

MOVING TO WORK ANNUAL REPORT 2022



INLIVIAN
HOUSING REDEFINED

Submitted
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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 | 16 |
| | C. WAITING LIST INFORMATION | 17 |
| III. | PROPOSED MTW ACTIVITIES | 21 |
| IV. | APPROVED MTW ACTIVITIES | 22 |
| | A. IMPLEMENTED ACTIVITIES | 22 |
| | B. NOT YET IMPLEMENTED ACTIVITIES | 59 |
| | C. ACTIVITIES ON HOLD | 60 |
| | D. CLOSED OUT ACTIVITIES | 60 |
| V. | PLANNED APPLICATION OF MTW FUNDS | 64 |
| VI. | ADMINISTRATIVE | 66 |
| VII. | APPENDICES | 66 |
| | A. CERTIFICATION OF STATUTORY COMPLIANCE | 67 |
| | B. ADDITIONAL AGENCY ACTIVITIES – REAL ESTATE | 68 |
| | C. MTW EVALUATION | 71 |



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 such as source of income discrimination (SOID) protections in the City of Charlotte and Mecklenburg County. To advance this effort INLIVIAN has engaged in the following activities:

- Participated in the City of Charlotte's Source of Income Ad Hoc Advisory Committee. The Committee is charged with developing recommendations, program enhancements and process improvements that will increase the acceptance of all forms of rental subsidies. The SOID Ad Hoc Committee was successful in getting SOID protections in City and County funded housing.
- Conducted Housing Provider Engagement to educate the community on the Housing Choice Voucher Program and the benefits of partnering with INLIVIAN.
- INLIVIAN participates in the Charlotte-Mecklenburg Continuum of Care (CoC) and A Home for All: Charlotte-Mecklenburg's Strategy to End and Prevent Homelessness.



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

i. Actual New Project Based Vouchers

Tenant-based vouchers that INLIVIAN project-based for the first time during the Plan Year. These include only those in which at least an Agreement to enter into a Housing Assistance Payment (AHAP) was in place by the end of the Plan Year. Indicate whether the unit is included in the Rental Assistance Demonstration (RAD).

Archdale Flats Family - Rendering



| PROPERTY NAME | NUMBER OF VOUCHERS TO BE PROJECT - BASED (Planned*) | NUMBER OF VOUCHERS TO BE PROJECT - BASED (Actual) | STATUS AT END OF PLAN YEAR ** | RAD? (Yes/No) | DESCRIPTION OF PROJECT |
|---|---|---|-------------------------------|---------------|---|
| 7 th Street Apartments | 20 | 20 | Committed – AHAP Executed | No | 7 th Street Apartments was awarded under a previously competitive process through a MOU partnership with the City of Charlotte and Local Initiatives Support Corporation (LISC) to increase the supply of affordable housing. The development will consist of 105 family units the serve a range of families up to 80% AMI. |
| Trella Uptown (8 th & Tryon) | 69 | 69 | Committed – AHAP Executed | No | INLIVIAN, through its Moving to Work Community Based Rental Assistance (CBRA) program, is authorized to project-base Section 8 assistance at properties owned directly or indirectly by the agency, subject to HUD requirements regarding subsidy layering. The development will consist of 368 units of which 110 units will serve a range of families 30-80% AMI and 258 units will be market rate. |
| Abbington on Mt Holly | 26 | 26 | Committed – AHAP Executed | No | Abbington on Mt Holly is a Public Private Partnership (P3) with Rea Ventures Group. INLIVIAN is authorized to project-base Section 8 assistance at properties owned directly or indirectly by the agency, subject to HUD requirements regarding subsidy layering. The development will consist of 102 units. The 26 will subsidize units serving households that earn 30% of the AMI. |
| Archdale Seniors | 7 | 7 | Leased / Issued | No | Archdale Flats - Seniors is a Public Private Partnership (P3) with Elmington Capital Group. The development will consist of 131 units that will serve seniors between 30-80% AMI. |

| PROPERTY NAME | NUMBER OF VOUCHERS TO BE PROJECT - BASED (Planned*) | NUMBER OF VOUCHERS TO BE PROJECT - BASED (Actual) | STATUS AT END OF PLAN YEAR ** | RAD? (Yes/No) | DESCRIPTION OF PROJECT |
|--|---|---|---|---------------|---|
| Flats at 2109 (Ashley Flats) | 8 | 0 | INLIVIAN does not have any additional RAD units available to do transfer of assistance. | Yes | Ashley Flats is a Public Private Partnership (P3) with Elmington Capital Group. The development will consist of 150 family units. INLIVIAN intends to utilize RAD TOA to project-base 8 30% AMI units. |
| Brookhill Village | 60 | 0 | The City of Charlotte rescinded Housing Trust Fund Award. | No | Brookhill Village is a historically affordable Black Neighborhood in Charlotte's south end neighborhood. Due to revitalization efforts, the community is becoming gentrified. Brookhill was awarded under a previously competitive process through a MOU partnership with the City of Charlotte and Local Initiatives Support Corporation (LISC) to increase the supply of affordable housing. Since the City of Charlotte rescinded the HTF award, the development no longer qualifies through the MOU / previously competitive process. |
| The Gaston at North End (Dillehay Phase I) | 36 | 36 | Committed – AHAP Executed | No | The Gaston at North End is a Public Private Partnership (P3) with Elmington Capital Group. The 144-unit development will be located at the old Dillehay Courts public housing site. The Gaston at North End will serve families between 30-80% AMI. |
| Eastway Park Apartments | 40 | 40 | Committed – AHAP Executed | No | Eastway Park Apartments was awarded under a previously competitive process. The development will consist of 132 units that serve seniors 30-80% AMI. The community will include 40 VASH PBV units that will receive supportive services from the VA. |
| The Rise at Clanton | 0 | 25 | Leased / Issued | No | A Roof Above requested to convert 25 of its local rental subsidy vouchers to Project-Based Vouchers to subsidize a |

| PROPERTY NAME | NUMBER OF VOUCHERS TO BE PROJECT - BASED (Planned*) | NUMBER OF VOUCHERS TO BE PROJECT - BASED (Actual) | STATUS AT END OF PLAN YEAR ** | RAD? (Yes/No) | DESCRIPTION OF PROJECT |
|--------------------------|---|---|---|---------------|--|
| | | | | | hotel conversion into 88 permanent supportive housing units serving chronically homeless individuals. The Rise is the City's first adaptive reuse community. Individuals are referred from Coordinated Entry and have access to on-site case managers, a full-time nurse, a learning lab, and community space. |
| Freedom Flats | 11 | 0 | INLIVIAN does not have any additional RAD units available to do transfer of assistance. | Yes | Freedom Flats is a Public Private Partnership (P3) with Elmington Capital Group. The development will consist of 220 units that will serve families 30-60% AMI. INLIVIAN intends to utilize RAD TOA to project-base 11 30% AMI units. |
| Evoke Living at Arrowood | 8 | 0 | INLIVIAN does not have any additional RAD units available to do transfer of assistance. | Yes | Evoke living at Arrowood is a Public Private Partnership (P3) with Crosland Southeast. The development will consist of 168 units that will serve families between 30-80% AMI. INLIVIAN intends to utilize RAD TOA to project-base 8 30% AMI units. |
| Montgomery Gardens | 52 | 0 | INLIVIAN is still exploring ways to reposition the property. | No | Montgomery Gardens is a HDP owned LIHTC project whose initial compliance period has expired. INLIVIAN is exploring ways to preserve the units as LIHTC and stabilize the asset. |
| Nia Point | 56 | 0 | INLIVIAN is still exploring ways to reposition the property. | No | Nia Point is a HDP owned LIHTC project whose initial compliance period has expired. INLIVIAN is exploring ways to preserve the units as LIHTC and stabilize the asset. |
| Scaleybark | 7 | 0 | Developer no longer intends to utilize PBVs in the development. | No | Scaleybark Apartments was pending a PBV award under a previously competitive process through a MOU partnership with the City of Charlotte and Local Initiatives Support |



| PROPERTY NAME | NUMBER OF VOUCHERS TO BE PROJECT - BASED (Planned*) | NUMBER OF VOUCHERS TO BE PROJECT - BASED (Actual) | STATUS AT END OF PLAN YEAR ** | RAD? (Yes/No) | DESCRIPTION OF PROJECT |
|--|---|---|-------------------------------|---------------|--|
| | | | | | Corporation (LISC) to increase the supply of affordable housing. |
| Total: Planned or Actual Newly Project-Based | 380 | 223 | | | |

Please Describe the difference between Planned and Actual Number of Vouchers Newly Project-Based:

INLIVIAN Project-based 157 less units than planned for FY2022. INLIVIAN intended to provide RAD PBV assistance to 27 units at three different developments through a RAD transfer of assistance; however, there were no additional RAD units available to transfer.

INLIVIAN had planned to provide 60 PBVs to Brook Hill through a previous competitive process under its MOU with the City of Charlotte; however, the City of Charlotte rescinded its 2020 Housing Trust Fund award for this development. Subsequently, INLIVIAN rescinded its conditional PBV award.

INLIVIAN is still exploring options to reposition Nia Point and Montgomery Gardens. The future repositioning strategies may still include project-based vouchers.

ii. Actual Existing Project Based Vouchers

Tenant-based vouchers that INLIVIAN is currently project-basing in the Plan Year. These include only those in which at least an AHAP was in place by the beginning of the Plan Year.

| NAME | NUMBER OF PROJECT-BASED VOUCHERS (PLANNED*) | NUMBER OF PROJECT-BASED VOUCHERS (Actual) | STATUS AT END OF PLAN YEAR* | RAD? | RAD UNITS | NON-RAD PBV UNITS | DESCRIPTION OF PROJECT |
|---------------|---|---|-----------------------------|------|-----------|-------------------|------------------------|
| 940 Brevard | 100 | 100 | Leased | Yes | 40 | 60 | Senior |
| Arbor Glen 50 | 25 | 25 | Leased | Yes | 25 | 0 | Family |
| Arbor Glen I | 60 | 60 | Leased | Yes | 60 | 0 | Senior / Family |

| NAME | NUMBER OF PROJECT-BASED VOUCHERS (PLANNED*) | NUMBER OF PROJECT-BASED VOUCHERS (Actual) | STATUS AT END OF PLAN YEAR* | RAD? | RAD UNITS | NON-RAD PBV UNITS | DESCRIPTION OF PROJECT |
|---------------------------|---|---|-----------------------------|------|-----------|-------------------|------------------------------------|
| Arbor Glen II | 40 | 40 | Leased | Yes | 40 | 0 | Family |
| Arbor Glen III | 12 | 12 | Leased | Yes | 12 | 0 | Family |
| Archdale Flats | 36 | 36 | Leased | Yes | 36 | 0 | Family |
| Archdale Seniors | 0 | 7 | Leased | No | 0 | 7 | Senior / Mixed Income |
| Ashley Square @ SouthPark | 36 | 36 | Leased | Yes | 22 | 14 | Family / Mixed Income |
| Autumn Place | 68 | 68 | Leased | Yes | 68 | 0 | Senior |
| Cedar Knoll | 49 | 49 | Leased | Yes | 49 | 0 | Family |
| Charlottetown Terrace | 161 | 161 | Leased | Yes | 161 | 0 | Disabled |
| Cherry Gardens | 11 | 11 | Leased | No | 0 | 11 | Senior |
| Claremont | 50 | 50 | Leased | Yes | 50 | 0 | Family |
| Edwin Towers | 176 | 176 | Leased | Yes | 176 | 0 | Senior |
| Everett House | 10 | 10 | Leased | No | 0 | 10 | Disabled / Supportive |
| Fairmarket Square | 16 | 16 | Leased | Yes | 16 | 0 | Family / Mixed Income |
| First Ward | 132 | 132 | Leased | Yes | 132 | 0 | Family / Mixed Income |
| Gladedale | 49 | 49 | Leased | Yes | 49 | 0 | Family |
| Glen Cove | 10 | 10 | Leased | Yes | 10 | 0 | Mixed Income |
| Hampton Creste | 60 | 60 | Leased | Yes | 60 | 0 | Family / Mixed Income / Supportive |
| Landing at Park Road | 92 | 92 | Leased | No | 0 | 92 | Senior |
| Leafcrest | 48 | 48 | Leased | Yes | 48 | 0 | Family |
| Mallard Ridge | 35 | 35 | Leased | Yes | 35 | 0 | Family |
| McAden Park | 60 | 60 | Leased | Yes | 30 | 30 | Family / Mixed Income |
| McAlpine Terrace | 26 | 26 | Leased | Yes | 26 | 0 | Senior / Mixed Income |
| McCreesh Place | 88 | 90 | Leased | Yes | 63 | 27 | Supportive |
| McMullen Woods | 21 | 21 | Leased | Yes | 21 | 0 | Family / Mixed Income |
| Meadow Oaks | 32 | 32 | Leased | Yes | 32 | 0 | Family |
| Mill Pond | 51 | 51 | Leased | No | 0 | 51 | Family / Mixed Income |
| Montgomery Gardens | 20 | 20 | Leased | Yes | 20 | 0 | Family / Mixed Income |
| Moore Place I & II | 120 | 120 | Leased | Yes | 34 | 86 | Supportive |
| Nia Point | 29 | 29 | Leased | Yes | 29 | 0 | Family / Mixed Income |
| Oaks at Cherry | 81 | 81 | Leased | Yes | 81 | 0 | Family |
| Park at Oaklawn | 89 | 89 | Leased | Yes | 89 | 0 | Family / Mixed Income |
| Parktown Terrace | 163 | 163 | Leased | Yes | 163 | 0 | Senior |
| Prosperity Creek | 156 | 156 | Leased | Yes | 156 | 0 | Senior |

| NAME | NUMBER OF PROJECT-BASED VOUCHERS (PLANNED*) | NUMBER OF PROJECT-BASED VOUCHERS (Actual) | STATUS AT END OF PLAN YEAR* | RAD? | RAD UNITS | NON-RAD PBV UNITS | DESCRIPTION OF PROJECT |
|--|---|---|-----------------------------|------|-------------|-------------------|------------------------|
| Residences at Renaissance I | 31 | 31 | Leased | Yes | 31 | 0 | Family / Mixed Income |
| Residences at Renaissance II | 67 | 67 | Leased | Yes | 67 | 0 | Family / Mixed Income |
| Retreat at Renaissance | 90 | 90 | Leased | Yes | 90 | 0 | Senior |
| Rise on Clanton | 25 | 25 | Leased | No | 0 | 25 | Supportive |
| Rivermere Apartments | 20 | 20 | Leased | Yes | 20 | 0 | Family / Mixed Income |
| Robinsdale | 30 | 30 | Leased | Yes | 30 | 0 | Family |
| Savanna Woods | 49 | 49 | Leased | Yes | 49 | 0 | Family |
| Seigle Point | 120 | 120 | Leased | Yes | 102 | 18 | Family / Mixed Income |
| Seneca Woods | 17 | 17 | Leased | Yes | 17 | 0 | Family / Mixed Income |
| South Oak Crossing | 20 | 20 | Leased | Yes | 20 | 0 | Family / Mixed Income |
| Southside Homes | 392 | 392 | Leased | Yes | 392 | 0 | Family |
| Springcroft @ Ashley Park | 18 | 18 | Leased | Yes | 18 | 0 | Senior |
| Springfield Gardens | 22 | 22 | Leased | Yes | 22 | 0 | Senior |
| Steele Creek Seniors | 120 | 120 | Leased | Yes | 120 | 0 | Senior |
| Stonehaven East | 24 | 24 | Leased | Yes | 24 | 0 | Family / Mixed Income |
| Strawn Tower | 170 | 170 | Leased | Yes | 170 | 0 | Senior |
| Sunridge | 44 | 44 | Leased | Yes | 44 | 0 | Family |
| Tarlton Hills | 50 | 50 | Leased | Yes | 50 | 0 | Family |
| Victoria Square | 31 | 31 | Leased | Yes | 31 | 0 | Family |
| Wallace Woods | 48 | 48 | Leased | Yes | 48 | 0 | Family |
| Woodlawn House | 104 | 104 | Leased | Yes | 104 | 0 | Senior |
| YWCA Families Together | 10 | 10 | Leased | No | 0 | 10 | Family / Supportive |
| Total: Planned Existing Project-Based Vouchers | 3714 | 3723 | | | 3282 | 441 | |

Please Describe the difference between Planned and Actual Existing Number of Vouchers

Project-Based:

INLIVIAN Project-based nine (9) more units than planned for FY2022. Two (2) units were added back to the PBV HAP contract for McCreesh Place after ineligible tenants moved out.

Seven (7) units for Archdale Seniors were included in the FY2022 MTW Plan under “Planned Number of PBVs” but not in the existing number of PBVs. Construction and execution of a HAP contract for Archdale Seniors was completed in the fourth quarter of 2022.

Actual Other Changes to MTW Housing Stock in the Plan Year



INLIVIAN has submitted a Section 18 Application to the Special Applications Center (SAC) to demolish 100 units at Dillehay Courts phase II. The Section 18 application proposed the demolition of 1 non-dwelling unit and 26 dwelling buildings containing 99 dwelling units and 1 non-dwelling unit at the property. Removal of these 100 units will result in the agency having no Section 9 units in its inventory. INLIVIAN received SAC approval on April 27, 2023.

In the Section 18 application, the agency noted that it does not intend to close out its Public Housing Program. INLIVIAN intends to utilize its full Faircloth authority to develop additional units under Faircloth-to-RAD. INLIVIAN is also exploring the submission of a Choice Neighborhood application for the Dillehay Courts Phase II location after the neighborhood master planning process is complete.

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

Dillehay Courts Phase II remains the sole Public Housing development operating under the Capital Fund Programs. Plans are currently underway to demolish and redevelop Dillehay Courts in multiple phases.

The remaining Public Housing stock has been converted to RAD project-based vouchers and utilize reserves for maintenance and repairs. Actual capital expenditures using MTW funding flexibilities for FY2022 are listed below:

| PROPERTY NAME | ACTUAL CAPITAL EXPENDITURES |
|----------------|--|
| 940 Brevard | Replaced kitchen cabinets, countertops and sinks as identified in the PCNA. |
| Arbor Glen 50 | Replaced appliances and flooring; repaired pool; paint repair for fountain and signs; pressure washed buildings; fixed wall and trip hazards; replaced HVAC units; purchased pool furniture. |
| Arbor Glen I | Replaced appliances, flooring, and fencing; gutter cleaning and pressure washing; pool repair; exterior painting; fountain repairs; HVAC replacement; purchase pool furniture. |
| Arbor Glen II | Replaced appliances, flooring, and fencing; gutter cleaning and pressure washing; pool repair; exterior painting; fountain repairs; HVAC replacement; purchase pool furniture. |
| Arbor Glen III | Replaced appliances, flooring, and fencing; gutter cleaning and pressure washing; pool repair; exterior painting; fountain repairs; HVAC replacement; purchase pool furniture. |
| Autumn Place | Renovations |
| Cedar Knoll | Replaced refrigerators, common area cooling, HVAC, bath vanities, sewer repairs. |

| PROPERTY NAME | ACTUAL CAPITAL EXPENDITURES |
|-----------------------|--|
| Charlottetown Terrace | Replaced water heaters, exterior walls trim painting, replace 4 condenser units, common area carpeting, and elevator upgrades. |
| Claremont | Replaced refrigerators, gas fired water heaters, and ranges. |
| Edwin Towers | Elevator upgrades |
| Fairmarket Square | Renovations |
| Glen Cove | Renovations |
| Hampton Creste | refrigerators, dishwashers, electric water heaters, exterior painting, kitchen countertops/sinks, tub/shower surround |
| Leafcrest | subfloor replacement, HVAC, water heater |
| Little Rock | Replace appliances and flooring. |
| Landings | Renovations |
| Mallard Ridge | Wrap main trunk line |
| McAlpine | Renovations |
| McMullen | Renovations |
| Meadow Oaks | Bathroom exhaust fans, bathtub drain and overflow assembly |
| Mill Pond | Appliances, flooring, roofing, HVAC |
| Park at Oaklawn | Refrigerators, stoves, dishwashers, carpet replacement, exterior repairs/painting, pool furniture, pool restoration, HVAC replacements |
| Seneca | Renovations |
| Southside | Refrigerators, exterior walls, brick masonry cleaning/repointing, kitchen cabinets/countertops, living area floors, VCT, ranges, sidewalk replacement, split system condensers, water heaters, roof covering, asphalt shingles replacement, roof drainage exterior system, gutters |
| Springfield | Renovations |
| Strawn | Water heaters, 4 roof top condensers, common area painting |
| Sunridge | Renovations |
| Tarlton Hills | BHMC: ranges, metal handrailing at steps HDP: water heaters |
| Victoria | Renovations |



| PROPERTY NAME | ACTUAL CAPITAL EXPENDITURES |
|----------------|--|
| Vistas at 707 | Common area replacements - pool cushions, carpet replacements and washer/dryer replacements, Gate repairs, HVAC replacement, pressure wash of trash chute rooms/stairwells |
| Wallace Woods | BHMC: gas fired water heaters, kitchen countertops/sinks, bath vanities; HDP hardi sidings |
| Woodlawn House | \$500K for roof repairs; elevator upgrades, dishwashers, garbage disposals, hood over stove, stoves, refrigerators, extra security camera video cameras |

INLIVIAN expended \$5,488,890 in capital expenditures for FY2022.

