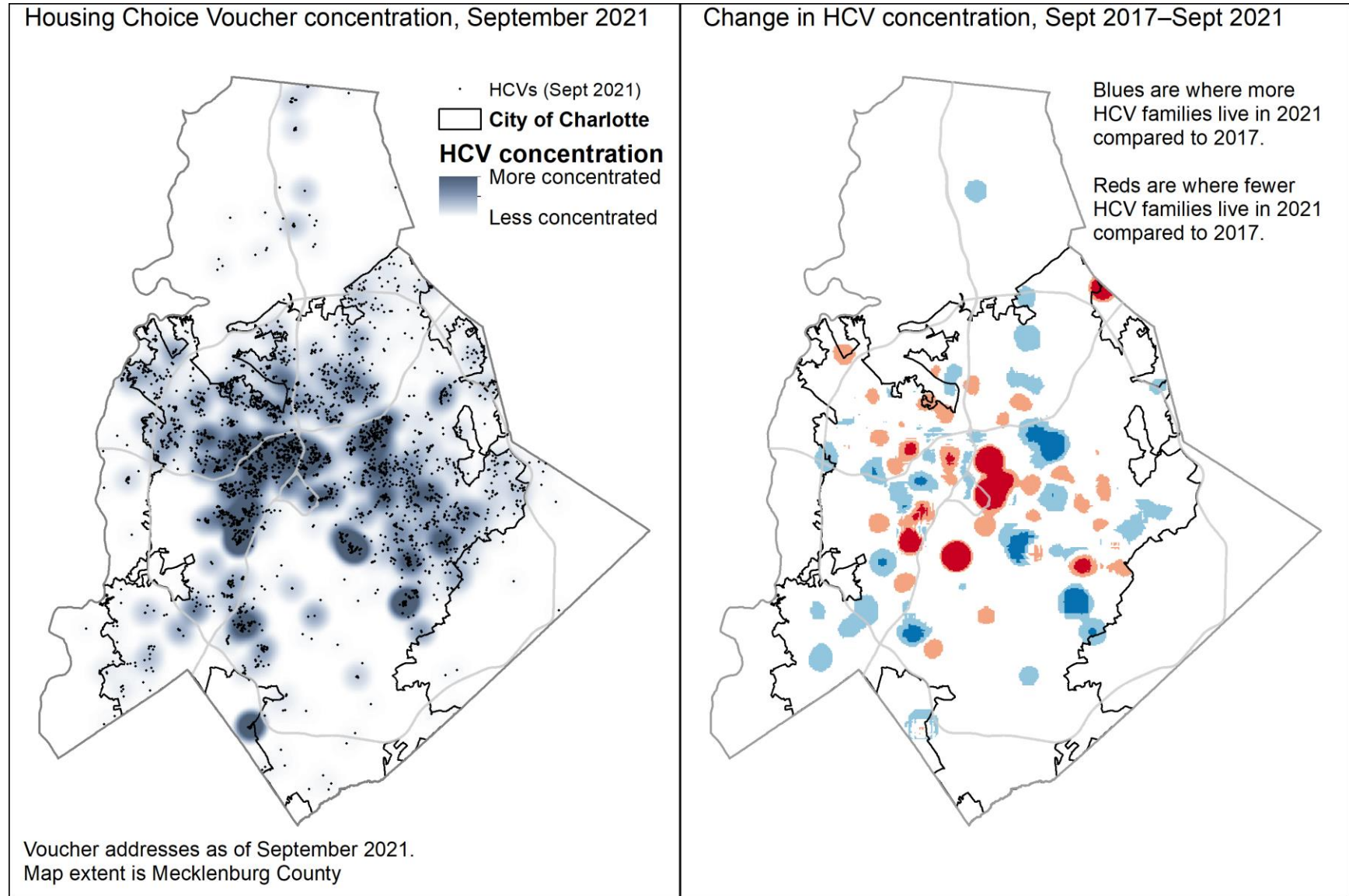
