

MOVING TO WORK ANNUAL REPORT

2023



INLIVIAN
HOUSING REDEFINED

INLIVIAN LEADERSHIP

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I. Introduction

A. Overview of Short-Term MTW Goals and Objectives

Moving to Work (MTW) is a U.S. Department of Housing and Urban Development (HUD) demonstration program which allows housing authorities to design and test innovative housing and self-sufficiency initiatives targeted to address local needs. The MTW designation allows 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:

Drive Legislative Discussions through Advocacy Efforts

INLIVIAN is dedicated to advancing Housing Justice to support vulnerable populations and engages in housing advocacy to ensure that legislative changes impacting low-income households in Charlotte are well-informed and consider the various ways that households may be impacted. Some examples of these efforts include:

- INLIVIAN's FY2024 budget includes a Government Relations Contractor who will help the agency be more proactive in its advocacy efforts and identify upcoming policy discussions that impact INLIVIAN and its clientele.
- INLIVIAN worked closely with its partners to successfully advocate against Source of Income Discrimination (SOID), an issue that has a disproportionate impact on low-income families in the Charlotte community.

Utilize Quality Research and Evaluation to Drive Decisions That Shape Effective, Practical Agendas and Policies

In 2023, INLIVIAN entered into a contract with a consultant to develop its biennial MTW evaluation. The



goals of the evaluation are to help the agency:

- Understand the MTW program, why we do what we do, and the impact that it has on the agency goals.
- Understand the impact that the agency has on the community and help INLIVIAN see itself through a wider lens.
- Understand how businesses and other members of the community are impacted by INLIVIAN's work and tie the needs of the community together.
- Understand the positive outcomes on families that the agency interacts with; for example is INLIVIAN building more, acquiring more, increasing economic mobility for families in the community, and breaking the cycle?
- Understand the value of the services INLIVIAN provides.

In addition to producing the evaluation, INLIVIAN and its consultant team are working to design and implement reporting systems and related reporting methods that will streamline the data collection and analysis processes. The goal of this work is to add consistency and transparency in how INLIVIAN collects and analyzes its data for MTW purposes.

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. One of the ways that INLIVIAN improved its customer experience was by implementing a customer call center. The call center provides clients with a centralized number to call for help or to give feedback. It also includes a ticketing system that staff used to log calls and follow up on questions, issues, and complaints. Compliance staff track the calls that come in and follow up with a percentage of the customers who used the service through a feedback survey. The survey results are reported to the leadership team on a quarterly basis.

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.

While development cost increases have hindered the development of additional affordable housing in Charlotte, INLIVIAN has been able to leverage public and private funds to build and operate affordable housing. INLIVIAN also uses project-based vouchers in public/private partnership deals to help deconcentrate poverty and create housing options for a diverse range of incomes.

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 by complex and firm HUD rules and regulations, to a visionary agency that is able to better compete in the area's competitive market.

As a result of this initiative, INLIVIAN successfully operates three (3) wholly-owned subsidiaries: Blue Horizon Management Company (BHMC): BHMC manages INLIVIAN's properties and offers fee-for-service property management services to property owners throughout Charlotte.

- A. Blue Horizon Management Company (BHMC): BHMC manages INLIVIAN's properties and offers fee-for-service property management services to property owners throughout Charlotte.
- B. CORE: CORE is a non-profit, tax exempt 501(c)(3) subsidiary and stands for Creating Opportunity for Resident Empowerment.
- C. Horizon Development Properties (HDP): HDP is a non-profit, tax exempt 501(c)(3) that includes INLIVIAN's Asset Management, Real Estate Development, and Construction Management functions.

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.

Some examples of active INLIVIAN partnerships include:

- A. Charlotte-Mecklenburg Schools
- B. Charlotte-Mecklenburg Police Department
- C. Stephen and Ayesha Curry Family Foundation
- D. YWCA
- E. Boys and Girls Club
- F. Above & Beyond Students
- G. The Foundation of the Carolinas
- H. Mecklenburg County Continuum of Care

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.

In 2023, INLIVIAN started meeting with Federal, State, and local government officials to inform them about the various activities the agency is implementing under the Moving to Work program.

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.

In 2023, INLIVIAN’s People and Culture Department hired 53 new staff, including three Executive Vice Presidents and a Chief Operating Officer. In addition, INLIVIAN instituted strategies to improve retention and recruitment. One major effort to engage and retain staff is the agency’s Six Sigma initiative, resulting in new system processes and standard operating procedures.





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).

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	AHAP-Construction Complete	No	7th 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	AHAP-Under Construction	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. Under this authority, INLIVIAN intends to project-base 69 vouchers at the proposed Eighth & Tryon development.