A. Leasing Information

i. Actual Number of Households Served

| PLANNED NUMBER OF HOUSEHOLDS SERVED THROUGH: | NUMBER OF UNIT MONTHS OCCUPIED/LEASED (Planned) | NUMBER OF UNIT MONTHS OCCUPIED/LEASED (Actual) | NUMBER OF HOUSEHOLDS TO BE SERVED (Planned) | NUMBER OF HOUSEHOLDS TO BE SERVED (Actual) |
|--|---|--|---|--|
| MTW Public Housing Units Leased | 0 | 172 | 0 | 14 |
| MTW Housing Choice Vouchers (HCV) Utilized | 92,220 | 84,080 | 7,685 | 7,007 |
| Local, Non-Traditional: Tenant-Based | 2,700 | 1,678 | 225 | 140 |
| Local, Non-Traditional: Property-Based | 16,224 | 10,283 | 1,352 | 857 |
| Local, Non-Traditional: Homeownership | 2,076 | 348 | 173 | 29 |
| Planned and Actual Totals: | 113,220 | 96,561 | 9,435 | 8,047 |

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

INLIVIAN served less families than planned. For the HCV Program, we experienced a lower success rate in both the tenant based and project-based programs. Due to the low response rate, INLIVIAN implemented more frequent waiting list purges and implemented an online application portal. In the local, Non-traditional Tenant-based program, one agency asked to reduce their program allocation and another agency requested to convert the local, non-traditional subsidy to project-based vouchers, reducing the overall number of subsidies provided in this category. The planned local, non-traditional Homeownership line had a data entry. It should have been 420 planned unit months leased or 35 households to be served as the goal is to have 10 families close annually through the Destination Homeownership Program.



| LOCAL, NON-TRADITIONAL CATEGORY | MTW ACTIVITY (NAME and NUMBER) | NUMBER OF UNIT MONTHS OCCUPIED OR LEASED (Planned) | NUMBER OF UNIT MONTHS OCCUPIED OR LEASED (Actual) | NUMBER OF HOUSE-HOLDS SERVED (Planned) | NUMBER OF HOUSE-HOLDS SERVED (Actual) |
|-----------------------------------|--------------------------------------|--|---|--|---------------------------------------|
| Tenant-Based | CBRA (2009-3) | 2,700 | 1,680 | 225 | 140 |
| Property-Based | Development Protection Fund (2020-2) | 16,224 | 10,824 | 1,352 | 857 |
| Homeownership | Homeownership (2016-1) | 2,076 | 348 | 173 | 29 |
| Planned and Actual Totals: | | 21,000 | 13,164 | 1,750 | 1,097 |

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

Discussion of any actual issues and solutions utilized in the MTW housing programs listed. The planned local, non-traditional Homeownership line had a data entry. It should have been 420 planned unit months leased or 35 households to be served as the goal is to have 10 families close annually through the Destination Homeownership Program.

| 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. |

A. Waiting List Information

i. **Actual Waiting List Information**

Snapshot information on the actual status of MTW waiting lists at the end of the Plan Year. The “Description” column should detail the structure of the waiting list and the population(s) served.

| WAITING LIST NAME | DESCRIPTION | NUMBER OF HOUSEHOLDS ON WAITING LIST | WAITING LIST STATUS (OPEN, PARTIALLY OPEN OR CLOSED) | WAS THE WAITING LIST OPENED DURING THE PLAN YEAR |
|--|--------------------------|--------------------------------------|--|--|
| Federal MTW Housing Choice Voucher Program | Central waitlist type | 1,695 | Closed | No |
| Federal MTW Public Housing | Site-based waitlist type | 43 | Closed | No |
| PBV & RAD PBV Units | Site-based waitlist type | 85,288 | Partially Open | Yes |

Please describe any duplication of applicants across waiting lists:

All applicants can choose to be placed on several site-based waiting lists at the same time. This allows for increased housing choices for applicants. When an applicant is housed, they are removed from all other site-based waiting lists managed by INLIVIAN. Currently, there is no limit to the number of RAD or Traditional project-based voucher site-based waiting lists for which an applicant can apply. As such, please note that the 85,288 households listed in the table above represent 9,194 applicants who have applied to multiple PBV and RAD PBV waiting lists.

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 2022 Plan Year |
| Federal MTW Public Housing | No Change during 2022 Plan Year |
| PBV & RAD PBV Units | Families may be removed from all PBV waiting lists for failure to respond to waiting list selection and/or purge. |

A. Information on Statutory Objectives and Requirements

i. 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. Do not include households reported in the “Local, Non-Traditional Services Only” category.

| INCOME LEVEL | NUMBER OF LOCAL, NON-TRADITIONAL HOUSEHOLDS ADMITTED IN THE PLAN YEAR |
|--|---|
| 80%-50% Area Median Income | 67 |
| 49%-30% Area Median Income | 6 |
| Below 30% Area Median Income | 65 |
| Total Local, Non-Traditional Households Admitted: | 138 |

ii. **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.

BASELINE MIX OF FAMILY SIZES SERVES (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% | 3,293 | 46% | 13% |
| 2 Person | 20% | 1,321 | 18% | -2% |
| 3 Person | 20% | 1,140 | 16% | -4% |
| 4 Person | 15% | 779 | 11% | -4% |
| 5 Person | 7% | 410 | 6% | -1% |
| 6+ Person | 5% | 227 | 3% | -3% |
| TOTAL: | 100% | 7,170 | 100% | |



INLIVIAN has continued to expand its real estate portfolio through its development entity, Horizon Development and project-based voucher partnerships. One person households have increased significantly since the baseline year. This can be attributed to additional senior and SRO supportive housing units. The numbers above do not include non-subsidized local, non-traditional property-based families.

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

Number of households, across MTW activities, that were transitioned to the MTW PHA’s local definition of self-sufficiency during 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 | ✓ 1,075 Working Households | ✓ Working Households ✓ Job retention of 12 months or more ✓ Positive move-outs to private housing (not including agency homeownership program) |
| | ✓ 962 Job Retention of 12 months or more | |
| 2016-3 Rent Reform and Work Requirement | ✓ 51 Positive move-outs to private housing | |
| 2016-1 Homeownership Initiative | 7 | Purchased a home via the agency’s Destination Homeownership Program |
| 2009-2 Community Based Rental Assistance (CBRA) | 3 | Households who meet both INLIVIAN and partner program requirement upon exit from the time limited program. |
| | 0 | Households Duplicated Across MTW Activities (2009-5 & 2016-3) |
| | 2,098 | 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'

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

i. 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 as a technical amendment in FY 2020.

ii. 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, a family’s subsidy will terminate 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.

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 | BENCHMARK ACHIEVED? |
|--|----------|-----------|--|-------------------------|
| HC #5: Increase in Resident Mobility | | | | |
| Number of households able to move to a better unit and/or neighborhood of opportunity as a | 0 | 150 | Actual increase in households able to move to a better unit and/or neighborhood of opportunity after implementation of the | Benchmark not achieved. |

| | | | | |
|---|---|---|---|-------------------------|
| result of the activity. | | | activity. 35 HCV families have terminated for \$75 or less minimum rent. | |
| Number of households able to move to a better unit and/or neighborhood of opportunity as a result of the activity (# RAD PBV New Admissions at \$0 HAP). | 0 | 0 | Actual increase in households able to move to a better unit and/or neighborhood of opportunity after implementation of the activity 10 RAD PBV new admissions at \$0 HAP | Benchmark not achieved. |

iii. Actual Non-Significant Changes:

There were no non-significant changes to this activity.

iv. Actual Changes to Metrics/Data Collection:

There were no changes to metrics/data collection.

v. Actual Significant Changes:

There were no actual significant changes to this activity.

vi. Challenges in achieving benchmarks and possible solutions:

Participant incomes are still recovering from the economic impacts of pandemic; therefore, applicants' incomes have generally been below RAD rents.

2019-1 Housing Choice Provider Incentive Program

Statutory Objective: Housing Choice

i. Plan Year Approved, Implemented, Amended:

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

ii. Description / Impact / 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 market conditions, 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 | BENCHMARK ACHIEVED? |
|--|----------|--|--|---|
| HC #1: Additional Units of Housing Made Available | | | | |
| Number of new housing units made available for households at or below 80% AMI as a result of the activity (increase in new HCVP units). | 0 | Expected housing units recruited after implementation of the activity (30 new units per year). | 345 Housing Providers received a new unit and/or sign on bonus after implementation of the activity (FY19-8, FY20-24, FY21-149, FY22-164) | Yes, benchmark has been achieved. Average of 86 new unit or sign on bonuses per year. |
| HC #2: Units of Housing Preserved | | | | |
| Number of housing units preserved for households at or below 80% AMI that would otherwise not be available (increase in the number of units released to HCVP clients). | 0 | Expected housing units preserved / retained after implementation of the activity (25 units retained per year due to housing provider incentives) | 63 Housing Providers received a continuity or risk mitigation bonus after implementation of the activity (FY19-0, FY20-9, FY21-15, FY22-39). | No, benchmark has not been met. Average of 17 continuity or risk mitigation bonuses per year. Annual benchmark met for FY 2022. |

iii. Actual Non-Significant Changes:

There were no non-significant changes to this activity.

iv. Actual Changes to Metrics/Data Collection:

There were no actual changes to Metrics/Data Collection.

v. Actual Significant Changes:

There were no actual significant changes to this activity.

vi. Challenges in achieving benchmarks and possible solutions:

INLIVIAN has increased Housing Provider outreach activities to increase awareness of Housing Provider incentives. Activities include monthly virtual recruitment events, a quarterly Housing Provider Newsletter entitled “The Choice”, and participation in Housing Provider organizations such as the Apartment Association of North Carolina.

2018-1 Self Certification of HQS Initials

Statutory Objective: Cost Effectiveness

i. Plan Year Approved, Implemented, Amended:

INLIVIAN received approval for this initiative in FY 2018 and it was implemented in FY 2018.

ii. Description / Impact / Update

The activity allows a self-certification in lieu of a re-inspection when an initial inspection fails, and there are 10 or less different types of non-life-threatening deficiencies. Photos and invoices are required and must be submitted within 30 days of the failed 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 | BENCHMARK ACHIEVED? |
|---|--|---|--|---|
| CE #1: Agency Cost Savings | | | | |
| Total cost of task in dollars (decrease). | 186 hours x \$21.09/hour = \$3,922.74 per year | 167 hours x \$21.71/hours= \$3,530 per year | Actual cost of task after implementation of the activity Average of \$2,557 | Yes, benchmark achieved. Average cost of re-inspections has decreased to an average of \$2,557 per year due to implementation of this activity. |

| CE#2 Staff Time Savings | | | | |
|---|-------------------------------|---------------------------------|--|---|
| Total time to complete the task in staff hours (decrease). | 30 min x 372 units =186 hours | 30 min x 335 units = 167 hours | Actual amount of total staff time dedicated to the task after implementation of the activity Average of 121 hours | Yes, benchmark achieved. Average annual number of hours to conduct physical re-inspections for failed initial inspections has reduced to 121 hours since implementation of this activity. |
| CE #3 Decrease in Error Rate of Task Execution | | | | |
| Average error rate in completing a task as a percentage (decrease). | Initial fail rate of 53% | Reduce initial fail rate by 10% | Actual average error rate of task after implementation of the activity Average fail rate 44% | Yes, average fail rate has decreased to 31% annually. |

iii. Actual Non-Significant Changes:

There were no non-significant changes to this activity.

iv. Actual Changes to Metrics/Data Collection:

The baseline and metrics were re-benchmarked to reflect biennial inspections. The original baseline data was based on annual inspections. The averages for the re-benchmarked data included fiscal years 2021 and 2022.

v. Actual Significant Changes:

There were no actual significant changes to this activity.

vi. Challenges in achieving benchmarks and possible solutions:

Benchmarks have been achieved.



2017-2 Imputed Earned Income

Statutory Objective: Cost Effectiveness, Self Sufficiency

i. 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.

ii. 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.

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.

INLIVIAN reactivated this activity in FY 2022.





| METRIC | BASELINE | BENCHMARK | OUTCOME | BENCHMARK ACHIEVED? |
|--|--|---|---|--|
| CE #1: Agency Cost Savings | | | | |
| Total cost of task in dollars (decrease in cost to process interim recertifications). | \$5,888 | \$2,948 | Actual cost of task after implementation of the activity (in dollars). | To implement triennial recertifications, staff conducted interims to update next recertification dates in system so interim data is skewed for FY2022. |
| CE#2 Staff Time Savings | | | | |
| Total time to complete the task in staff hours (decrease in time to process interim recertifications). | 296 | 148 | Actual amount of total staff time dedicated to the task after implementation of the activity (in hours). | To implement triennial recertifications, staff conducted 50058s to update next recertification dates in system so interim data is skewed for FY2022. |
| SS #1: Increase in Household Income | | | | |
| Average earned income of households affected by this policy in dollars (increase in average income). | \$16,394 | \$16,938 | Actual average earned income of households affected by this policy after implementation of the activity \$22,646.00. | Yes, the outcome exceeds the benchmark. At the end of FY2022, the average income for families participating in services was \$22,646. |
| SS#5: Households Assisted by Services that Increase Self-Sufficiency | | | | |
| Number of households receiving services aimed to increase self-sufficiency: a. Working Households b. Job Retention 12+ months c. Increase Earned income | Households receiving self-sufficiency services prior to implementation of the activity (number). | a. 60% Working Households b. 50% Job Retention 12+ months c. Increase Earned income above \$19,029.03 | Actual head(s) of workable households after implementation of the activity: a. 76.5% Working Households b. 68.47% Job Retention 12+ months c. Average earned income \$22,646 | Yes, the outcome meets or exceeds the benchmark for families currently participating in supportive services during FY2022. |
| SS #6: Reducing Per Unit Subsidy Costs for Participating Households | | | | |
| Average amount of Section 8 and/or 9 subsidy (or local, non-traditional subsidy) per | \$616 | \$155 | Actual average subsidy per household affected by this policy after implementation of the activity (\$675). | No, the average monthly HAP per family for FY2022 was \$675. The benchmark for this activity needs to be |

| METRIC | BASELINE | BENCHMARK | OUTCOME | BENCHMARK ACHIEVED? |
|--|----------|-----------|---------|---------------------------------------|
| household affected by this policy in dollars (decrease). | | | | reevaluated due to market conditions. |

iii. Actual Non-Significant Changes:

There were no non-significant changes to this activity.

iv. Actual Changes to Metrics/Data Collection:

INLIVIAN is also exploring data collection methods to classify the types of interim recertifications in order to improve data collection for this metric.

v. Actual Significant Changes:

There were no actual significant changes to this activity.

vi. Challenges in achieving benchmarks and possible solutions:

Benchmark for annual average HAP is unrealistic given the market conditions. Will work with IT to see if average HAP data can be collected only for families participating in supportive services versus overall average program HAP to determine a more realistic benchmark.

 **2017-3 Exception Payment Standards**

 **Statutory Objective:** Housing Choice, Self -Sufficiency

i. Plan Year Approved, Implemented, Amended:

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

ii. Description / Impact / 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 among large cities for upward mobility according to a Harvard University and California-Berkeley study. To assist families in upward mobility, INLIVIAN has developed an opportunity index using research-based data to classify neighborhoods (census tracts) based on the following economic mobility and low-income school outcomes:

- Reading and Math Test Scores
- Poverty Rate



- Access to Transit
- Jobs Density
- Crime Rate

These factors were then weighted into a composite index and ranked into five Opportunity categories:

- Very Low Opportunity,
- Low Opportunity,
- Moderate Opportunity,
- High Opportunity, and
- Very High Opportunity.

As Charlotte continues to grow, the community has been faced with gentrification and displacement of low-income families. To help address this issue, INLIVIAN has incorporated neighborhood characteristics associated with gentrification (i.e., proximity to Uptown, increases in market rent, and changes in demographics such as higher education and income) into the Opportunity index to create an avenue for low-income families to benefit from the improved social, economic, and educational opportunities in the redeveloped communities. Identifying areas of gentrification also allows INLIVIAN to preserve and/or create affordable housing opportunities in redeveloped communities and prevent displacement through the use of project-based vouchers.

INLIVIAN's Housing Choice Voucher payment standards are based on Opportunity categories with exception payment standards up to 150% in High and Very High Opportunity areas to increase housing options for mobility program participants. INLIVIAN may grant up to 150% of the FMR as a reasonable accommodation, regardless of the areas' Opportunity category, if the unit meets the needs of a disabled household member.

To further de-concentration efforts and expand housing opportunities, INLIVIAN has developed a 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 annual wage income of \$18,500 or greater,
- A child is on the assisted lease that is 8 years old or younger; and
- The HOH must be receiving or willing to receive case management services from the CORE Department.

Families participating in OHP are provided pre-and post-move training and supportive services. The Housing Provider Outreach Specialist also conducts outreach in High and Very High Opportunity areas to recruit housing providers in designated opportunity areas.

| METRIC | BASELINE | BENCHMARK | OUTCOME | BENCHMARK ACHIEVED? |
|---|----------|--|---|--|
| HC #5: Increase in Resident Mobility | | | | |
| Number of households able to move to a better unit and/or neighborhood of opportunity as a result of the activity (increase). | 0 | 10 per year (Original benchmark was 5) | Actual increase in households able to move to a better unit and/or neighborhood of opportunity after implementation of the activity (53). | Yes, benchmark has been achieved. 53 Families have participated in the OHP Program or an average of 13 per year. |

| OPPORTUNITY HOUSING PROGRAM PARTICIPATION | | | | | |
|--|--------|--------|--------|--------|-----------|
| | FY2019 | FY2020 | FY2021 | FY2022 | TOTAL |
| Move-ins | 20 | 12 | 3 | 18 | 53 |
| Move-outs | 0 | 0 | -1 | -3 | -4 |
| Net OPH Participants | 20 | 12 | 2 | 15 | 49 |

53 Families have participated in the Opportunity Housing Program since the initial implementation in 2019. As of December 31, 2022, 49 families were activity enrolled in OHP and reside in a High or Very High Opportunity area.

iii. Actual Non-Significant Changes:

There were no non-significant changes to this activity.

iv. Actual Changes to Metrics/Data Collection:

There were no actual changes to Metrics/Data Collection.

v. Actual Significant Changes:

There were no actual significant changes to this activity.

vi. Challenges in achieving benchmarks and possible solutions:

The benchmark for this metric was achieved. INLIVIAN will be working with Mobility Works to refine OHP mobility services, participant eligibility requirements, and opportunity area index criteria to expand the number of OHP Program participants. The tight rental market has also impacted the ability to locate units even with exception payment standards up to 150% FMR.