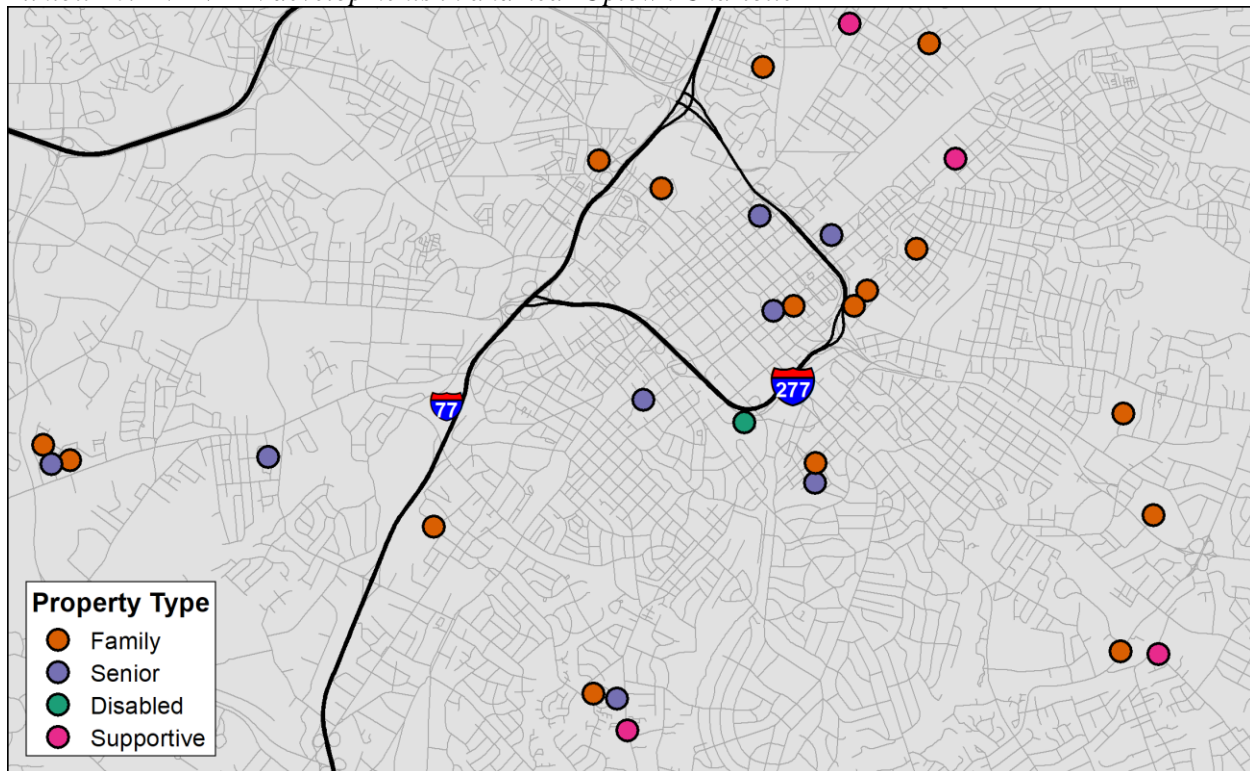