 **2016-1 Homeownership Initiative**

 **Statutory Objective:** Housing Choice, Self -Sufficiency

i. Plan Year Approved, Implemented, Amended:

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

ii. Description / Impact / 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 FY 2019, INLIVIAN implemented the following non-significant changes to the program:

- Annual income criteria for participation, for those reporting earned income: increased from \$20,000 to \$25,000.
- As a result of COVID, the Destination Homeownership program will offer virtual "Financial Workshops".



ACCESS, EQUITY AND WEALTH
**DESTINATION
HOMEOWNERSHIP**

| METRIC | BASELINE | BENCHMARK | OUTCOME | BENCHMARK ACHIEVED? |
|--|---|---|---|-----------------------------------|
| HC #6: Increase in Homeownership Opportunities | | | | |
| Number of households that purchased a home as a result of the activity (increase). | Number of households that purchased a home prior to implementation of the activity (0). | Expected number of households that purchased a home after implementation of the activity (10 per year). | Actual number of households that purchased a home after implementation of the activity. 170 households (includes 29 HCV homeownership vouchers) have purchased a home. This includes Destination Homeownership program and other agency client services. | Yes, benchmark has been exceeded. |

iii. Actual Non-Significant Changes:

There were no non-significant changes to this activity.

iv. Actual Changes to Metrics/Data Collection:

There were no actual changes to Metrics/Data Collection.

v. Actual Significant Changes:

There were no actual significant changes to this activity.

vi. Challenges in achieving benchmarks and possible solutions:

Although INLIVIAN has exceed the average of 10 homeownership closings per year, there were only 7 homeownership closings in 2022. This was due to the tight market in the Charlotte-Mecklenburg area.

2016-2 Triennial Re-examination

Statutory Objective: Cost Effectiveness

i. Plan Year Approved, Implemented, Amended:

The Triennial Re-examination activity was approved in FY 2016 and was implemented in October of 2018. This activity was amended in 2020 to expand triennial reexaminations to non-elderly, non-disabled households.

ii. Description / Impact / Update:

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. 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 | BENCHMARK ACHIEVED? |
|--|---|--|--|-------------------------------------|
| CE #1: Agency Cost Savings | | | | |
| Total cost of task in dollars (decrease). | Cost of task prior to implementation of the activity. \$530,676.76 per year (baseline redefined) | Expected cost of task after implementation of the activity \$305,700 per year (benchmark redefined) | Actual cost of task after implementation of the activity \$268,724 per year | Yes, outcome exceeds the benchmark. |
| CE #2: Staff Time Savings | | | | |
| 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 23,812 hours (baseline redefined) | Expected amount of total staff time dedicated to the task after implementation of the activity 18,500 hours (benchmark redefined) | Actual amount of total staff time dedicated to the task after implementation of the activity 12,561 hours | Yes, outcome exceeds the benchmark. |

iii. Actual Non-Significant Changes:

There were no non-significant changes to this activity.

iv. Actual Changes to Metrics/Data Collection:

The baselines for CE #1 and #2 were redefined using data from the 2015 HUD Housing Choice Voucher Program Administrative Fee Study for the mean minutes per hour to conduct a recertification for a more accurate measure (based line used 30 minutes per recertification).

v. Actual Significant Changes:

There were no actual significant changes to this activity.

vi. Challenges in achieving benchmarks and possible solutions:

No challenges in achieving benchmark.

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

Statutory Objective: Cost Effectiveness, Self Sufficiency

i. 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.

ii. 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.

Due to economic and public health conditions caused by the ongoing coronavirus pandemic, INLIVIAN temporarily suspended work requirement enforcement beginning April 2020. INLIVIAN lifted 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.

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, VASH vouchers and Emergency Housing 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.

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

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

| METRIC | BASELINE | BENCHMARK | OUTCOME | BENCHMARK ACHIEVED? |
|---|---|---|---|---|
| CE #5: Increase in Agency Rental Revenue | | | | |
| Total Household contributions towards housing assistance (increase). | Household contributions prior to implementation of the activity \$168.22. | Expected household contributions after implementation of the activity Annual increase in tenant rent of 2% | Actual household contributions after implementation of the activity. Average tenant rent for FY2022 was \$261. | Yes, outcome exceeds the benchmark. Tenant rent has increased 55% or \$92.78 since the baseline. |
| SS #1: Increase in Household Income | | | | |
| Average earned income of households affected by this policy in dollars (increase in average income). | \$19,029 | \$19,292 | Actual average earned income of households affected by this policy after implementation of the activity \$22,646.00. | Yes, the outcome exceeds the benchmark. At the end of FY2022, the average income for families participating in services was \$22,646. |
| SS #8: Households Transitioned to Self Sufficiency | | | | |
| Report the following information separately for each category: a. Working Households b. Job Retention 12+ months c. Increase Earned income | Households transitioned to self-sufficiency (<<PHA definition of self-sufficiency>>) prior to implementation of the activity. 1,854 | Expected households transitioned to self-sufficiency a. 60% Working Households b. 50% Job Retention 12+ months c. Increase Earned income above \$19,029.03 | Actual head(s) of workable households after implementation of the activity: a. 76.5% Working Households b. 68.47% Job Retention 12+ months c. Average earned income \$22,646 | Yes, the outcome meets or exceeds the benchmark for families currently participating in supportive services during FY2022. |

iii. Actual Non-Significant Changes:

There were no non-significant changes to this activity in FY2022.

iv. Actual Changes to Metrics/Data Collection:

Updated standard metrics to more accurately reflect activity.

v. Actual Significant Changes:

There were no actual significant changes to this activity.

vi. Challenges in achieving benchmarks and possible solutions:

No challenges in achieving benchmark.

2016-4 Single Platform for Inspections

Statutory Objective: Cost Effectiveness

i. Plan Year Approved, Implemented, Amended:

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

ii. 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 | BENCHMARK ACHIEVED? |
|---|---|--|---|--|
| CE #3: Decrease in Error Rate of Task Execution | | | | |
| Average error rate in completing a task as a percentage (decrease). | Average error rate of task prior to implementation of the activity 55%. | Expected average error rate of task after implementation of the activity 40% | Actual average error rate of task after implementation of the activity Average initial inspection fail rate for 2018-2022 is 44% | No, the outcome does not meet or exceed the benchmark. |

iii. Actual Non-Significant Changes:

There were no non-significant changes to this activity in FY2022.

iv. Actual Changes to Metrics/Data Collection:

Removed CE #1 and #2 since a reinspection or self-certification is required whether HQS or modified UPCS inspection protocol is used.



v. Actual Significant Changes:

There were no actual significant changes to this activity.

vi. Challenges in achieving benchmarks and possible solutions:

No challenges in achieving benchmark.

2016-5 Controlled Program Moves

Statutory Objectives: Cost Effectiveness

i. 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.

ii. 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 | BENCHMARK ACHIEVED? |
|--|--|--|---|-------------------------------------|
| CE #1: Agency Cost Savings | | | | |
| Total cost of task in dollars (decrease). | Cost of task prior to implementation of the activity. \$155,268 in 2016 | Expected cost of task after implementation of the activity \$139,741 average per year – 10% decrease (benchmark redefined) | Actual cost of task after implementation of the activity \$138,396 average per year | Yes, outcome exceeds the benchmark. |
| CE #2: Staff Time Savings | | | | |
| 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 2,803 hours (baseline redefined) | Expected amount of total staff time dedicated to the task after implementation of the activity 2,523 hours – 10% decrease (benchmark redefined) | Actual amount of total staff time dedicated to the task after implementation of the activity 2,098 hours | Yes, outcome exceeds the benchmark. |

iii. Actual Non-Significant Changes:

There are no planned non-significant changes to this activity for FY2023.

vii. Actual Changes to Metrics/Data Collection:

The baselines for CE #1 and #2 were redefined using data from the 2015 HUD Housing Choice Voucher Program Administrative Fee Study for the minutes pre transaction and cost per transaction for the category moves.

viii. Actual Significant Changes:

There were no actual significant changes to this activity.

ix. Challenges in achieving benchmarks and possible solutions:

No challenges in achieving benchmark.

 **2016-6 Modified Definition of Elderly**

 **Statutory Objectives: Housing Choice**

i. 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.

ii. Description / Impact / Update:

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



| METRIC | BASELINE | BENCHMARK | OUTCOME | BENCHMARK ACHIEVED? |
|--|---|--|---|---|
| HC #1: Additional Units of Housing Made Available | | | | |
| Number of new pbv housing units made available for near elderly households at or below 80% AMI as a result of the activity (increase). | Housing units of this type prior to implementation of the activity (0). | Expected housing units of this type after implementation of the activity (95). | Actual housing units of this type after implementation of the activity 1,073 senior pbv units are now made available to near elder families. | Yes, the outcome exceeds the benchmark. 1,073 Senior PBV units are available for both elderly and near elderly families. |
| HC #2: Units of Housing Preserved | | | | |
| Number of housing units preserved for senior households at or below 80% AMI that would otherwise not be available (increase). | Housing units preserved prior to implementation of the activity 388 | Expected housing units preserved after implementation of the activity 388 near elderly households at RAD PBVs at conversion | Actual housing units preserved after implementation of the activity. 388 | Yes, the outcome meets the benchmark. Due to RAD Conversion, INLIVIAN no longer has a Designated Housing Plan. 338 families prevented from displacement, did not meet HUD definition of elderly for exempted units. |
| HC #5: Increase in Resident Mobility | | | | |
| Number of near elderly households able to move to a better unit and/or neighborhood of opportunity as a result of the activity (increase). | Households able to move to a better unit and/or neighborhood of opportunity prior to implementation of the activity. 0 | Expected households able to move to a better unit and/or neighborhood of opportunity after implementation of the activity. 77 | Actual increase in households able to move to a better unit and/or neighborhood of opportunity after implementation of the activity 167 | Yes, the outcome exceeds the benchmark. Since the implementation of this activity, 167 near elderly HOHs have moved into senior designated PBV units. |

iii. Actual Non-Significant Changes:

There were non-significant changes to this activity.

iv. Actual Changes to Metrics/Data Collection:

There were no actual significant changes to this activity.

v. Actual Significant Changes:

There were no actual significant changes to this activity.

vi. **Challenges in achieving benchmarks and possible solutions:**

There have not been any challenges in meeting the benchmark.

 **2011-3 New Construction of Affordable Units**

 **Statutory Objectives: Housing Choice**

i. **Plan Year Approved, Implemented, Amended:**

The activity (formerly known as Construction of the Lofts at Seigle) 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 to serve a broader scope which garnered approval in FY2012.

ii. **Description / Impact / Update**

INLIVIAN proposes to redevelop 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.

| METRIC | BASELINE | BENCHMARK | OUTCOME | BENCHMARK ACHIEVED? |
|---|--|---|---|--|
| HC #1: Additional Units of Housing Made Available | | | | |
| Number of new mixed income affordable housing units made available for households at or below 80% AMI as a result of the activity (increase). | Housing units of this type prior to implementation of the activity. 0 units | Expected housing units of this type after implementation of the activity. 373 new units. | Actual housing units of this type after implementation of the activity. 1,030 Affordable units have been constructed for households 80% AMI and below and 1,293 are planned in mixed income communities. | Yes, the outcome meets or exceeds the benchmark. |

Completed Affordable Units

| Property | Total Units | Affordable Units | % Affordable | AMI Level | Year Constructed |
|--------------------------------|-------------|------------------|--------------|------------|------------------|
| Archdale Flats - Family | 202 | 202 | 100% | 30-80% AMI | 2021 |
| Archdale Flats - Seniors | 131 | 131 | 100% | 30-80% AMI | 2021 |
| Landing at Park Rd | 92 | 92 | 100% | 30-60% AMI | 2016 |
| Oaks at Cherry | 81 | 81 | 100% | 30-60% AMI | 2018 |
| Residences at Renaissance I | 74 | 74 | 100% | 30-60% AMI | 2012 |
| Residences at Renaissance II | 150 | 150 | 100% | 30-60% AMI | 2013 |
| Retreat at Renaissance | 110 | 110 | 100% | 30-60% AMI | 2011 |
| Vistas @ 707 (Lofts at Seigle) | 190 | 190 | 100% | 30-80% AMI | 2011 |
| Subtotal | 1030 | 1030 | | | |

Planned Affordable Units

| Property | Total Units | Affordable Units | % Affordable | AMI Level |
|--------------------------------|-------------|------------------|--------------|------------|
| Abbingdon on Mt. Holly | 102 | 102 | 100% | 30-80% AMI |
| Ashley Flats | 150 | 150 | 100% | 30-80% AMI |
| Centre South | 725 | 145 | 20% | 30-80% AMI |
| The Gaston at North End | 144 | 144 | 100% | 30-80% AMI |
| Dillehay Courts, Phase II | 102 | 102 | 100% | 30-80% AMI |
| Eighth & Tryon | 353 | 106 | 30% | 30-80% AMI |
| Evoke Living at Arrowood | 168 | 168 | 100% | 30-80% AMI |
| Evoke Living at Westerly Hills | 156 | 156 | 100% | 30-80% AMI |
| Freedom Flats | 220 | 220 | 100% | 30-80% AMI |
| Subtotal | 2120 | 1293 | | |

iii. Actual Non-Significant Changes:

There were non-significant changes to this activity.

iv. Actual Changes to Metrics/Data Collection:

There were no actual significant changes to this activity.

v. Actual Significant Changes:

There were no actual significant changes to this activity.

vi. Challenges in achieving benchmarks and possible solutions:

There have not been any challenges in meeting the benchmark.

 **2009-3 Community Based Rental Assistance**

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

i. 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.

ii. 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 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.

| METRIC | BASELINE | BENCHMARK | OUTCOME | BENCHMARK ACHIEVED? |
|--|--|--|--|--|
| HC #1: Additional Units of Housing Made Available | | | | |
| Number of new project-based voucher units made available through previous competitive process for households at or below 80% AMI as a result of the activity (increase). | Housing units of this type prior to implementation of the activity. 0 units | Expected housing units of this type after implementation of the activity. 200 units or average of 20 units per year | Actual housing units of this type after implementation of the activity. 95 PBVs have been awarded under the MOU with the City of Charlotte and Local Initiatives Support (LISC) | Yes, the outcome meets or exceeds the benchmark. 95 (average of 24 per year) PBVs have been awarded under a previously competitive process through a MOU partnership with the City of Charlotte and Local Initiatives Support Corporation (LISC) to increase the supply of affordable housing. |

| Property | Total Units | Planned PBVs | % PBVs | Property AMI Level |
|------------------------|-------------|--------------|--------|--------------------|
| 7th Street Apartments | 105 | 20 | 19% | 30-80% AMI |
| Fairhaven Glen | 140 | 35 | 25% | 30-80% AMI |
| Eastway Seniors (VASH) | 132 | 40 | 30% | 30-80% AMI |
| Subtotal | 377 | 95 | | |

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.



| METRIC | BASELINE | BENCHMARK | OUTCOME | BENCHMARK ACHIEVED? |
|--|--|--|--|---|
| HC #1: Additional Units of Housing Made Available | | | | |
| Number of special needs, homeless or disabled households at or below 80% AMI as a result of the activity | Housing units of this type prior to implementation of the activity. 0 | Expected housing units of this type after implementation of the activity. 100 | Actual housing units of this type after implementation of the activity. 317 | Yes, the outcome exceeds the benchmark. 317 Supportive Housing PBV units. |
| SS #5: Households Assisted by Services that Increase Self Sufficiency | | | | |
| Number of households receiving services aimed to increase self-sufficiency (increase). | Households receiving self-sufficiency services prior to implementation of the activity. 0 | Expected number of households receiving self-sufficiency services after implementation of the activity. 100 | Actual number of households receiving self-sufficiency services after implementation of the activity. 317 | Yes, the outcome exceeds the benchmark. 317 special needs units are currently subsidized with supportive services being provided by partner agencies. |
| CE #4: Increase in Resources Leveraged | | | | |
| Amount of funds leveraged in dollars (increase). | Amount leveraged prior to implementation of the activity. 0 | Expected amount leveraged after implementation of the activity (in dollars). \$2,300 per family | Actual amount leveraged after implementation of the activity. \$2,300 - \$6,250 per family | Yes, the outcome exceeds the benchmark. |

| Property | PBVs | Special Population Type |
|------------------------|------------|------------------------------|
| Everett House | 10 | Disabled |
| Hampton Creste | 60 | Transitional Housing |
| McCreesh Place | 92 | Permanent Supportive Housing |
| Moore Place I & II | 120 | Permanent Supportive Housing |
| Rise on Clanton | 25 | Permanent Supportive Housing |
| YWCA Families Together | 10 | Transitional Housing |
| Subtotal | 317 | |

Supportive Housing Project-Based 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 25 rental subsidies (reduced from 40). The families referred through CFH are either working or participating in a self-sufficiency or educational program and earning less than 30% of the Area Median Income (AMI). 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. A Roof Above (formerly Urban Ministry) 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.



| METRIC | BASELINE | BENCHMARK | OUTCOME | BENCHMARK ACHIEVED? |
|--|--|--|--|--|
| HC #1: Additional Units of Housing Made Available | | | | |
| Number of special needs, homeless or disabled households at or below 80% AMI as a result of the activity | Housing units of this type prior to implementation of the activity. 0 | Expected housing units of this type after implementation of the activity. 0 | Actual housing units of this type after implementation of the activity. 175 | Yes, the outcome exceeds the benchmark. 100 Local Rental Subsidy vouchers for special needs, homeless, or disabled households. Supportive Housing PBV units. |
| SS #5: Households Assisted by Services that Increase Self Sufficiency | | | | |
| Number of households receiving services aimed to increase self-sufficiency (increase). | Households receiving self-sufficiency services prior to implementation of the activity. 0 | Expected number of households receiving self-sufficiency services after implementation of the activity. 0 | Actual number of households receiving self-sufficiency services after implementation of the activity. 175 | Yes, the outcome exceeds the benchmark. 175 special needs units are currently subsidized with supportive services being provided by partner agencies. |
| CE #4: Increase in Resources Leveraged | | | | |
| Amount of funds leveraged in dollars (increase). | Amount leveraged prior to implementation of the activity. 0 | Expected amount leveraged after implementation of the activity (in dollars). \$2,300 per family | Actual amount leveraged after implementation of the activity. \$2,300 - \$6,250 per family | Yes, the outcome exceeds the benchmark. |

iii. Actual Non-Significant Changes:

There were non-significant changes to this activity.

iv. Actual Changes to Metrics/Data Collection:

There were no actual significant changes to this activity.

v. Actual Significant Changes:

There were no actual significant changes to this activity.

vi. Challenges in achieving benchmarks and possible solutions:

There have not been any challenges in meeting the benchmark.