Exhibit 25: INLIVIAN HCV concentration



Source: INLIVIAN administrative data. Densities are calculated using the 'kernel' density function.

Exhibit 26: INLIVIAN developments in and near Uptown Charlotte



Increasing Housing Options for HCV Clients

Encouraging HCV clients to move to higher-opportunity neighborhoods—such as those with good schools, low crime, and access to jobs and public transit—has been a key INLIVIAN policy goal. To that end, the agency has utilized MTW flexibility to develop the *Opportunity Housing Program*, which facilitates the moves of participant families into high-opportunity neighborhoods. In addition, INLIVIAN has increased its payment standards for households not participating in the Opportunity Housing program to move into high-opportunity areas. Finally, INLIVIAN has developed a series of incentives to encourage landlords and other housing providers to participate in the HCV program.

Opportunity Housing Program

INLIVIAN’s intensive HCV mobility program is part of what the agency calls the ‘Opportunity Housing’ initiative, which has both tenant-facing and landlord-facing aspects. In comparison to the alternative payment standards—which are available to all INLIVIAN voucher holders—the Opportunity Housing program is limited to households who (i) agree to participate in the program and (ii) meet the participation criteria, which include:

- Having at least one child under age 8 in the household
- Having an annualized income greater than \$18,500
- Having been employed continuously for one year, with a maximum gap in employment of 30 days
- Remaining in compliance with program rules, including participating in supportive services.

Pre-move, participating households are connected to a case manager and must complete three training modules: (i) financial literacy, (ii) housing, and (iii) communication. The financial literacy module includes information on budgeting, banking, understanding credits, and steps that households can affirmatively take toward homeownership. The housing module includes information on housekeeping, basic property maintenance, inspections, work order requests, and the importance of making timely payments. The communication module includes best practices for conflict resolution and effective communication

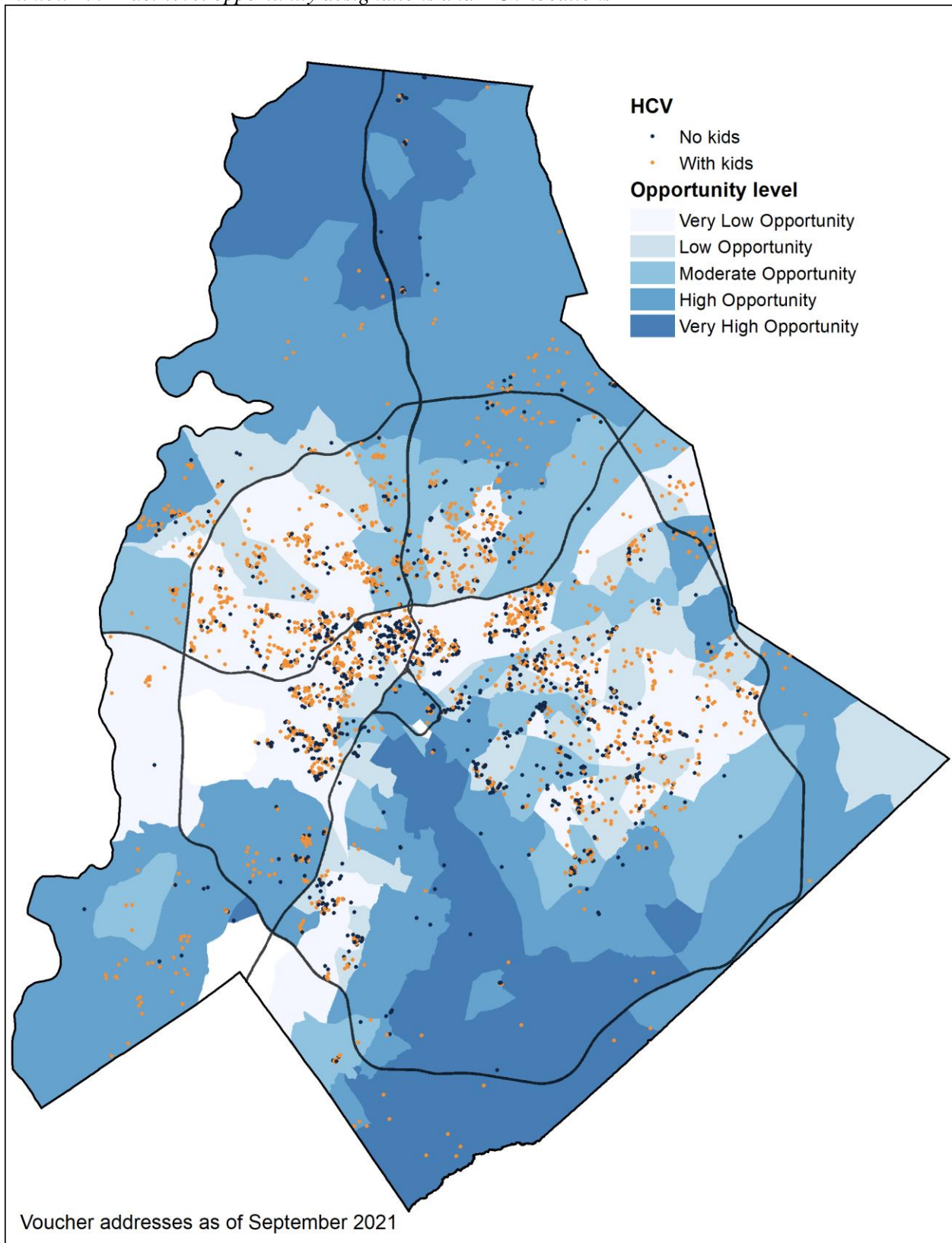
Households participating in the Opportunity Housing program are required to move into either high or very high opportunity Census tracts. In developing the Census tract opportunity level classifications, INLIVIAN staff worked with Baltimore Regional Housing Partners (BRHP), an agency developed in response to a consent decree between HUD and the tenants of the Housing Authority of Baltimore City.¹⁰ Together, they developed a 5-tier opportunity designation for all tracts in Mecklenburg County. The opportunity designation was developed as a composite index of six values: (i) math and (ii) reading test scores, (iii) poverty rate, (iv) transit availability, (v) jobs density, and (vi) crime rate. We have included a map of tract-level opportunity designations in Exhibit 27.