 **2009-5 Moving Forward Supportive Services**

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

i. Plan Year Approved, Implemented, Amended:

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

ii. 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.

| METRIC | BASELINE | BENCHMARK | OUTCOME | BENCHMARK ACHIEVED? |
|---|---|--|---|---|
| CE #1: Agency Cost Savings | | | | |
| Total cost of task in dollars total costs of average supportive services. | Total cost prior to implementation is \$2,600 per household | Total cost prior to implementation is \$2,300 per household | Actual cost of task after implementation of the activity. (\$1,390 per household). | Yes, the outcome exceeds the benchmark. |
| 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 120 | Expected amount of total staff time dedicated to the task is >= 150 hours monthly | 125 | Yes, the outcome meets the benchmark. |
| 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 \$9,163 | Expected average earned income of households affected by this policy after implementation of this activity: \$16,640 | Actual average earned income of households affected by this policy after implementation of the activity \$22,646.00. | Yes, the outcome exceeds the benchmark. At the end of FY2022, the average income for families participating in services was \$22,646. |
| SS#3: Increase in Positive Outcomes in Employment Status | | | | |
| Report the following information separately for each category: d. Working Households e. Job Retention 12+ months f. Increase Earned income | 1,854 | d. 60% Working Households e. 50% Job Retention 12+ months f. Increase Earned income above \$19,029.03 | Actual head(s) of workable households after implementation of the activity: d. 76.5% Working Households e. 68.47% Job Retention 12+ months f. Average earned income \$22,646 | Yes, the outcome meets or exceeds the benchmark for families currently participating in supportive services during FY2022. |
| # Employed FT (32+) or PT (1-31) | 23 | ≥600 | 1,075 | Yes, the outcome meets exceeds the benchmark. 1,075 families participating in supportive services in FY2022 were employed. |

| METRIC | BASELINE | BENCHMARK | OUTCOME | BENCHMARK ACHIEVED? |
|---|--|---|--|--|
| Enrolled in an Educational Program | 7 | 50 | 92 | Yes, the outcome meets exceeds the benchmark. 92 families were enrolled in an Educational Program in FY2022. |
| Enrolled in Job Training Program | 7 | 50 | 99 | Yes, the outcome meets exceeds the benchmark. 99 families were enrolled in an Job Training Program in FY2022. |
| Unemployed | 32 | ≤750 | 1,357 | No, the outcome did not meet the benchmark. 1,357 work-able households did not meet work requirement in FY2022. |
| Other (workshop) | ≤23 | ≤300 | 1,532 | Yes, the outcome meets exceeds the benchmark. 1,532 families completed Workshop goals in FY2022. |
| 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 52 | Actual average subsidy per household affected by this policy after implementation of the activity (\$675). | No, the average monthly HAP per family for FY2022 was \$675. The benchmark for this activity needs to be reevaluated due to market conditions. |

iii. Actual Non-Significant Changes:

There were non-significant changes to this activity.

iv. Actual Changes to Metrics/Data Collection:

There were no actual significant changes to this activity.

v. Actual Significant Changes:

There were no actual significant changes to this activity.

vi. Challenges in achieving benchmarks and possible solutions:

There have not been any challenges in meeting the benchmark.

 **2009-8 Land Acquisition for Future Use**

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

i. Plan Year Approved, Implemented, Amended:

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

ii. Description / 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.

iii. Actual Non-Significant Changes:

There were non-significant changes to this activity.

iv. Actual Changes to Metrics/Data Collection:

There were no actual significant changes to this activity.

vii. Actual Significant Changes:

There were no actual significant changes to this activity.

viii. Challenges in achieving benchmarks and possible solutions:

There have not been any challenges in meeting the benchmark.

 **2008-3 Investment Policies Consistent with State Law Initiative**

 **Statutory Objectives: Cost Effectiveness**

i. Plan Year Approved, Implemented, Amended:

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.

ii. Description / Impact / Update

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.

iii. Actual Non-Significant Changes:

There were non-significant changes to this activity.

iv. Actual Changes to Metrics/Data Collection:

There were no actual significant changes to this activity.

v. Actual Significant Changes:

There were no actual significant changes to this activity.

vi. Challenges in achieving benchmarks and possible solutions:

There have not been any challenges in meeting the benchmark.

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

Statutory Objectives: Cost Effectiveness, Housing Choice

i. 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.

ii. Plan Year Approved, Implemented, Amended:

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.

iii. Actual Non-Significant Changes:

There were non-significant changes to this activity.

iv. Actual Changes to Metrics/Data Collection:

There were no actual significant changes to this activity.

v. Actual Significant Changes:

There were no actual significant changes to this activity.

vi. Challenges in achieving benchmarks and possible solutions:

There have not been any challenges in meeting the benchmark.

B. Not Yet Implemented Activities

| ACTIVITIES NOT YET IMPLEMENTED | | | |
|--|---|-----------|---|
| Activity | Description/Update | Plan Year | Reason Activity not yet implemented |
| 2022-2 Modification of FSS Program | <p>INLIVIAN proposes to modify the Traditional Family Self-Sufficiency program (FSS). INLIVIAN’s FSS program is a voluntary program and offered across 16 INLIVIAN properties. INLIVIAN will expand its FSS program portfolio wide including to the HCV Program increasing the number of families eligible to participate. Participants who enroll will select a FSS pathway from one of the following:</p> <ul style="list-style-type: none"> • Housing/Homeownership • Asset Building/Financial Strength • Employment • Education/Training | 2022 | INLIVIAN is in the planning phase to implement this activity in July of 2023. |
| 2022-2 Waiver of Mandatory Initial Inspections | <p>INLIVIAN would also like to pursue the Safe Harbor Waiver for element(s) of the MTW activity as described in the MTW Operations Notice for COHORT 4.1. Waiver of Mandatory Initial Inspection (HCV). Using this authority, INLIVIAN proposes to eliminate the requirement for an initial inspection under the following circumstances:</p> <ul style="list-style-type: none"> • the unit is less than five years old (as demonstrated by a certificate of occupancy, provided by the landlord); or • b) the unit passed an HQS inspection (or equivalent inspection) within the previous three years. <p>In addition to meeting one of the criteria above, the housing provider will be required to submit an Initial Inspection Self Certification Form that is signed by both the housing provider and the family that the unit in question substantially complies with Housing Quality Standards. The HCV participant will be able to request 23 an interim inspection.</p> | 2022 | INLIVIAN is in the planning phase to implement this activity. |

C. Activities on Hold

| ACTIVITIES ON HOLD | | | | | |
|---|--|-----------|---------------------|---|---|
| Activity | Description/Update | Plan Year | Implementation Date | Plan Year Activity was Placed on "Hold" | Reason Activity was Placed "on hold" |
| 2013-2 Biennial Agency-Wide Inspections | INLIVIAN began the first biennial inspections in November 2015 for all properties and units. | 2013 | November, 2015 | 2019 | This activity is no longer applicable to MTW planning as HUD currently permits all housing authorities to conduct biennial inspections. However, INLIVIAN does not want to lose the flexibility in the long-term, in case, HUD should reverse broad approval of general policy. |

D. Closed Out Activities

| CLOSED OUT ACTIVITIES | | | | | |
|--|--|-----------|---------------------|-------------------------------------|---|
| Activity | Description/Update | Plan Year | Implementation Date | Plan Year Activity was "Closed Out" | Reason Activity was "Closed Out" |
| 2018-1 Self Certification of reinspection for HQS initials | The activity allows a self-certification in lieu of a re-inspection when an initial inspection fails, and there are 10 or less different types of non-life-threatening deficiencies. Photos and invoices are required and must be submitted within 30 days of the failed report. | 2018 | June, 2018 | 2021 | MTW Flexibility no longer required as activity is consistent with HOTMA implementation rule: Housing Opportunity Through Modernization Act of 2016—Housing Choice |

| CLOSED OUT ACTIVITIES | | | | | |
|--|---|-----------|---------------------|-------------------------------------|--|
| Activity | Description/Update | Plan Year | Implementation Date | Plan Year Activity was "Closed Out" | Reason Activity was "Closed Out" |
| | | | | | Voucher (HCV) and Project-Based Voucher Implementation; Additional Streamlining Changes, 85 Fed. Reg. 63664 (Oct. 8, 2020). |
| 2008-2 Participant and Landlord Tracking | Through this activity, 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 higher opportunity areas. | 2008-2009 | January, 2008 | 2021 | The activity was closed out via the 2021 MTW Planning year, as the work has been completed, and implemented to support INLIVIAN's Opportunity Housing Program. |
| 2015-1 Streamline Project-Based Voucher and Public Housing Regulations | This activity was pursued to streamline regulations of Project-Based (PBV) and Public Housing units in developments that house both. | 2015 | January, 2015 | 2019 | INLIVIAN no longer has properties with PBV and PH in the same development after RAD conversion. |
| 2015-2 Public Housing No Assistance Termination Policy (Mixed Income Communities Only) | This activity was pursued to allow terminations to Public Housing assistance for households no longer using the subsidy in mixed-income communities. | 2015 | January, 2015 | 2017 | 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). |

| CLOSED OUT ACTIVITIES | | | | | |
|---|--|-----------|---------------------|-------------------------------------|--|
| Activity | Description/Update | Plan Year | Implementation Date | Plan Year Activity was "Closed Out" | Reason Activity was "Closed Out" |
| 2011-1 Acquisition of General Partnership Interest | This activity allowed the agency to acquire the General Partnership interest in the Little Rock Apartments. | 2011 | January, 2011 | 2016 | Acquisition of property completed. |
| 2011-2 Local Non-Traditional Initiatives | The activity allowed for supportive services partnerships. | 2011 | January, 2011 | 2018 | The Supportive Housing Innovative Partnership (SHIP) units will now be considered Supportive Housing units under our Community Based Rental Assistance Policy. |
| 2009-6 Youth Initiatives | This activity established a Cooperative Agreement to Form Partnerships with local education stakeholders to connect INLIVIAN participants to programs and services that address truancy, post-secondary education preparation, and academic improvement. | 2009 | January, 2009 | 2015 | The Agreement has expired. |
| 2008-2 Biennial Review Process for Elderly and Disabled | This activity allowed INLIVIAN to implement a biennial review process for elderly and disabled heads of households. | 2009 | January, 2010 | 2013 | INLIVIAN subsequently implemented an agency-wide biennial process. |
| 2008-5 Good Neighbor Training | The training was designed to assist families' acclimation to a neighborhood. Participants accessed training to learn more about being "Good | 2008 | January, 2008 | 2014 | The trainings have been incorporated into initial briefing sessions for all head of households. |

| CLOSED OUT ACTIVITIES | | | | | |
|--|--|-----------|---------------------|-------------------------------------|--|
| Activity | Description/Update | Plan Year | Implementation Date | Plan Year Activity was "Closed Out" | Reason Activity was "Closed Out" |
| | Neighbors". | | | | |
| 2008-2009 Development of Local Design Standards | This activity allowed for INLIVIAN to streamline design standards. | 2009 | January, 2011 | 2014 | MTW flexibility is no longer necessary. |
| 2007-2 Affordable Housing Impact Study | This activity allowed for a partnership with 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 communities. | 2007 | January, 2008 | 2010 | The study was completed, and findings have been initiated through other INLIVIAN programs. |
| 2007-2008 Section 8 Property Rating System | A quantitative evaluation rating system for the exterior appearance of a Section 8 property was developed to improve the housing quality standards of participating property owners to encourage an increase in the percentage of high-quality HCV rental units. | 2008 | January, 2009 | 2011 | The activity was discontinued due to costs versus the overall impact upon housing choice families. |

V. SOURCES AND USES OF MTW FUNDS

A. Financial Reporting

i. Available MTW Funds in the Plan Year

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

ii. Expenditures of MTW Funds in the Plan Year

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

iii. Description of Application of MTW Funding 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 inadequate 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.

B. Local Asset Management Plan

i. Did INLIVIAN Allocate Costs Within Statute in the Plan Year?

Yes.

ii. Did INLIVIAN implementing a Local Asset Management Plan (LAMP) in the Plan Year?

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

iii. Did INLIVIAN provide a LAMP in the appendix?

N/A

iv. If INLIVIAN has provided a LAMP in the appendix, please describe any proposed changes to the LAMP in the Plan Year or state that the MTW PHA does not plan to make any changes in the Plan Year.

N/A



VI. ADMINISTRATIVE

A. Reviews Audits and Inspections

INLIVIAN did not have any HUD reviews, audits and/or physical inspection issues that action.

B. Evaluation Results

Evaluating Moving to Work Compliance and Progress toward Statutory Goals, INLIVIAN's Annual Moving Forward report was published by Community Science. This document is provided as Appendix III.

C. MTW Statutory Requirement Certification

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

D. MTW Energy Performance Contract (EPC) Flexibility Data

Not applicable.

E. Appendix

Appendix I: Statutory Requirement Certification

Appendix II: Real Estate Activities Updates

Appendix III: Evaluating Moving to Work Compliance and Progress Toward Statutory Goals



APPENDIX A: 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 handwritten signature in blue ink, appearing to read "A. Meachem, Jr.", is written over a horizontal line.

05/18/2023

A. Fulton Meachem, Jr.

Date



APPENDIX B: ADDITIONAL AGENCY ACTIVITIES – REAL ESTATE ACTIVITIES

A. PRE-DEVELOPMENT/DEVELOPMENT ACTIVITY BY SITE

i. **Dillehay Courts / Gaston at North End**

Dillehay Courts redevelopment will be 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.

The Section 18 Application for Dillehay Courts has been approved. INLIVIAN will not close out its public housing program in order to utilize its Faircloth authority to develop additional units using Faircloth to RAD.

ii. **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.

iii. **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.

iv. **Hall House / Trella Uptown**

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.

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.

v. Strawn Cottages / Centre South

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.

vi. 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.

vii. 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.

B. ACQUISITION ACTIVITIES

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 opportunity to 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.

i. 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.

ii. 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



iii. 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.

C. OTHER ACTIVITIES

i. 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.

ii. 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.

iii. 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 C: Evaluating Moving to Work Compliance and Progress Toward Statutory Goals



Evaluating Moving to Work Compliance and Progress toward Statutory Goals

Moving Forward Annual Report

December 2022

Prepared by Community Science
Kerlin Morales

Michael D. Webb, PhD, Principal Investigator

Prepared for INLIVIAN

A. Fulton Meachem, CEO

Timica Melvin, SVP of Policy and Strategic Initiatives



Contents

| | |
|--|-----------|
| Summary | 1 |
| Introduction | 3 |
| Moving Forward Program Update | 4 |
| Implemented MTW activities | 4 |
| New Activities Proposed..... | 4 |
| Moving Forward Safety Initiatives | 5 |
| Compliance with MTW Statutory Requirements | 9 |
| Maintain a client pool in which 75% of assisted households are Very Low-Income | 10 |
| Serve Substantially the Same Number of Households..... | 12 |
| Maintain a Comparable Mix of Family Sizes | 13 |
| Implement a Rent Policy that Encourages Employment..... | 16 |
| Maintain HUD Housing Quality Standards | 18 |
| Helping Families Achieve Self-Sufficiency | 19 |
| Rent Reforms | 19 |
| Supportive Services and Work Requirement Policy..... | 19 |
| Expanding Housing Options for Low-Income Families | 22 |
| MTW Activities to Expand Housing Options..... | 22 |
| INLIVIAN Housing Developments..... | 22 |
| Increasing Housing Options for HCV Clients | 24 |
| Changes in Neighborhood Characteristics of INLIVIAN Clients | 25 |
| Reducing Costs and Achieving Cost Efficiencies in Program Delivery | 30 |
| Relevant MTW Activities | 30 |
| Conclusions | 31 |

Exhibits

| | |
|--|----|
| Exhibit 1: Moving Forward Program MTW-Approved Activities: | 4 |
| Exhibit 2: Highest and lowest property, violent, and total annualized crime rates across INLIVIAN developments for 2022..... | 6 |
| Exhibit 3: Annualized 2022 Crime Rate (Crimes Per 100 Units) across INLIVIAN Developments..... | 7 |
| Exhibit 4: Change in crime rates across INLIVIAN developments, 2021–2022..... | 8 |
| Exhibit 5: Number of all INLIVIAN households classified as extremely low income or very low income | 10 |
| Exhibit 6: Proportion of all INVILIAN households classified as extremely low income or very low income | 11 |
| Exhibit 7: Proportion of INLIVIAN RAD Households Classified As Extremely Low Income Or Very Low Income | 12 |
| Exhibit 8: Proportion of INLIVIAN HCV Households Classified As Extremely Low Income Or Very Low Income | 12 |
| Exhibit 9: Households Served By INLIVIAN In The RAD and HCV Programs..... | 13 |
| Exhibit 10: Number of INLIVIAN households by family size..... | 14 |
| Exhibit 11: Number of INLIVIAN RAD households by family size | 15 |
| Exhibit 12: Number of INLIVIAN HCV households by family size | 15 |
| Exhibit 13: Change in minimum renter status among all RAD and HCV households that continuously maintained residence in INLIVIAN housing..... | 17 |
| Exhibit 14: Change in minimum renter status among RAD households that continuously maintained residence in INLIVIAN housing..... | 18 |
| Exhibit 15: Change in minimum renter status among HCV households that continuously maintained residence in INLIVIAN housing..... | 18 |
| Exhibit 16: Work requirement policy parameters (pilot and expansion)..... | 21 |
| Exhibit 17: INLIVIAN project-based vouchers..... | 23 |
| Exhibit 18: INLIVIAN HCV locations and density..... | 26 |
| Exhibit 19: Tract-level opportunity classification for INLIVIAN HCV clients | 27 |
| Exhibit 20: Tract-level poverty rates for INLIVIAN HCV clients | 27 |
| Exhibit 21: Map of INLIVIAN HCV holders on opportunity classifications (left pane) and poverty rates (right pane)..... | 28 |
| Exhibit 22: Neighborhood crime rates for INLIVIAN HCV clients..... | 29 |

Summary

Since joining the Moving to Work (MTW) demonstration in 2008, INLIVIAN (formerly known as the Charlotte Housing Authority) has implemented many policies to address the three MTW statutory objectives of achieving cost efficiencies, helping families become self-sufficient, and increasing housing options. This year-end report—the fifth in a series of annual reports—documents INLIVIAN’s compliance with the five MTW statutory requirements and evaluates the agency’s progress toward the three MTW statutory objectives. The primary period of analysis for this report is Q4 (December) 2021–Q3 (September) 2022, though when appropriate we cite relevant data going back to Q3 (September) 2017.

We find that, as in previous years, INLIVIAN has continued to maintain compliance with the five MTW statutory requirements. To that end, we note the following:

- **Ensure that at least 75% of households served are very low-income (earning below 50% of Area Median Income).** While the proportion of very low-income clients that INLIVIAN serves has declined slightly over the past year, at least 90 percent of INLIVIAN clients were classified as either ‘extremely’ or ‘very low-income’ in any given quarter between Q4 2021–Q3 2022.
- **Serve substantially the same number of families.** INLIVIAN has continued to serve substantially the same number of families between Q4 2021–Q3 2022. On average, INLIVIAN has served 8,100 families per quarter. The highest number of families served across all quarters was 8,202 (Q4 2021). The lowest number of families served across all quarters was 7,950 (Q3 2022).
- **Maintain a comparable mix of families by family size.** The number of different family sizes served remained constant within study period, as it has in previous years. Across this study period, INLIVIAN has served 3,400 single-person households (43% of the portfolio), 1,500 two-person households (19%), 1,300 three-person households (16.5%), and 1,700 with four persons or more households per quarter (21.5%).
- **Implement a rent policy that encourages employment:** Using a longitudinal sample of work-able households who have continuously maintained residence in INLIVIAN housing since the third quarter of 2017, we find that the proportion paying minimum rent declined by one percentage point from Q3 2021–Q3 2022, from 26.2 percent to 25.2 percent. As documented in our previous reports, there are marginally more minimum renters in the RAD program (25.9%) than in the HCV program (25.0%).
- **Maintain HUD housing quality standards:** INLIVIAN has not used its MTW flexibility to greatly modify HUD’s inspection protocols, although the agency did propose an activity in 2022 to waive the initial inspection of a unit should it meet certain criteria (the unit being less than five years old and having passed an inspection in the previous three years).

In terms of meeting MTW’s statutory objectives, we find that Moving Forward policies have had positive impacts on INLIVIAN clients and the agency’s finances. Of note:

Helping families become self-sufficient. INLIVIAN has implemented seven Moving Forward activities that wholly or in part help families move toward self-sufficiency. In particular, the agency’s comprehensive rent reforms include banded rents (so that small changes in income do not trigger a rent change), higher

minimum rents, and triennial income recertifications. Combined, these reforms provide greater *disincentives* to unemployment (by raising minimum rents) and incentives to both modest and significant wage increases (by not recertifying clients' rents for an extended period).

Another key activity to promote self-sufficiency is Moving Forward supportive services combined with a work requirement. During the COVID-19 pandemic, INLIVIAN suspended enforcement of the work requirement, but maintained supportive services to clients who had previously received them. In the past year, INLIVIAN has re-rolled out its work requirement to its RAD sites and has expanded the work requirement to its third-party managed sites and to its Housing Choice Voucher (HCV) portfolio. Enforcement for the former group (INLIVIAN-managed RAD sites) began on September 1, 2022, and for the latter group on January 1, 2023.

Expanding housing options for low-income families. Through the Moving Forward program, INLIVIAN has adopted 11 activities that aim to expand housing options for low-income families. In terms of the 'hard' units that INLIVIAN owns, manages, or has committed project-based vouchers to, the majority are in and around Uptown Charlotte, though the number in the high-opportunity neighborhoods in South Charlotte have increased in recent years. Additionally, given continued investments in Uptown Charlotte as well as the revitalization of neighborhoods surrounding Uptown, many INLIVIAN developments now find themselves in higher-opportunity areas than they were in previous years.

In terms of INLIVIAN's HCV clients, several Moving Forward activities are specifically designed to expand the number of units available to voucher holders as well as to improve the neighborhoods in which voucher holders live. Regarding the latter, the agency has implemented a comprehensive landlord incentive activity that provides sign-on, continuity, and risk mitigation bonuses to landlords. Regarding the latter, INLIVIAN has expanded its 'base' payment standards to 120% of Fair Market Rent (FMR) and has implemented the Opportunity Housing program to provide case management and even higher payment standards (up to 150% of FMR) to enrolled households.

In terms of the neighborhood characteristics of INLIVIAN voucher holders, we find that still nearly half of HCV clients are residing in 'very low' opportunity tracts, though fewer are residing in 'low' opportunity tracts and more are residing in 'high' opportunity tracts. In addition, more voucher holders are residing in lower-poverty tracts, while those residing in tracts of concentrated poverty (those with poverty rates over 30%) have declined. However, despite recent decreases, we find that the violent crime rate of HCV clients' neighborhoods increased in the past year, though remains relative unchanged since 2017.

Reducing costs and increasing cost effectiveness. INLIVIAN has implemented six Moving Forward activities that either wholly or in part seek to reduce the agency's costs or increase its cost effectiveness. While evaluating the impact of these activities is beyond the scope of this report, these activities provide the financial flexibility for the agency to implement activities that help clients move toward self-sufficiency and increase housing options for low-income families.

Introduction

This report provides an end of year 2022 update on INLIVIAN's (formerly the Charlotte Housing Authority) participation in the Moving to Work demonstration, which it has rebranded locally as *Moving Forward*. In particular, the report reviews the agency's compliance with the Moving to Work demonstration's (MTW) statutory requirements as well as its progress toward MTW's statutory goals.

The Moving to Work demonstration provides participating agencies with two key flexibilities to meet local housing needs. First, they may combine various federal funding streams—such as 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'—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 ... 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, including activities implemented. Second, it provides an update on INLIVIAN's compliance with the five MTW statutory requirements from 2017–2022. Third, it reviews the agency's progress in meeting the MTW statutory objectives in turn. 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, including two new activities proposed in its 2022 Moving Forward annual plan. Following that, we review the agency's compliance with the five statutory requirements of the MTW demonstration. The subsequent three sections review, in turn, how INLIVIAN has sought to the MTW demonstration's three statutory goals. The report concludes with a summary of Moving Forward program implementation and a summary of the impacts of the Moving Forward program on INLIVIAN clients.

Moving Forward Program Update

This first section of the *2022 Moving Forward Evaluation* reviews INLIVIAN’s implementation of the Moving Forward program, its new proposed activities in 2022, and the Moving Forward safety initiative.

Implemented MTW activities

As of the end of 2022, INLIVIAN has received HUD approval for and is currently implementing 19 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 two new MTW activities for 2022, which are discussed in the following section.

Exhibit 1: Moving Forward Program MTW-Approved Activities:

| Year Implemented | Activity | Achieve Cost-Effectiveness | Encourage Self-Sufficiency | Increase Housing Choices |
|------------------|---|----------------------------|----------------------------|--------------------------|
| 2022 | Modification of FSS program | | X | |
| 2022 | Waiver of mandatory initial inspection | | | X |
| 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 | | X |
| 2017 | Imputed earned income | X | X | |
| 2017 | Exception payment standards | | | X |
| 2016 | Homeownership initiative | | X | X |
| 2016 | Triennial re-examinations | X | 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 | |
| 2009 | Land acquisition for future use | | | X |
| 2008 | Investment policies consistent with state laws | X | | |
| 2008 | Increase acquisition and rehabilitation of existing multi-family properties | X | | X |

New Activities Proposed

In its 2022 MTW Plan, INLIVIAN proposed two new activities:

Activity 2022-1: Modification of FSS Program. Under this activity, INLIVIAN will expand its FSS (Family Self-Sufficiency) Program agency-wide (including to Housing Choice Voucher program participants); this represents a substantial expansion from the 16 properties where the FSS program currently operates. Participants who enroll in FSS will select one of four pathways:

- Housing/homeownership
- Asset building/financial strength
- Employment
- Education/training

Supportive services will be provided by INLIVIAN life coaches (formerly known as case managers). In lieu of standard FSS escrow payments, each pathway will have an established series of milestones for participants to completed. Once those are completed, the participant will receive a pay-out into their FSS account. Participants can receive interim payouts from their FSS account to complete goals within their Individual Training and Service Plan (ITSP).

This activity fulfills the MTW goal of helping families achieve self-sufficiency. By expanding the FSS program portfolio-wide, more families (in particular those in the HCV program) will be able to enroll in supportive services. In addition, by offering targeted pathways and clear incentive goals, INLIVIAN hopes to improve how the FSS program operates.

Activity 2022-2: Waiver of Mandatory Initial Inspections. Under this proposed activity, INLIVIAN will waive the initial inspection of a unit that an HCV program participant seeks to lease if it meets either of the following criteria:

- The unit is less than five years old
- The unit passed a Housing Quality Standards (HQS) inspection within the previous three years

Even when INLIVIAN waives the mandatory initial inspection, the landlord and the tenant will have to submit a self-certification form that the unit “substantially complies with Housing Quality Standards.” In addition, the HCV tenant may request an initial or interim inspection if they so choose.

This activity was included by HUD in the landlord incentives cohort of the MTW expansion and INLIVIAN has chosen to include it in its MTW plan.

This activity contributes to the MTW goals of increasing housing options for low-income families. By waiving the initial inspection, INLIVIAN hopes that more landlords will be willing to participate in the voucher program, as it will expedite the lease-up period, thus allowing landlords to receive their first Housing Assistance Payment faster.

Moving Forward Safety Initiatives

While not explicitly an MTW activity, INLIVIAN has worked to improve the safety of its property developments through various crime-related programs. Through a partnership with the Charlotte-Mecklenburg Police Department, INLIVIAN receives crime data for all its developments. These data were then provided to the research team for analysis in this report. We have categorized all crimes as property,

violent, and other, and computed crime rates for the number of crimes in 2022 per 100 units across each development.¹

Exhibit 2 charts developments with the highest and lowest property, violent, and total crime rates for 2022, while Exhibit 3 presents crime rates across all INLIVIAN developments. Note that CMPD figures were provided for January–October 2022; based on these, we developed an annualized crime rate per 100 units at each development for 2022. Many of the developments with the highest crime rates are legacy public housing properties—that is, developments that were previously public housing but converted to RAD project-based vouchers. Robinsdale and Wallace Woods record the highest total crime rates, where their crime rates exceeded more than 50 crimes per 100 units. Robinsdale and Sunridge appear as top developments reporting high levels of property and violent crime rates, respectively.

In terms of the lowest crime rates, these developments are disproportionately those reserved for the elderly or disabled. Prosperity Creek, Springcroft at Ashley Park, and McAlpine Terrace did not report any violent crime incidents in the January–October 2022 period. McAlpine Terrace recorded the lowest total crime rate, with one registered crime per 100 units.

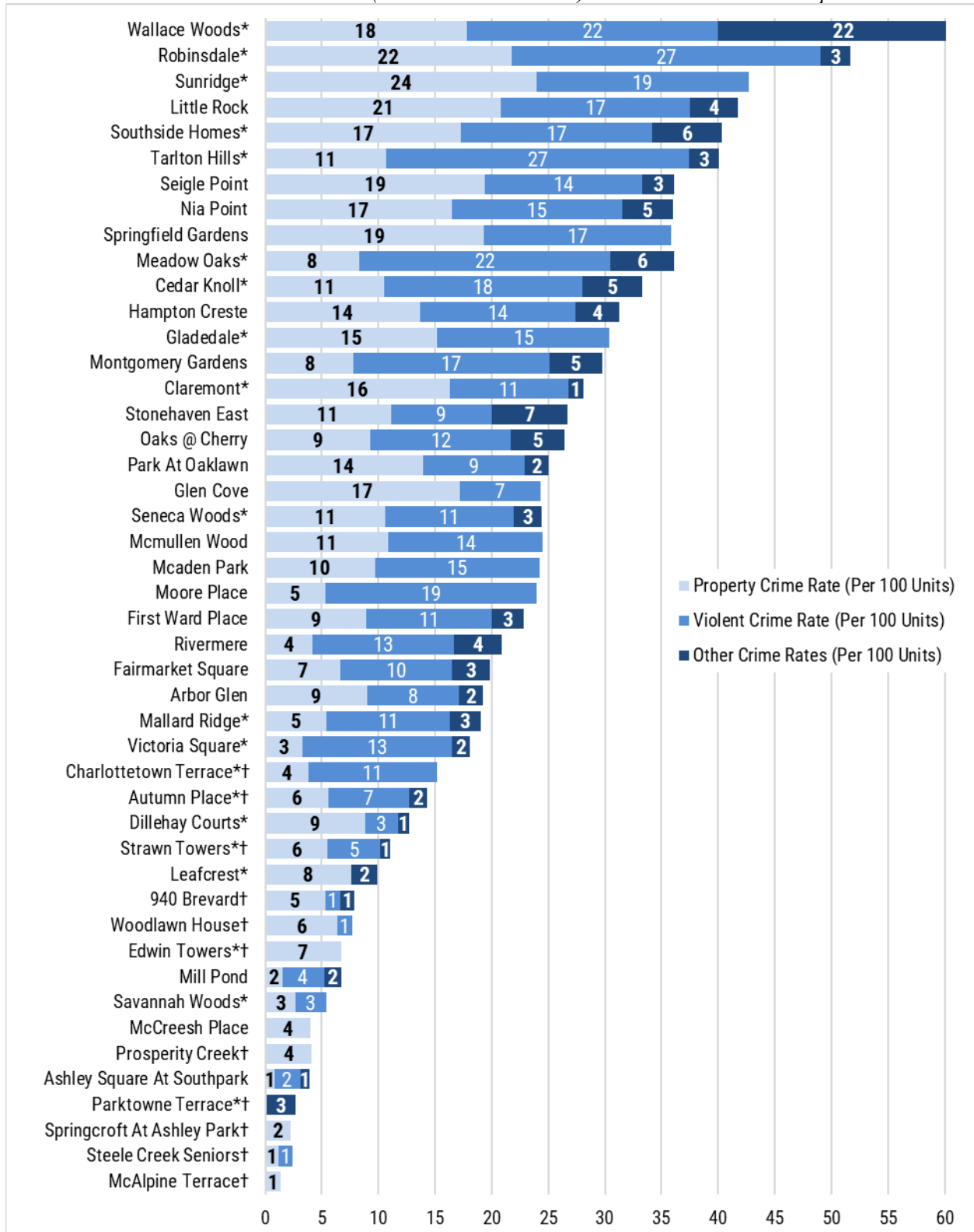
Exhibit 2: Highest and lowest property, violent, and total annualized crime rates across INLIVIAN developments for 2022

| Rank | Property Crime | | Violent Crime | | Total Crime | |
|------|-----------------------------|------|-----------------------------|------|-----------------------------|------|
| | Development | Rate | Development | Rate | Development | Rate |
| 1 | Sunridge | 24 | Robinsdale* | 27 | Wallace Woods* | 62 |
| 2 | Robinsdale* | 22 | Tarlton Hills | 27 | Robinsdale* | 52 |
| 3 | Little Rock | 20 | Wallace Woods* | 22 | Sunridge* | 43 |
| 4 | Seigle Point | 19 | Meadow Oaks* | 22 | Little Rock | 42 |
| 5 | Springfield Gardens | 19 | Sunridge* | 19 | Tarlton Hills* | 40 |
| Avg | | 9.4 | | 10.2 | | 21.9 |
| 42 | Mill Pond | 2 | Prosperity Creek† | 0 | McCreesh Place | 4 |
| 43 | McAlpine Terracet | 1 | McCreesh Place | 0 | Parktowne Terrace* | 3 |
| 44 | Steele Creek Seniorst | 1 | Springcroft At Ashley Park† | 0 | Steele Creek Seniorst | 2 |
| 45 | Springcroft at Ashley Park† | 1 | McAlpine Terracet | 0 | Springcroft At Ashley Park† | 2 |
| 46 | McCreesh Place | 0 | Parktowne Terrace* | 0 | McAlpine Terracet | 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.

¹ ‘Other’ crimes include concealed weapons, disorderly conduct, and a category of ‘other criminal charge.’

Exhibit 3: Annualized 2022 Crime Rate (Crimes Per 100 Units) across INLIVIAN Developments



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.

Analyzing change in crime rates between 2021 and 2022 shows some interesting patterns in terms of which INLIVIAN developments have seen the greatest *increases* and decreases in crime (see Exhibit 4). Several legacy public housing developments saw the most dramatic increases in crime over this period, including Leafcrest, Gladedale, and Victoria Square. However, certain other legacy public housing developments also saw dramatic *decreases* in crime, such as Meadow Oaks and Wallace Woods. Cedar Knoll is somewhat unique—it saw its property and total crime rates fall dramatically, while the number of violent crimes committed in the development increased over this period.

One should note, though, that crime increased modestly across all INLIVIAN developments from 2021–2022. However, one caveat to this analysis is that it uses annualized figures from January–September 2022, a period which includes the relatively high crime summer months. It is quite possible that the final 2022 figures will have the same if not lower crime rates for 2022 compared to 2021.

Exhibit 4: Change in crime rates across INLIVIAN developments, 2021–2022

| Rank | Change in Property Crime | | Change in Violent Crime | | Change in Total Crime | |
|------|--------------------------|------|-------------------------|-------|-----------------------|------|
| | Development | Chng | Development | Chng | Development | Chng |
| 1 | Victoria Square* | +12 | Leafcrest* | +20 | Leafcrest* | +30 |
| 2 | Gladedale* | +10 | Gladedale* | +17 | Gladedale* | +25 |
| 3 | Tarlton Hills* | +9 | Glen Cove | +17 | Victoria Square* | +23 |
| 4 | Seigle Point | +6 | Cedar Knoll* | +14 | Autumn Place*† | +18 |
| 5 | Leafcrest* | +6 | Autumn Place*† | +9 | Glen Cove | +18 |
| Avg | | +0.3 | | +0.9 | | +1.7 |
| 42 | Wallace Woods* | -6 | Sunridge* | -5.3 | Fairmarket Square | -10 |
| 43 | Springfield Gardens | -7 | Hampton Creste | -6.1 | Meadow Oaks* | -10 |
| 44 | Meadow Oaks* | -8 | Fairmarket Square | -8.3 | Cedar Knoll* | -11 |
| 45 | Nia Point | -12 | Wallace Woods* | -11.1 | Nia Point | -18 |
| 46 | Cedar Knoll* | -20 | Seigle Point | -13 | Wallace Woods* | -24 |

Compliance with MTW 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 2021 Moving Forward Report, we analyzed overall compliance with the statutory requirements within INLIVIAN’s different subsidy programs—including the Rental Assistance Demonstration (RAD)² and Housing Choice Voucher programs—from September 2017 (Q3 2017) to September 2021 (Q3 2021) and found INLIVIAN to be meeting or exceeding all statutory requirements. This section further extends that analysis to include the Q4 2021-Q3 2022 period.

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

- While the proportion of very low-income clients that INLIVIAN serves has declined slightly, we find that at least 90 percent of INLIVIAN clients were classified as either ‘extremely’ or ‘very low-income’ in any given quarter.
- INLIVIAN has continued to serve relatively the same number of families across the study period. On average, INLIVIAN has served 8,100 families per quarter. The highest number of families served across all quarters was 8,202 (Q4 2021). The lowest number of families served across all quarters was 7,950 (Q3 2022).
- The number of different family sizes served has remained constant within study period with previous years. Across this study period, INLIVIAN has served 3,400 single-person households, 1,500 two-person households, 1,300 three-person households, and 1,700 with four persons or more households per quarter.
- Using a longitudinal sample of work-able households who have continuously maintained residence in INLIVIAN housing since the third quarter of 2017, we find that the proportion paying minimum rent declined by one percentage point from Q3 2021–Q3 2022, from 26.2 percent to 25.2 percent. As documented in our previous reports, there are marginally more minimum renters in the RAD program (25.9%) than in the HCV program (25.0%)

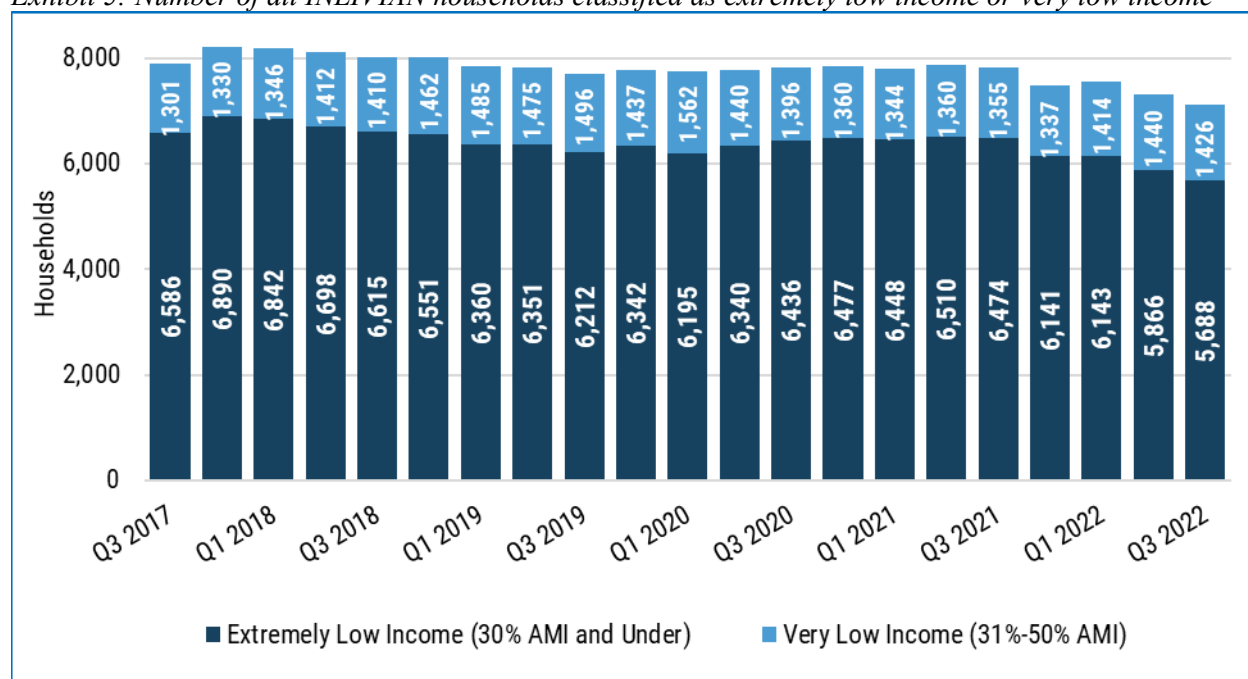
² For this section, we include the small number of traditional public housing households at Dillehay Courts within the RAD figures.