INLIVIAN and BRHP then determined the specific payment standards for tracts (as a percentage of Charlotte's metro-wide Fair Market Rent) as a function of (i) the tract's opportunity classification and (ii) a tract's median rent level. While payment standards do not directly mirror a tract's opportunity classification, in general, higher-opportunity tracts have higher payment standards. Payment standards vary from 100% of the metro-wide FMR to 140% of the metro-wide FMR. Note that, unlike with SAFMRs, no tracts experienced a reduction in payment standards because of implementing this policy.

Following households' move to an opportunity neighborhood, INLIVIAN's case managers continue to work with families to identify and support customized household goals. In addition, case managers will provide referral services to both in-house services and external supportive services agencies.

¹⁰ For more information on BRHP, see <https://brhp.org/>.

Exhibit 27: Tract-level opportunity designations and HCV locations



Source: INLIVIAN administrative data and Opportunity Housing neighborhood classifications.

Landlord incentives

The Opportunity Housing program also has a landlord-facing component to expand the number of units available to HCV clients in higher-opportunity areas. To do so, INLIVIAN has adopted a two-prong strategy. First, agency leadership and HCV staff have met with larger landlords in higher-opportunity areas to inform them about changes in the voucher program and to encourage them to accept voucher holders, especially those participating in the Opportunity Housing program. In addition, the agency hosts regular landlord information sessions and an annual housing provider symposium to maintain established relationships with and recruit new HCV landlords.

Second, the agency has developed a system of landlord incentives to both recruit new landlords to the HCV program and retain those who are already participating. These incentives include:

- ‘Sign on bonus:’ a one-time payment of \$250 for leasing up a household.
- Continuity bonus: paying up to 14 days in rent between renters if the landlord was previously renting to a voucher household and agrees to rent to another voucher household.
- Risk mitigation bonus: offering up to \$1,000 in repair fees if tenant damages exceed the security deposit and the tenants’ ability to pay.

Exception Payment Standards

For households that are not enrolled in the Opportunity Housing program, INLIVIAN has provided higher payment standards to help them move to moderate, high, and very high opportunity tracts. As of 2021, INLIVIAN will pay up to 120% of the ‘typical’ payment standard for households relocating to a tract with one of those opportunity classifications. In 2022, INLIVIAN plans to study the expansion of this program to pay a higher payment standard for these households.

Changes in HCV Neighborhood Characteristics

The report now turns to analyzing changes in the location of INLIVIAN HCV clients from September 2017 to September 2021. In doing so, it utilizes four neighborhood measures: (i) opportunity classification, (ii) neighborhood poverty rates, (iii) property crime rates, and (iv) violent crime rates.¹¹

Opportunity Classification

From 2020 to 2021, the proportion of HCV households residing in ‘very low’ and ‘low’ opportunity neighborhoods decreased while the proportion residing in ‘high’ and ‘very high’ tracts increased (see Exhibit 28). Among all voucher holders, those living in ‘very low’ or ‘low’ opportunity neighborhoods decreased 1.6 percentage points, while the those residing in ‘high’ or ‘very high’ neighborhoods increased by 1.8 percentage points(see Exhibit 28, left panel).