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

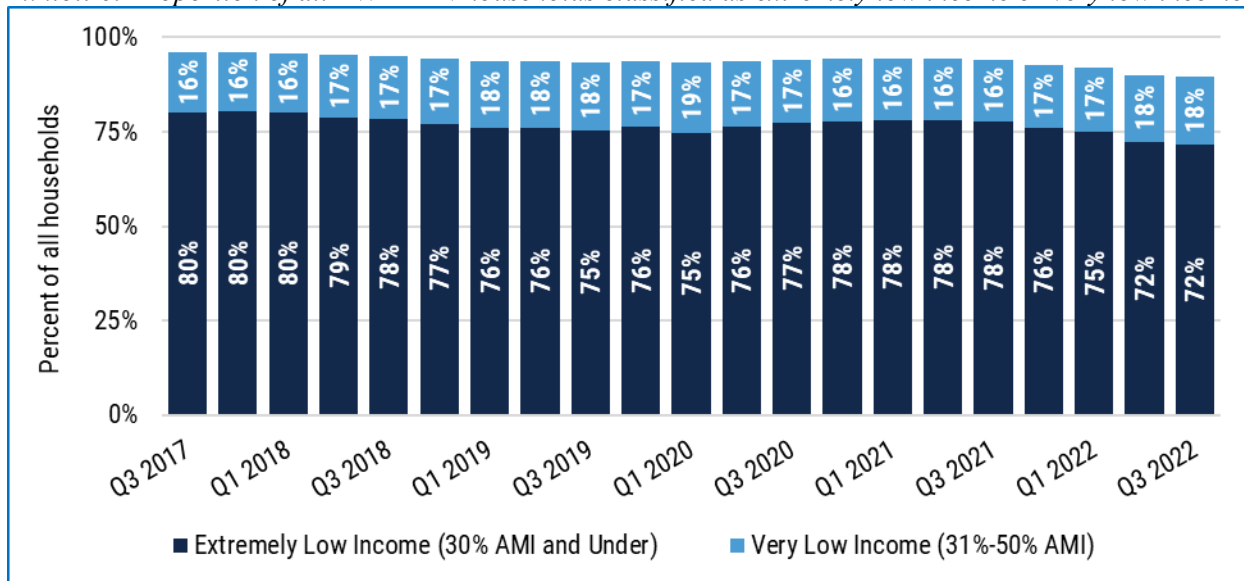
INLIVIAN continues to serve a client pool in which at least 75% of assisted households are very low-income (VLI), defined as any household that earns 50 percent or less of the Area Median Income (AMI). For each quarter over the study period, between 90 and 93 percent of INLIVIAN assisted households—roughly 7,400 households each quarter—were considered very-low income (see Exhibit 5 and Exhibit 6). Of that group, 72–78 percent of households were considered extremely low-income (ELI), meaning they earned less than 30 percent of AMI.

Exhibit 5: Number of all INLIVIAN households classified as extremely low income or very low income



Source: INLIVIAN Administrative Data

Exhibit 6: Proportion of all INLIVIAN households classified as extremely low income or very low income

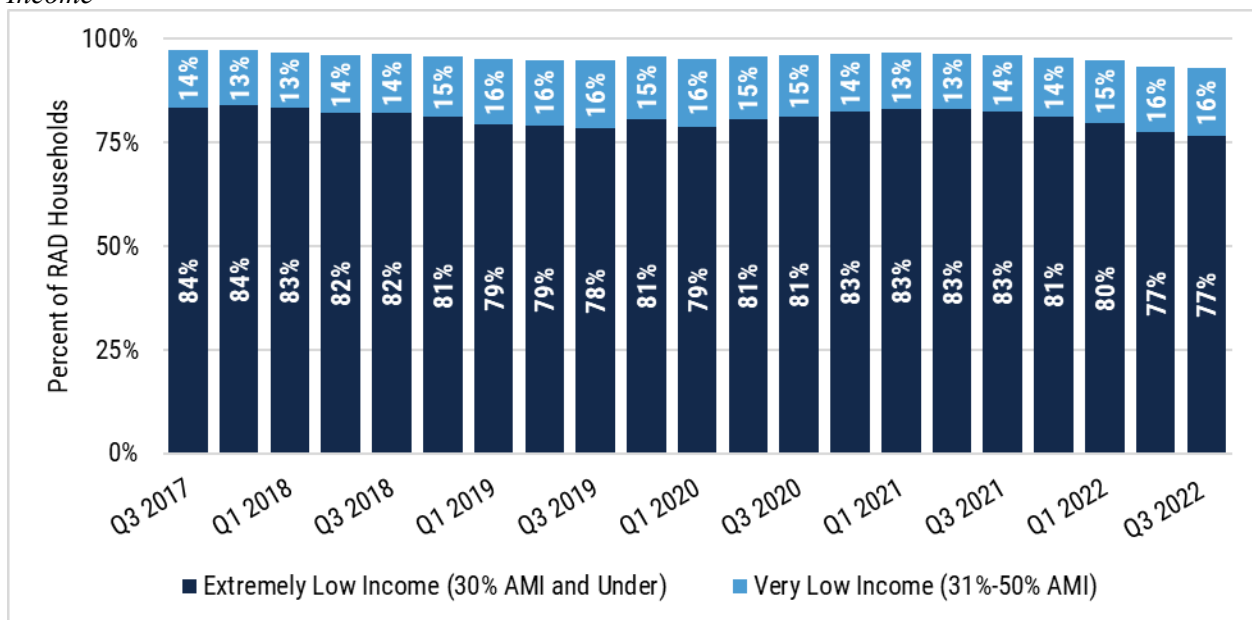


Source: INLIVIAN administrative data.

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 7 for RAD and Exhibit 8 for tenant-based HCV). Within each of these programs, a minimum of 88 percent of all households continued to qualify as VLI, and at least 68 percent as ELI.

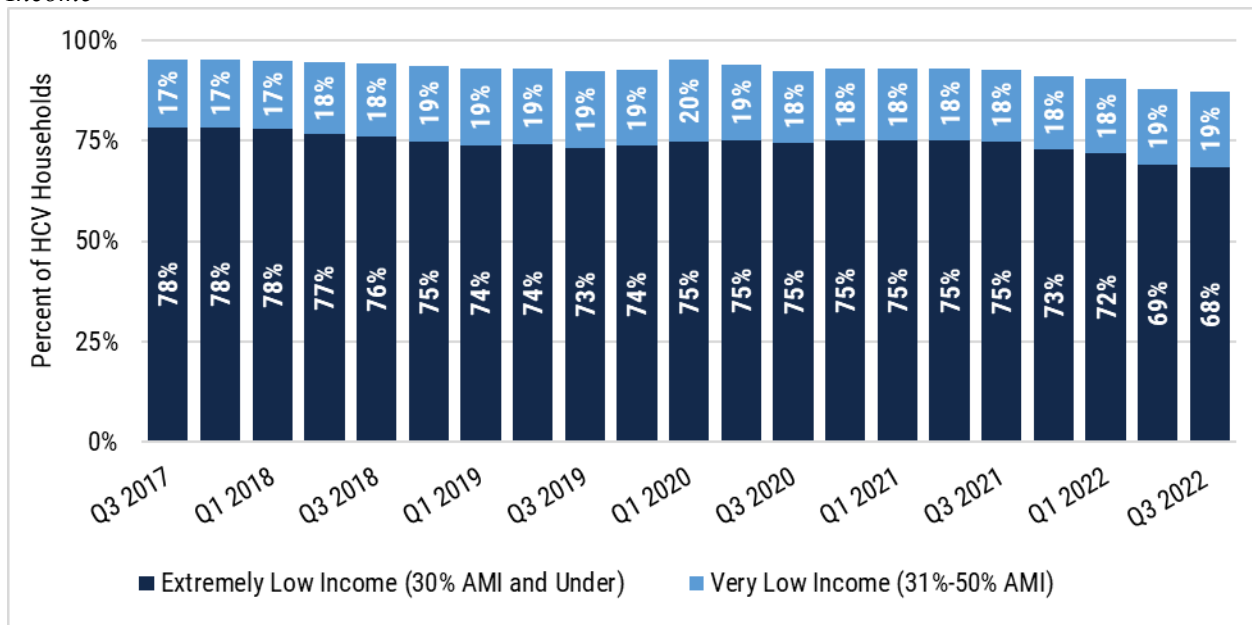
At baseline (Q3 2017), the RAD program served a slightly higher proportion of VLI households (98%) than HCV program (95%). Over time, this difference has remained consistent as the as the proportion of VLI RAD households has remained higher than the proportion of VLI HCV households. By the third quarter of 2022, this difference had increased to 93 percent VLI for the RAD program and 87 percent VLI for the HCV program.

Exhibit 7: Proportion of INLIVIAN RAD Households Classified As Extremely Low Income Or Very Low Income



Source: INLIVIAN Administrative Data

Exhibit 8: Proportion of INLIVIAN HCV Households Classified As Extremely Low Income Or Very Low Income

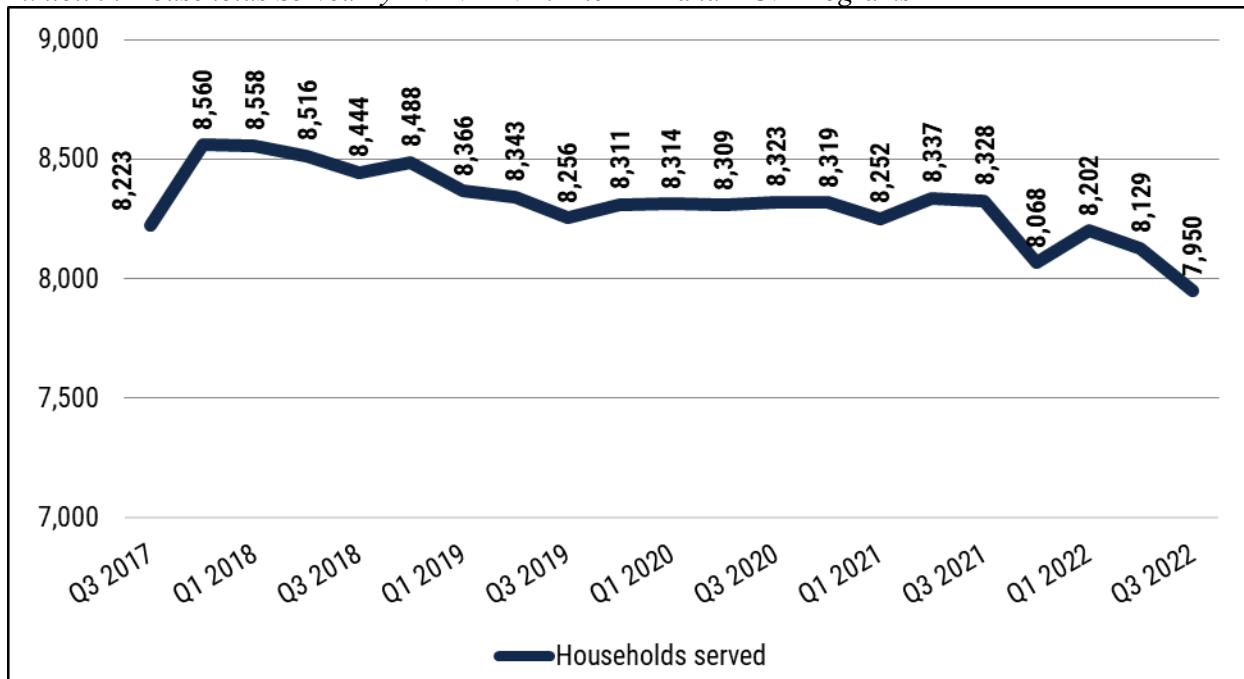


Source: INLIVIAN Administrative Data

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 2022 (see Exhibit 9). In the most recent four quarters, INLIVIAN served an average of 8,087 households.

Exhibit 9: Households Served By INLIVIAN In The RAD and HCV Programs

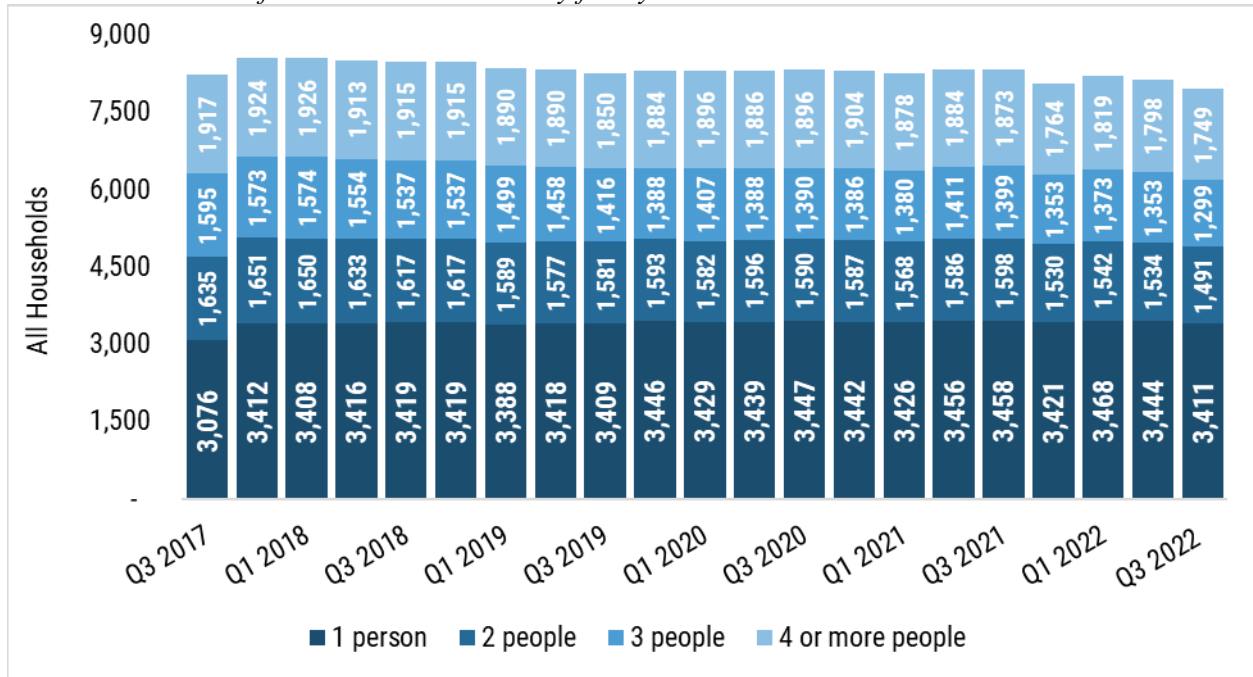


Source: INLIVIAN Administrative Data

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. We find that INLIVIAN has continued to deliver in serving a comparable mix of households by family size over the period analyzed in this report (Q4 2021 – Q3 2022) across both the RAD and HCV programs (see Exhibit 10). Over this period, the most common family size household observed in both RAD and Housing Choice Voucher programs were single-person households, with an average of 3,436 served per quarter (43% of the portfolio). We also find that the agency assisted approximately 1,500 two-person (19%), 1,300 three-person (16.5%), and 1,800 four or more-person households (21.5%) per quarter.

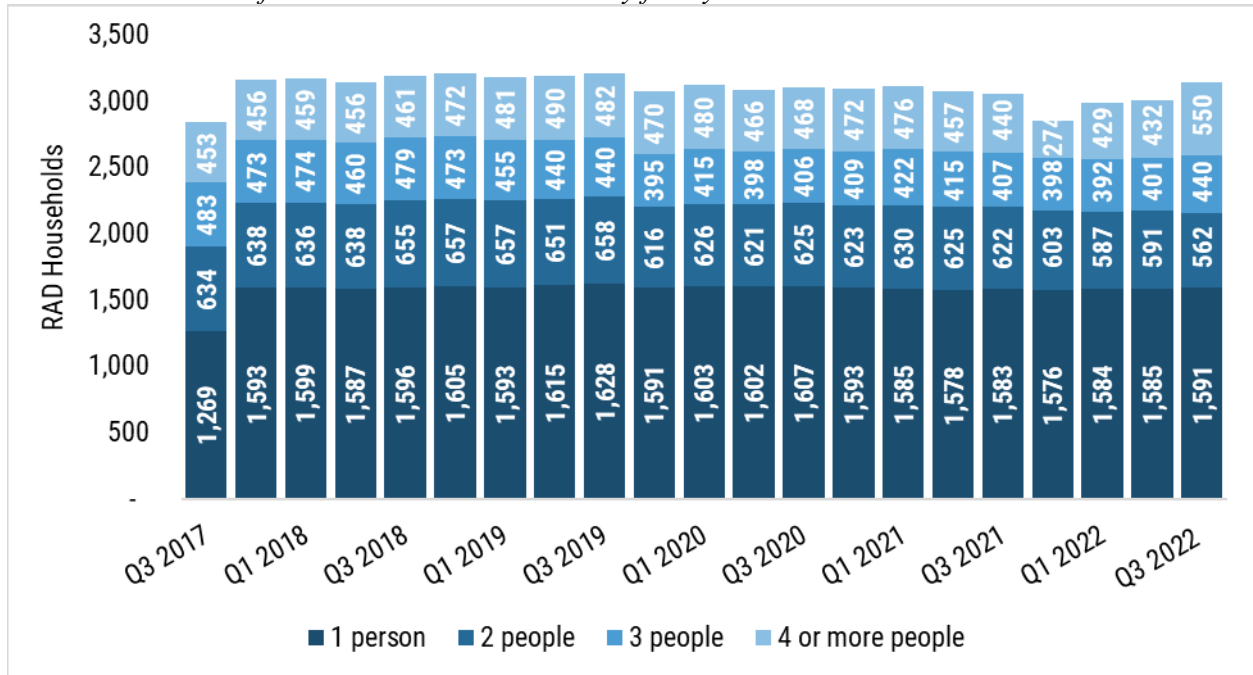
Exhibit 10: Number of INLIVIAN households by family size



Source: INLIVIAN Administrative Data

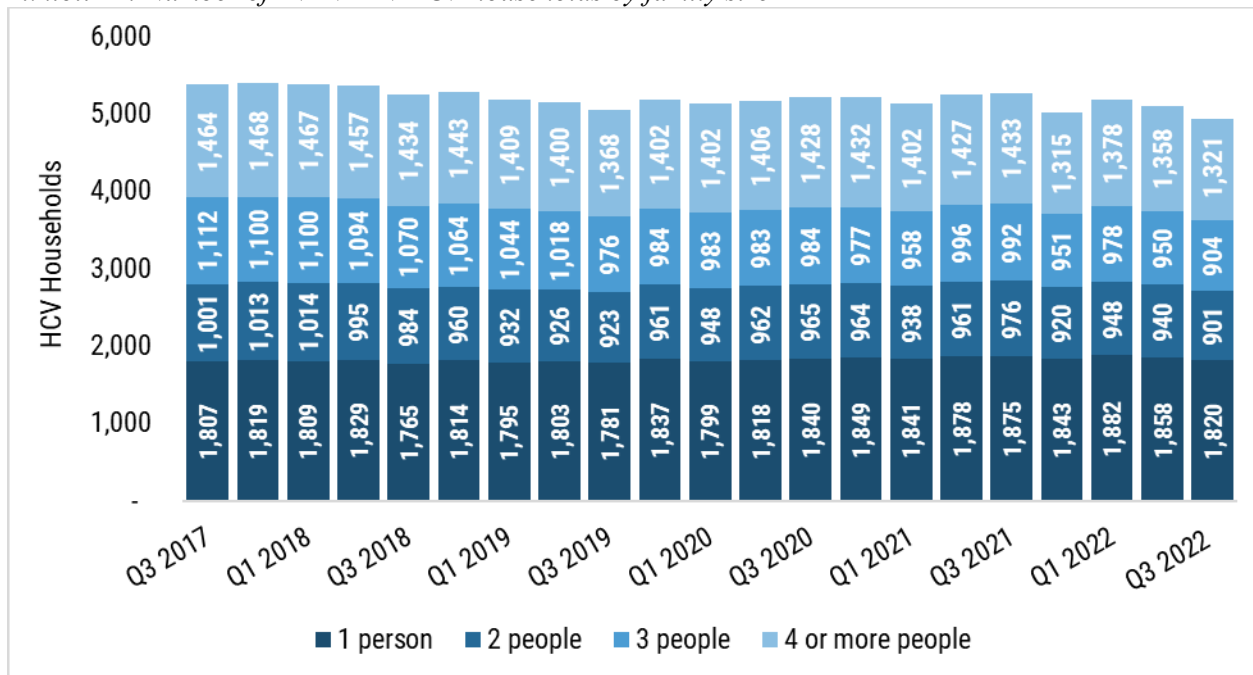
Observing the family sizes within INLIVIAN’S different subsidy programs, recent years have remained consistent with previously-reported trends. On average, single-person households make up 50% of RAD’s households, while approximately one-third of HCV households. (see Exhibit 11 for RAD and Exhibit 12 for tenant-based HCV). The HCV programs continue to serve more three-person and four or more households than the RAD programs. This difference is likely due to the number of senior-only RAD developments that INLIVIAN operates (such as Charlottetown Terrace and Edwin Towers), whose population is heavily skewed toward one-person households.

Exhibit 11: Number of INLIVIAN RAD households by family size



Source: INLIVIAN Administrative Data

Exhibit 12: 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.

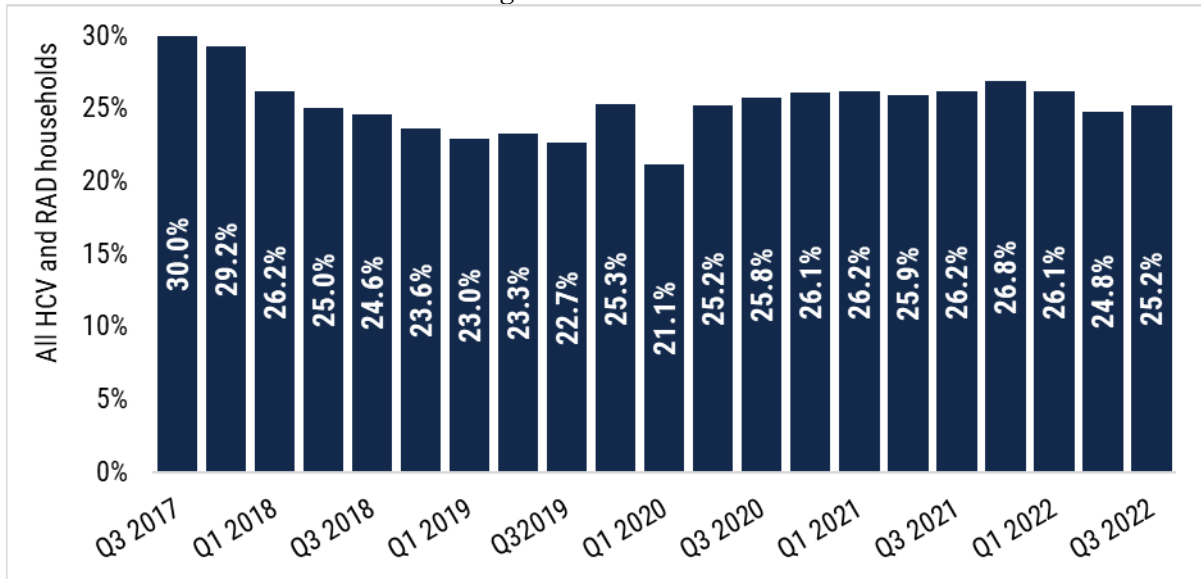
Biennial and Triennial Income Recertifications. Beginning in 2013, INLIVIAN adopted a biennial recertification policy that decreased the time between income recertifications for all households from once a year to every other year. This change also allowed households who increased their income between 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.

Rent reforms and employment

To examine the efficacy of INLIVIAN’s rent reforms, we consider the minimum renter status of work-able (non-elderly and non-disabled) households who have remained in INLIVIAN housing going back to September 2017. To qualify for the minimum rent of \$75 per month, households must have a total annual income of \$3,000 or less.

We find that, across both RAD and HCV households, the number and percentage of minimum renter households declined from the third quarter of 2017 until the second quarter of 2020 (see Exhibit 13). At that time—when households began to experience the impact of the COVID-19 pandemic—the number of households with minimum renter status jumped from 21.1 percent to 25.2 percent. Since peaking in the fourth quarter of 2020 at 26.8 percent, the number of minimum renter households has since decreased to 25.2 percent in the third quarter of 2022.

Exhibit 13: Change in minimum renter status among all RAD and HCV households that continuously maintained residence in INLIVIAN housing



Across both the agency’s major subsidy programs, we observe similar trends in households’ minimum renter status (see Exhibit 14 for RAD and Exhibit 15 for 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 26 percent increase in the number of minimum renter RAD households and a 16 percent increase in minimum renter HCV households between Q1 and Q3 2020. Throughout 2021, the RAD program saw a relatively steady 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.

Over the past year, though, the proportion of RAD households paying minimum rent has fallen from 27.7 percent in Q3 2021 to 25.9 percent in Q3 2022. While still elevated relative to pre-pandemic figures, this does represent a noticeable decrease since the high minimum rent figures during the pandemic. In contrast, the HCV program did not see a dramatic increase in minimum renters during the pandemic, and the proportion paying minimum rent has remained relatively flat over the past year.

Exhibit 14: Change in minimum renter status among RAD households that continuously maintained residence in INLIVIAN housing

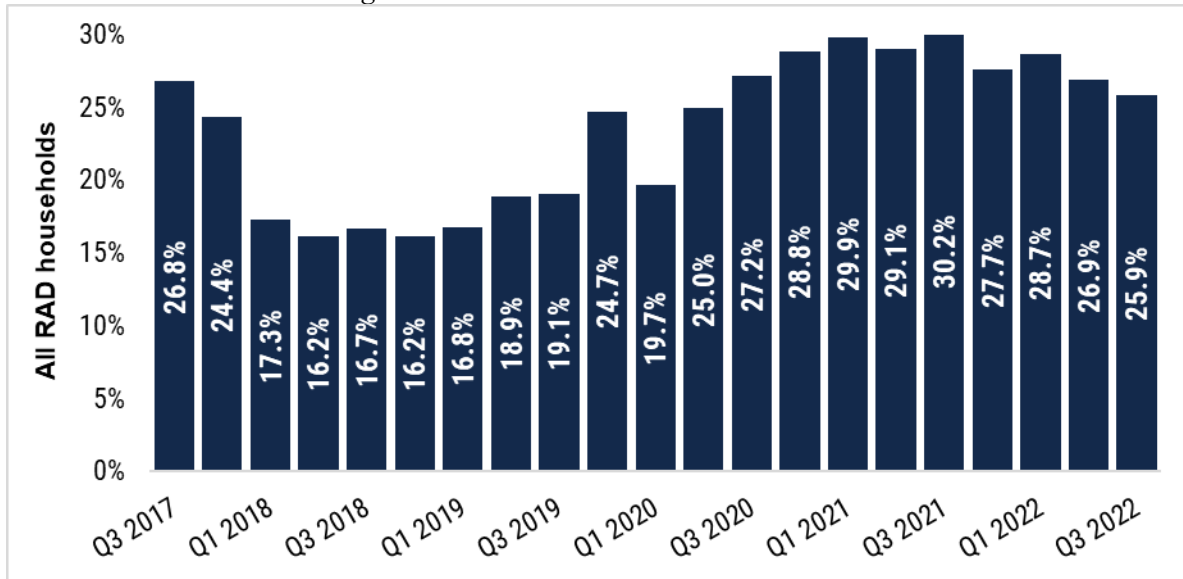
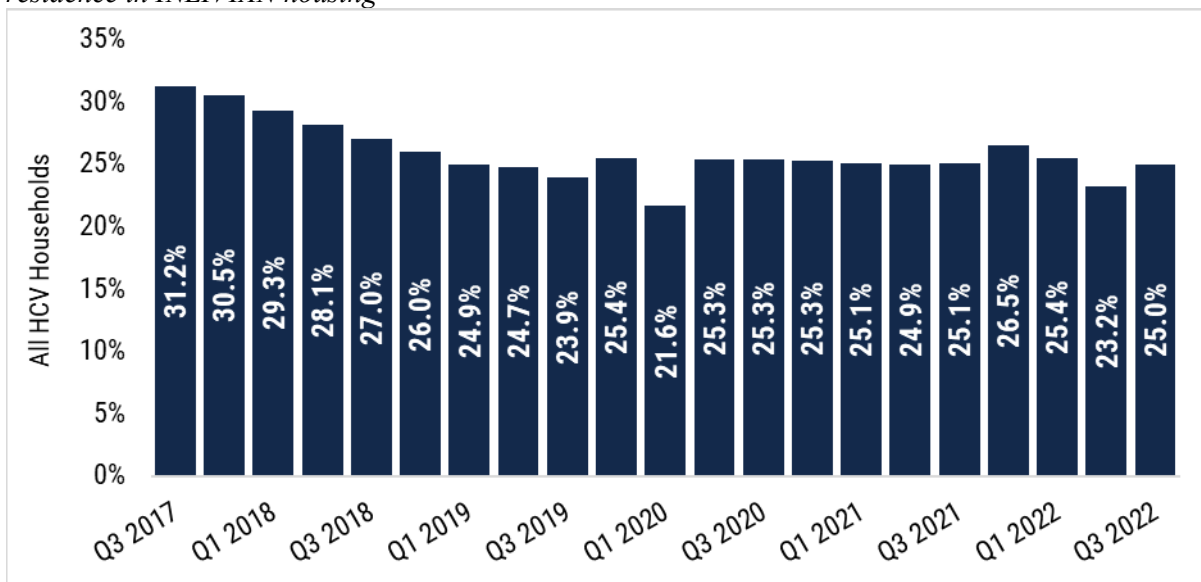


Exhibit 15: Change in minimum renter status among HCV households that continuously maintained residence in INLIVIAN housing



Maintain HUD Housing Quality Standards

The final MTW statutory requirement is for participating agencies to maintain HUD housing quality standards. To that end, INLIVIAN has continued to enforce HUD housing standards, while also implementing several MTW activities to achieve cost efficiencies in how it inspects units. These include:

- Waivers of mandatory initial MTW inspections, discussed in the previous section.
- Adopting a single platform for inspections, which is discussed in greater detail in the section of this report concerning reducing costs and achieving greater cost efficiencies.

Helping Families Achieve Self-Sufficiency

The report now turns to examining how the Moving Forward program seeks to achieve the three Moving to Work statutory objectives, beginning with helping families achieve self-sufficiency. INLIVIAN has implemented several activities to encourage clients to become more economically self-sufficient. These include:

- Modified terms of over-subsidy (Activity 2020-1)
- Enhanced briefing for tenant readiness (Activity (2020-3)
- Imputed earned income (Activity 2017-2)
- Home Ownership Initiative (Activity 2016-1)
- Triennial Re-examination (Activity 2016-2)
- Rent reform and work requirement (Activities 2010-1 and 2016-3)
- Moving Forward Supportive Services (Activity 2009-5)

Rent Reforms

As mentioned above, INLIVIAN has implemented a comprehensive rent reform initiative through its Moving Forward program. Key elements of this initiative 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.
- **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 increases in monthly rent in the event of increased income. In 2020, INLIVIAN implemented triennial recertifications, further increasing time between recertifications. Due to the COVID-19 pandemic, INLIVIAN has had to alter its recertification schedule (as no recertifications were completed in 2020), but the agency hopes to fully implement triennial recertifications once the normal recertification schedule resumes.

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 and Work Requirement Policy

One of INLIVIAN's first Moving Forward activities was the establishment of Moving Forward Supportive Services. These services are now provided by CORE, Inc., a subsidiary of INLIVIAN. As noted earlier, one of the agency's proposed 2022 Moving Forward activities is to expand the Family Self-Sufficiency

(FSS) program agency-wide and to allow participants to choose one of four ‘pathways’ to focus their activities on.

Corresponding to INLIVIAN’s expansion of supportive services is a work requirement policy. All households subject to the work requirement policy receive supportive services both before the policy is enforced (to help them secure employment and/or enroll in job training programs) and during the policy enforcement period (to help them recover from a job loss, enroll in additional job training, or identify new career pathways).

The work requirement policy was initially implemented at five public housing sites beginning in 2014³ and was later expanded to all INLIVIAN RAD (former public housing) developments in 2017. Broadly speaking, implementation of the work requirement followed these steps:

- A ‘preliminary supportive services period’ where clients receive on-site supportive services but are not subject to the work requirement. Across the pilot and expansion policies, the targeting of the supportive services varied from all heads of household (pilot policy) and minimum renters and non-compliant households (expansion policy).
- Enforcement of the work requirement
- Consequences for non-compliance with the work requirement, in turn:
 - An ‘Improvement Plan’ where non-compliant households do not face sanctions but must work with on-site supportive services
 - An initial rent sanction
 - A secondary rent sanction if non-compliance continues

We have summarized the policy parameters of the pilot and expansion work requirement policies below in Exhibit 16.

³ These include Cedar Knoll, Claremont, Leafcrest, Tarlton Hills, and Victoria Square. Note that supportive services at these sites began in 2011 but enforcement of the work requirement policy did not begin until January 2014.

Exhibit 16: Work requirement policy parameters (pilot and expansion)

| 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 |

Due to the COVID-19 pandemic, INLIVIAN suspended work requirement enforcement and all related sanctions for all work-required households in March 2020. Additionally, INLIVIAN has 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 continued 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.

In early 2022, INLIVIAN decided that the economy and public health conditions had recovered sufficiently to re-introduce the work requirement. On March 1st, 2022, INLIVIAN notified all work-able households at its managed project-based voucher properties that they were introducing the work requirement and that enforcement would begin on September 1st. On July 1, 2022, INLIVIAN notified all work-able households at its third-party managed project-based voucher sites, Hampton Crete, and its HCV clients that they were subject to the work requirement and that enforcement would begin on January 1, 2023. Note that this was the first time that the work requirement had been expanded to the tenant-based voucher program.

Expanding Housing Options for Low-Income Families

The next section of the report reviews INLIVIAN’s efforts toward meeting the MTW statutory objective of expanding housing options for low-income families. To meet this objective, INLIVIAN has focused on developing new properties, often in cooperation with local stakeholders; recruiting more landlords to participate in the HCV program; and encouraging HCV households to move to higher-opportunity areas.

MTW Activities to Expand Housing Options

INLIVIAN has implemented several MTW activities that explicitly seek to expand housing options for low-income families. These include:

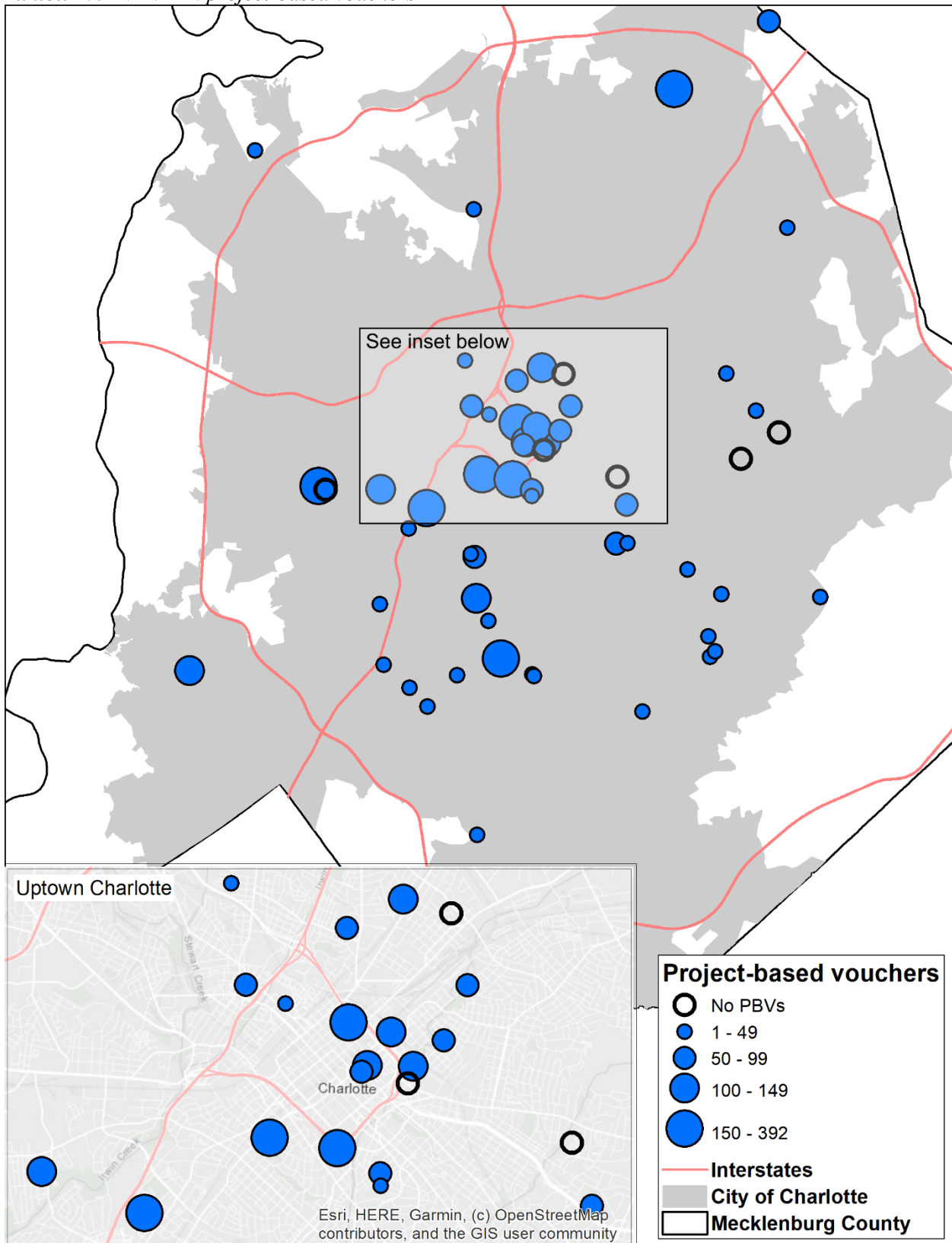
- Waiver of mandatory initial inspections (Activity 2022-2). This is discussed earlier in this report.
- Modified terms of over-subsidy (2020-1)
- Development protection fund (2020-2)
- Enhanced briefing for tenant readiness (2020-3)
- Housing choice provider incentive program (2019-1)
- Exception payment standards (2017-3)
- Home Ownership Initiative (2016-1)
- New construction of affordable units (2011-3)
- Community Based Rental Assistance (CBRA) (2009-3)
- Land acquisition for future use (2009-8)
- Increase acquisition and rehabilitation of multi-family units (2008-7)

INLIVIAN Housing Developments

One of the greatest changes in INLIVIAN’s operations over the past few years has been the conversion of its public housing portfolio to project-based vouchers (PBVs) through the Rental Assistance Demonstration (RAD). As a result of this, the agency has consolidated most of the ‘hard’ units it owns or manages to the project-based voucher platform, though there are still a handful of developments that INLIVIAN owns or manages with units on different platforms (including Low-Income Housing Tax Credit developments, market-rate units, and some remaining public housing units at Dillehay Courts).