¹¹ Prior years’ reports have included school quality as an additional neighborhood measure. However, due to the COVID-19 pandemic, the North Carolina Department of Public Instruction did not mandate that schools complete the same end-of-year tests, so no up-to-date school quality information exists for the most recent academic year. As a result, we have omitted the school quality metric from this year’s report.

Exhibit 28: Tract-level opportunity classification for INLIVIAN HCV clients

Opportunity classification	All vouchers			HCV families with children		
	2020	2021	Change	2020	2021	Change
Very low	48%	48%	▬ -0.3%	48%	49%	▲ 1.1%
Low	24%	23%	▼ -1.3%	22%	21%	▼ -1.7%
Moderate	15%	15%	▬ -0.2%	16%	15%	▬ -0.6%
High	10%	12%	▲ 1.4%	12%	14%	▲ 1.1%
Very high	2%	2%	▬ 0.4%	1%	1%	▬ 0.2%

Source: INLIVIAN Opportunity Housing neighborhood classifications.

Among voucher recipients with children, the number living in very low or low opportunity neighborhoods decreased marginally (0.6 percentage points) from 2020 to 2021, while the number living in high or very high opportunity neighborhoods increased 1.3 percentage points (see Exhibit 28, right panel).

Poverty

Between 2017 and 2021, the proportion of all voucher holders living in lower-poverty neighborhoods (those with poverty rates under 20%) increased from 45 percent to 57 percent (see Exhibit 29, left panel). Conversely, the proportion of all voucher holders living in the highest poverty neighborhoods—those with poverty rates over 30 percent—decreased from 32 percent to 19 percent.

Exhibit 29: Tract-level poverty rates for INLIVIAN HCV clients

Poverty rate	All vouchers				HCV families with children			
	2017	2019	2021	2017-21	2017	2019	2021	2017-21
<5%	2%	2%	6%	▲ 4%	2%	3%	7%	▲ 5%
5-9.9%	11%	14%	15%	▲ 4%	12%	14%	16%	▲ 4%
10-14.9%	16%	18%	20%	▲ 4%	17%	18%	23%	▲ 6%
15-19.9%	16%	17%	16%	▲ 0%	16%	17%	19%	▲ 3%
20-24.9%	8%	8%	12%	▲ 4%	8%	8%	10%	▲ 2%
25-29.9%	16%	14%	11%	▼ -5%	15%	13%	11%	▼ -4%
>30%	32%	26%	19%	▼ -13%	30%	27%	13%	▼ -17%

Source: American Community Survey 2015–2019 poverty estimates.

Voucher families with children also saw an increase in the number of families living in lower-poverty neighborhoods, with the proportion living in neighborhoods with less than a 20 percent poverty rate increased from 47 percent to 65 percent (see Exhibit 29, right panel). Over the same period, the proportion living in the highest-poverty neighborhoods (those with >30% of families below the poverty line) declined from 30 percent to 13 percent. Overall, voucher families with children live in slightly lower-poverty neighborhoods compared to all voucher holders during this period.

Property and violent crime

On average, INLIVIAN voucher holders live in safer neighborhoods in 2021 than in 2017 and 2019 in terms of both violent and property crime rates (see Exhibit 30, left panel). For the entire population of voucher holders, neighborhood violent crime rates declined roughly 10 percent (from 10.9 incidents per 1,000

people to 9.8 incidents per 1,000 people) between 2017–2021, while property crime rates declined roughly seven percent. One should note, though, that neighborhood crime rates for voucher holders are higher than the average for all Charlotte neighborhoods.