We have mapped INLIVIAN’s project-based voucher units in Exhibit 17. In addition, we have included in the map additional developments that INLIVIAN owns or manages that do not include project-based vouchers (these are denoted by the empty circles with darker outlines). As noted in our previous report, the majority of INLIVIAN owned and managed units are in and around Uptown Charlotte. However, there are several INLIVIAN developments in higher-opportunity portions of Mecklenburg County, especially neighborhoods located just south of Uptown Charlotte.

Exhibit 17: INLIVIAN project-based vouchers



Increasing Housing Options for HCV Clients

Expanding the number of units available to HCV clients—especially units in higher-opportunity neighborhoods 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.

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. INLIVIAN will pay up to 120% of the ‘typical’ payment standard for households relocating to a tract with one of those opportunity classifications. In 2023, INLIVIAN plans to study the expansion of this program to pay a higher payment standard for these households.

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.

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 collaboration with Baltimore Regional Housing Partners (BRHP), INLIVIAN 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.

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.

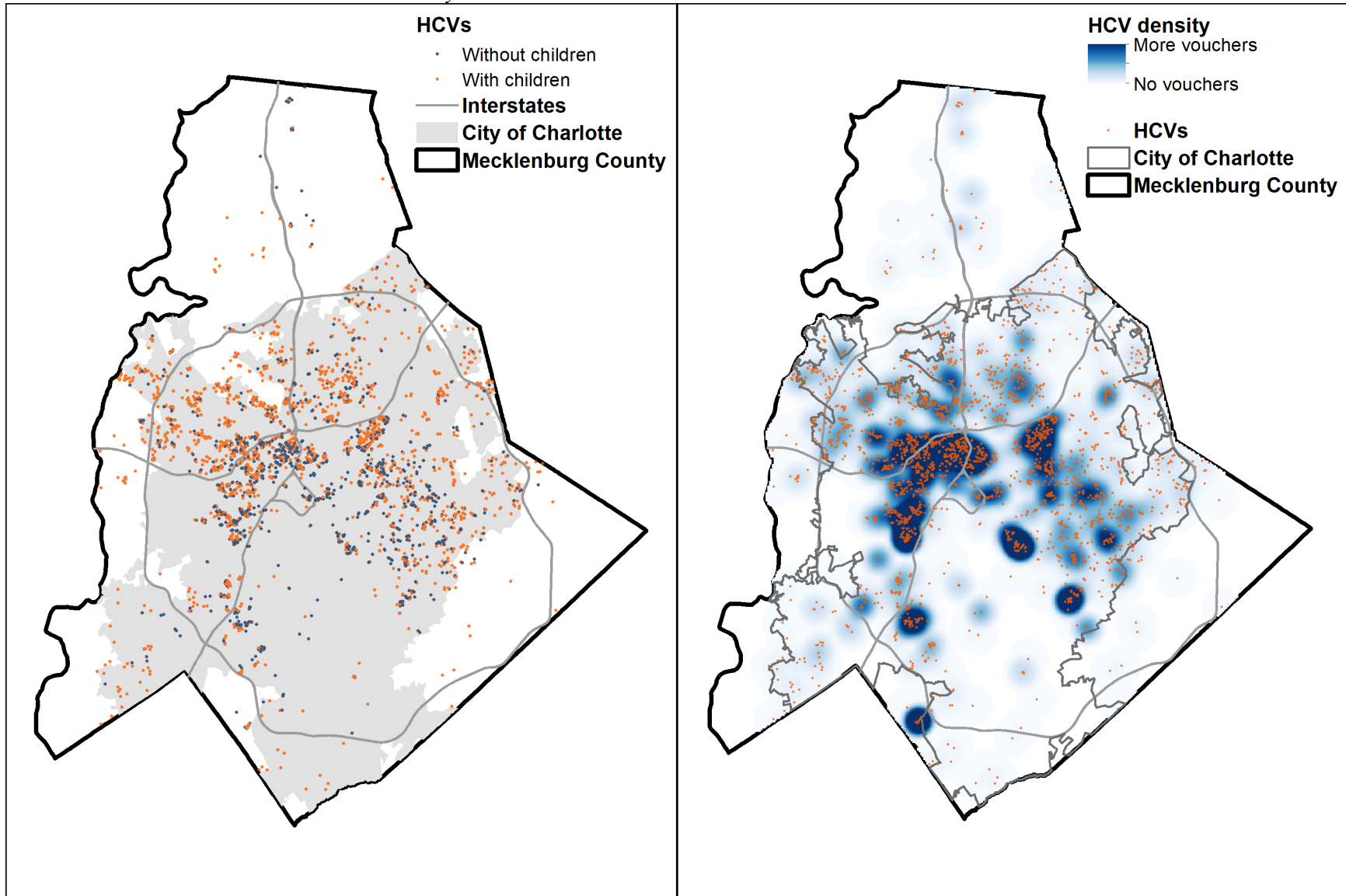
Following households’ move to an opportunity neighborhood, INLIVIAN’s case managers continue to work with families to identify and support customized household goals. In addition, case managers will provide referral services to both in-house services and external supportive services agencies.

Changes in Neighborhood Characteristics of INLIVIAN Clients

The report now turns to analyzing changes in the location of INLIVIAN HCV clients from September 2017 to September 2022. In doing so, it utilizes four neighborhood measures: (i) opportunity classification, (ii) neighborhood poverty rates, (iii) property crime rates, and (iv) violent crime rates.

To begin, we first analyze the geographic location of INLIVIAN voucher holders (see Exhibit 18). In general, voucher holders are concentrated in neighborhoods immediately north and west of Uptown Charlotte, as well as some areas southwest of Uptown as well. In addition, there are some concentrations of voucher holders in more outlying neighborhoods, especially where INLIVIAN owns or manages properties. Relatively few voucher holders reside in the more affluent neighborhoods of south Charlotte, though, or in the more far-flung suburbs of Mecklenburg County.

Exhibit 18: INLIVIAN HCV locations and density



Neighborhood Opportunity Classification

As noted above, INLIVIAN has classified every Census tract in Mecklenburg County into one of five opportunity classifications. In terms of where HCV clients reside, nearly half of all voucher holders reside in ‘very low’ opportunity tracts; this figure has not changed much since 2020 (see Exhibit 19 and the left pane on Exhibit 21). In contrast, though, the proportion of voucher holders residing in ‘low’ opportunity tracts has decreased somewhat since 2020 (about a 2.5 percentage point decrease), while the proportion residing in ‘high’ opportunity tracts has increased by a comparable amount. In general, HCV families with children reside in similar neighborhoods as the voucher population as a whole with respect to neighborhood opportunity.

Exhibit 19: Tract-level opportunity classification for INLIVIAN HCV clients

| Opportunity classification | All vouchers | | | | HCV families with children | | | |
|----------------------------|--------------|------|------|---------|----------------------------|------|------|---------|
| | 2020 | 2021 | 2022 | 2020-22 | 2020 | 2021 | 2022 | 2022-22 |
| Very low | 48% | 48% | 48% | ▲ -0.1% | 48% | 49% | 50% | ▲ 1.7% |
| Low | 24% | 23% | 22% | ▼ -2.4% | 22% | 21% | 19% | ▼ -3.0% |
| Moderate | 15% | 15% | 15% | ▲ 0.0% | 16% | 15% | 15% | ▲ -0.4% |
| High | 10% | 12% | 12% | ▲ 2.0% | 12% | 14% | 14% | ▲ 1.4% |
| Very high | 2% | 2% | 2% | ▲ 0.5% | 1% | 1% | 1% | ▲ 0.2% |

Poverty Rate

The most recent Census included revised Census tract boundaries, leading to somewhat dramatic tract-level changes for voucher holders’ poverty rates (see Exhibit 20 and the right pane on Exhibit 21).⁴ Nevertheless, these data show that the more INLIVIAN voucher holders are living in very low poverty neighborhoods (those with poverty rates below 5%). In addition, many fewer voucher holders are living in Census tracts of concentrated poverty (those with poverty rates exceeding 30%). HCV families with children, in general, reside in lower-poverty Census tracts compared to the voucher population as a whole.

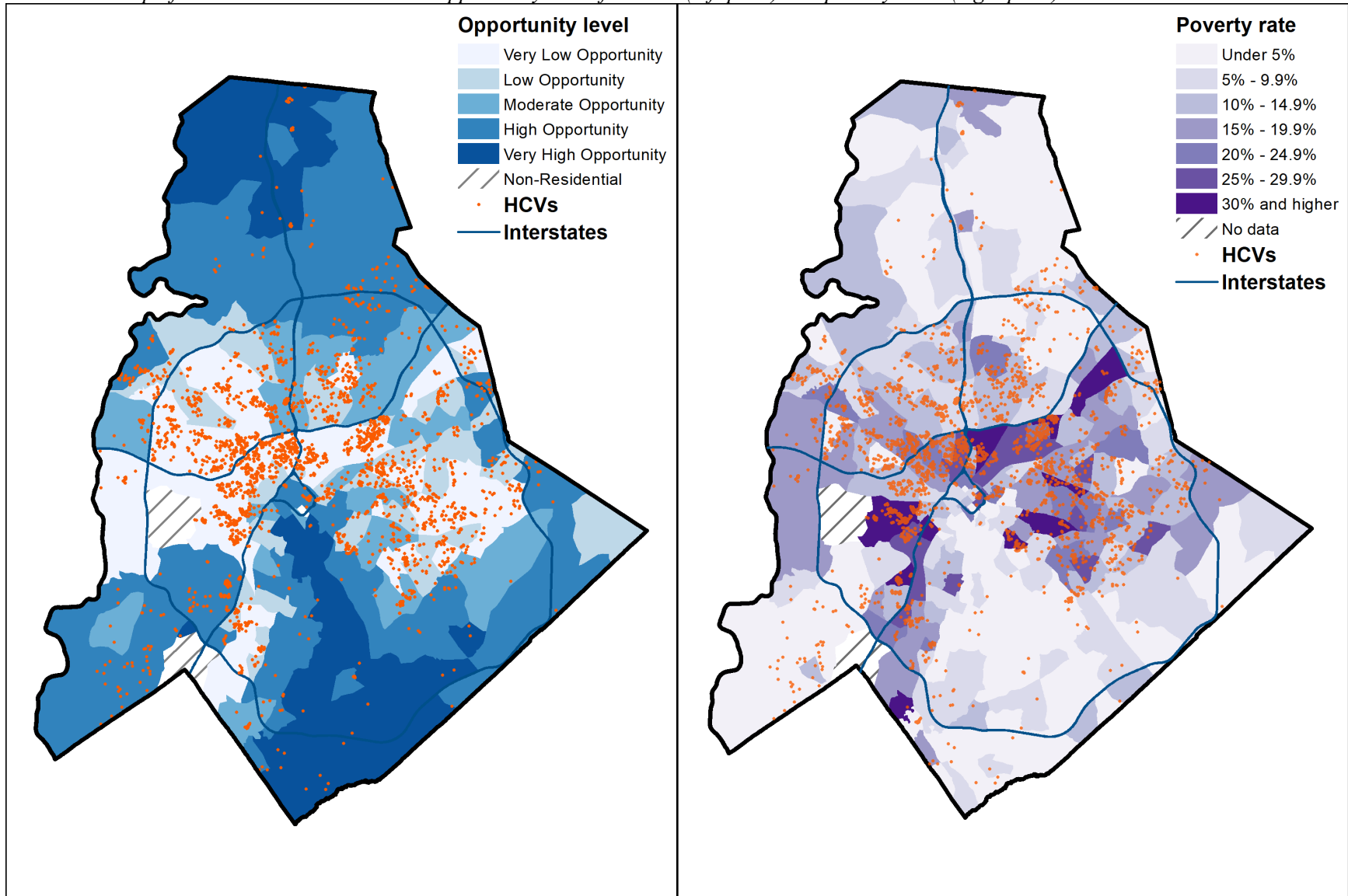
Exhibit 20: Tract-level poverty rates for INLIVIAN HCV clients

| Poverty rate | All vouchers | | | | | HCV families with children | | | | |
|--------------|--------------|------|------|------|---------|----------------------------|------|------|------|---------|
| | 2017 | 2019 | 2021 | 2022 | 2017-21 | 2017 | 2019 | 2021 | 2022 | 2017-21 |
| <5% | 2% | 2% | 6% | 14% | ▲ 12% | 2% | 3% | 7% | 14% | ▲ 12% |
| 5-9.9% | 11% | 14% | 15% | 10% | ▼ -1% | 12% | 14% | 16% | 12% | ▲ 0% |
| 10-14.9% | 16% | 18% | 20% | 21% | ▲ 5% | 17% | 18% | 23% | 25% | ▲ 8% |
| 15-19.9% | 16% | 17% | 16% | 17% | ▲ 1% | 16% | 17% | 19% | 17% | ▲ 1% |
| 20-24.9% | 8% | 8% | 12% | 13% | ▲ 5% | 8% | 8% | 10% | 12% | ▲ 4% |
| 25-29.9% | 16% | 14% | 11% | 12% | ▼ -4% | 15% | 13% | 11% | 9% | ▼ -6% |
| >30% | 32% | 26% | 19% | 13% | ▼ -19% | 30% | 27% | 13% | 11% | ▼ -19% |

Source: American Community Survey 2017–2021 poverty estimates.

⁴ In addition, the various economic payments during the coronavirus pandemic also resulted in lower poverty rates across the country, but especially in lower-income neighborhoods where the incentive payments were enough to push many individuals out of poverty status.

Exhibit 21: Map of INLIVIAN HCV holders on opportunity classifications (left pane) and poverty rates (right pane)



Property and Violent Crime

The final neighborhood metric we examine is both property and violent crime rates (see Exhibit 22). Unlike poverty, we find that voucher holders’ violent crime rates increased in the 2021–2022 period and are relatively unchanged since 2017. Property crime rates, though, have declined in the neighborhoods where voucher holders live. HCV families with children also saw the violent crime rates of their neighborhoods increase from 2021–2022, though one should note that families with children generally reside in safer neighborhoods than the voucher population.

Exhibit 22: Neighborhood crime rates for INLIVIAN HCV clients

| Crime rate | All vouchers | | | | | HCV families with children | | | | |
|----------------|--------------|------|------|------|---------|----------------------------|------|------|------|---------|
| | 2017 | 2019 | 2021 | 2022 | 2017-22 | 2017 | 2019 | 2021 | 2022 | 2017-22 |
| Violent crime | 10.9 | 10.3 | 9.8 | 11.0 | ▲ 0.1 | 10.0 | 9.5 | 9.1 | 10.0 | ▲ 0.0 |
| Property crime | 49.4 | 48.6 | 46.0 | 39.4 | ▼ -10.0 | 47.3 | 46.0 | 44.6 | 37.3 | ▼ -10.0 |

Source: 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 at that time). 2022 HCV data utilize 2021 crime rates.

Reducing Costs and Achieving Cost Efficiencies in Program Delivery

The final MTW statutory objective is for agencies to reduce costs and achieve greater cost effectiveness in federal expenditures. As agencies participating in MTW do not receive additional funding, it is crucial for them to implement MTW activities that reduce expenditures or allow them to implement services in more cost-effective ways.

Relevant MTW Activities

Though the Moving Forward program, INLIVIAN has implemented several activities to achieve cost efficiencies in program delivery. These include:

- **Imputed earned income (Activity 2017-2).** Under this activity, INLIVIAN does not process interim recertifications within three months of a recertification or lease-up. In doing so, the agency seeks to achieve cost efficiencies (by conducting fewer recertifications) and to increase self-sufficiency (by encouraging clients not to quit a job near a recertification to achieve a lower rent).
- **Triennial re-examinations (Activity 2016-2).** INLIVIAN has expanded triennial recertifications to every head of household in its portfolio. Due to the pandemic, though, INLIVIAN was not able to implement this activity due to not completing any recertifications in 2020. Nevertheless, the agency hopes to begin implementing this activity once the pandemic backlog of recertifications is processed.
- **Rent reform (Activity 2010-1 and 2016-3).** The agency's banded rent system
- has resulted in processing fewer recertifications, thus reducing expenses.
- **Single platform for inspections (Activity 2016-4).** Under this activity, INLIVIAN may use the Uniform Physical Condition Standard (UPCS) instead of the Housing Quality Standards (HQS) as its inspection criteria. This results in increased cost effectiveness as the agency can use a single inspection platform for properties that are owned by INLIVIAN or which its subsidiaries have an ownership interest.
- **Controlled program moves (Activity 2016-5).** Under this activity, INLIVIAN will only approve an elective move for a voucher client if the client has lived in the unit for 18 months, the move is mandatory (e.g., health and safety reasons), or the move is for a job offer, school enrollment, or another permissible reason. By limiting program moves, INLIVIAN reduces the amount of RFTA (Request for Tenancy Approvals) and other paperwork that must be completed when a tenant changes units.
- **Investment policies consistent with state law (Activity 2008-3).** Under this activity, INLIVIAN invest its reserves and idle funds in securities allowed under North Carolina state law.

While analyzing the impact of these activities is beyond the scope of this report, it is clear that INLIVIAN has implemented several MTW activities that reduce agency costs, allow INLIVIAN to implement programs and policies in more cost-effective ways, and/or increase agency revenues. These activities provide the financial flexibility for the agency to implement activities that help clients move toward self-sufficiency and increase housing options for low-income families.

Conclusions

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

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

- **Ensure that at least 75% of households served are very low-income (earning below 50% of Area Median Income).** At least 90 percent of INLIVIAN clients were classified as either 'extremely' or 'very low-income' in any given quarter.
- **Serve substantially the same number of families.** INLIVIAN has continued to serve relatively the same number of families across the study period, with an average of 8,100 households served across the previous year.
- **Maintain a comparable mix of families by family size.** The number of different family sizes served has remained constant within study period with previous years, at approximately 43% single-person households, 19% two-person households, 16.5% three-person households, and 21.5% four or more person households.
- **Implement a rent policy that encourages employment:** Using a longitudinal sample of work-able households who have continuously maintained residence in INLIVIAN housing since the third quarter of 2017, we find that the proportion paying minimum rent declined by one percentage point from Q3 2021–Q3 2022.
- **Maintain HUD housing quality standards:** INLIVIAN has not used its MTW flexibility to greatly modify HUD's inspection protocols, although the agency did propose an activity in 2022 to waive the initial inspection of a unit should it meet certain criteria (the unit being less than five years old and having passed an inspection in the previous three years).

The first MTW statutory objective is to help families become self-sufficient. To achieve this goal, INLIVIAN has implemented several activities, including a comprehensive rent reform initiative provide greater *disincentives* to unemployment (by raising minimum rents) and incentives to both modest and significant wage increases (by not recertifying clients' rents for an extended period of time). Additionally, the agency has greatly expanded the number of clients receiving supportive services and has begun to re-roll out its work requirement policy, which was suspended during the pandemic. Finally, INLIVIAN has expanded supportive services and its work requirement policy to its third party-managed sites and to its HCV portfolio.

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. In addition, the agency has expanded the number of project-based voucher units across Mecklenburg County, but especially in high-opportunity neighborhoods in south Charlotte. Analysis of the neighborhood characteristics of tenant-based HCV clients indicates that, while many HCV clients still live in very low-opportunity neighborhoods, the number living in areas of concentrated poverty has declined substantially. However, the violent crime rate of HCV clients' neighborhoods ticked up in the past year and remains relatively unchanged since 2017.

The final MTW statutory objective is reduce costs and achieve greater cost effectiveness in service delivery. While evaluating the impact of these activities is beyond the scope of this report, these activities provide the financial flexibility for the agency to implement activities that help clients move toward self-sufficiency and increase housing options for low-income families.

As in previous years, we find that the Moving Forward program has managed to meet the MTW statutory objectives while making substantial progress toward the demonstration's goals. Ultimately, INLIVIAN's ability to work toward achieving these objectives has real effects on the agency's clients, from helping them live in lower-crime neighborhoods with better schools to getting them connected with case managers who can, in turn, help them access job training or secure a higher-paying position. These impacts, in turn, can have significant effects on both INLIVIAN's clients and their children.