Exhibit 30: Neighborhood crime rates for INLIVIAN HCV clients

Crime rate	All vouchers				HCV families with children			
	2017	2019	2021		2017	2019	2021	
Violent crime	10.9	10.3	9.8	▼ -1.1	10.0	9.5	9.1	▼ -0.9
Property crime	49.4	48.6	46.0	▼ -3.4	47.3	46.0	44.6	▼ -2.7

Source: Charlotte Quality of Life Explorer Data. Crime rates are incidents per 1,000 residents. 2021 HCV data utilizes 2018 crime rates (the most recent available).

In 2017, 2019, and 2021, HCV families with children resided in safer neighborhoods compared to the overall voucher population (see Exhibit 30, right panel). HCV families with children also saw declines in neighborhood violent and property crime like those of the entire voucher population.

Conclusions and Recommendations

This report has sought to address four objectives: provide an update in the Moving Forward program, evaluate INLIVIAN's compliance with the Moving to Work program's statutory requirements, review the agency's progress in meeting the MTW statutory goals, and summarize the agency's response to the ongoing COVID-19 pandemic. In doing so, the report has relied on administrative, case management, and secondary data.

Understandably, INLIVIAN has devoted significant attention to responding to the COVID-19 pandemic since March 2020. To that end, the agency has both utilized numerous HUD-approved regulatory waivers and made several modifications to existing Moving Forward activities to ensure the health and safety of INLIVIAN staff and clients. Examples of each include HUD-approved regulatory waivers to eliminate in-person briefings for new clients and to simplify the income recertification process and agency reporting requirements, in addition to Moving Forward modifications to income recertifications and suspension of work requirement enforcement. Beyond those activities, INLIVIAN did not begin implementing any new MTW activities in 2021.

Administrative data show that INLIVIAN complied with the five MTW statutory requirements from September 2017–September 2021. To that end:

- In the HCV and RAD programs, at least 94% of households are very low-income in every quarter—a figure that substantially exceeds the requirement that 75% of households fall within that income category. This figure is substantially unchanged over the 2017–2021 period.
- We also find that the agency has consistently served the same number of clients over the last year (approximately 8,300), and this figure represents a 15% increase from the number of clients served when INLIVIAN joined MTW in 2008 though is a marginal decrease from the approximately 8,500 households that INLIVIAN served in 2018.
- Furthermore, the agency and has maintained a comparable mix of family sizes, with approximately 40% of households being 1-person, 36% being two- or three-person, and 24% having four persons or more. In general, there are more one-person households in the RAD program (likely due to the number of senior-only apartment complexes) than in the HCV program.
- After increasing in Q2 2020 due to the onset of the COVID-19 pandemic, the number of minimum renter households (those earning below \$3,000 annually, which we consider a proxy for employment) was relatively steady throughout 2021 at approximately 26 percent agency-wide. There are somewhat more minimum renter households in the RAD program than in the HCV program.

The first MTW statutory goal is to help families achieve self-sufficiency. To further this goal, INLIVIAN has implemented both rent reform policies that decrease disincentives to employment and a work requirement policy with supportive services at its 14 RAD developments. In response to the coronavirus pandemic, the agency has suspended the enforcement of this work requirement until public health and economic conditions improve. INLIVIAN continues to offer supportive services programming and has continued to assist families in weathering the pandemic in 2021, including pop-up health events, virtual workshops, and additional support for K-12 students affected by school closures.

The second MTW statutory goal is to increase housing choices for low-income households. Among several other activities to achieve this goal, INLIVIAN has implemented a three-prong HCV mobility program that comprises exception payment standards for all HCV clients, coaching and education for Opportunity Housing participants, and incentives to encourage landlords to participate in the HCV program. We find that the neighborhood conditions of INLIVIAN HCV clients improved modestly between September 2017–September 2019 on three qualities: poverty rate, school performance, and crime rates. These clients still, however, reside in lower-quality neighborhoods than the population of Charlotte as a whole.

The uncertain future of the COVID-19 pandemic complicates the process of generating recommendations, as the world appears remarkably unsettled as we enter 2022. Nevertheless, we would recommend that INLIVIAN evaluate changes the agency has made in response to COVID-19 for future adoption. For example, some of the policy changes for which HUD has provided waivers may inform future Moving Forward activities.