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
Abbington on Mt Holly	26	26	Leased/Issued	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. 26 will subsidize units serving households that earn 30% of the AMI.
Flats at 2109 (Ashley Flats)	8	8	Leased/Issued	No	Ashley Flats is a P3 family property consisting of 150 units. HDP is the General Partner on this transaction. We intend to add subsidy to the 8 30% AMI units by using RAD TOA from previously public housing sites so they can be utilized for redevelopment.
The Gaston (Dillehay Phase I)	36	51	Leased/Issued	No	36 units converted to PBV vouchers through RAD and will go through a transfer of assistance to Archdale Flats-Family. 15 additional units were added



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
Eastway Park Apartments	40	36	Leased/Issued	No	<p>Eastway Park Apartments is a new construction project that will provide 132 affordable senior apartments. The community will have 40 VASH PBV units that will receive supportive services from the VA.</p> <p>The project will be financed with tax-exempt bonds and 4% tax credits with rent and income set-asides ranging from 30% to 80% the of Area Median Income (“AMI”). Due to the tax credit leasing deadline 4 units were removed.</p>
Freedom Flats	11	11	Existing units under redevelopment	No	<p>Freedom Flats is a family property consisting of 220 units that is part of our P3 program. HDP is the General Partner on this transaction. We intend to project base 11, 30% AMI units so they can be utilized for redevelopment.</p>
LaSalle at Lincoln Heights	50	50	AHAP	No	<p>LaSalle at Lincoln Heights is an existing 60-unit senior (55+) development that serves 50% AMI or below. LaSalle at Lincoln Heights was awarded PBVs through a competitive RFP process.</p>

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
The Rise on Clanton	55	55	Leased/Issued	No	A Roof Above, Inc, is the owner of SECU Rise on Clanton, a hotel conversion with eighty-eight (88) permanent supportive housing units, located at 575 Clanton Rd. Charlotte, NC 28217. The permanent supportive housing facility targets chronically homeless individuals with disabilities. The Rise on Clanton was awarded PBVs through a competitive RFP process.
Totals:	315	326			

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

The Gaston was originally awarded 36 PBVs and requested an additional 15, Eastway Crossing was awarded 40 VASH PBVs but was having a hard time receiving referrals from the VA that would meet the tax credit qualifications, so 4 units were removed to avoid losing tax credits for the year and Kingspark Commons was awarded 44 PBVs through a competitive RFP process but dirt was moved at the site prior to subsidy layering approval which deemed the project ineligible.

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
7 th Street Apartments	20	0	In Dev.	No	0	20	Family
940 Brevard	100	100	Leased	Yes	40	60	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
Abbington on Mount Holly	26	26	Leased	No	0	26	Family
Arbor Glen 50	25	25	Leased	Yes	25	0	Family
Arbor Glen I	60	60	Leased	Yes	60	0	Senior / Family
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	7	7	Leased	No	0	7	Senior / Mixed Income
Ashley Flats	8	8	Leased	No	0	8	Family
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
Eastway Crossing	40	36	Leased	No	0	40	Family (VASH)
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
Freedom Flats	11	0	In Dev.	No	0	11	Family
Gaston at North End	51	51	Leased	No	0	51	Family
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
Lasalle at Lincoln Heights	40	40		No	0	40	
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
McCreech Place	90	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

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
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
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	3919	3884			3282	637	

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



Project-Based:

7th Street Apartments and Freedom Flats were still under construction as of the end of the year.

Actual Other Changes to MTW Housing Stock in the Plan Year

N/A

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 Program. Demolition has been approved and will be completed in 2024. Plans are to apply for a 2025 Choice Neighborhoods Grant for the redevelopment of the property.

The remaining Public Housing stock has been converted to RAD project-based vouchers and utilize reserves for maintenance and repairs, as well as MTW flexibility. Some of the actual capital expenditures using MTW funding flexibilities for FY2023 are listed and described below:

Development	General Description	Actual Capital Expenditures
Fairmarket Place	Substantial renovations - interior finishes, kitchens, fire sprinkler piping, minor site work	\$699,721
McAden Park	Roof replacement	\$162,000
McAlpine Terrace	Planning for substantial renovations – interior finishes, kitchens, mechanical renovation, window replacement, site work (drainage)	\$37,751
McMullen Woods	Balcony Renovations - Deck and Railings	\$112,904
Savanna Woods	Re-roofing four buildings	\$180,729
Sunridge Apartments	Interior renovation of 44 units	\$2,772,472
Wallace Woods	Re-roofing and siding replacement	\$825,813
Total		\$4,791,390.00

INLIVIAN expended \$4,791,390 in capital expenditures for FY2023.



B. 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	312	120	26	10
MTW Housing Choice Vouchers (HCV) Utilized	94,584	94,212	7,882	7,851
Local, Non-Traditional: Tenant-Based	2,400	2,208	200	184
Local, Non-Traditional: Property-Based	16,224	12,828	1,352	1,069
Local, Non-Traditional: Homeownership	528	432	44	36
Planned and Actual Totals:	114,048	109,800	9,504	9,150

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

Public Housing: INLIVIAN is in the process of disposing of its Public Housing portfolio through RAD and other HUD programs.

Homeownership: the Homeownership program has not as many participants as anticipated due to the increased costs of homeownership in Charlotte over the last several years.

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 HOUSEHOLDS SERVED (Planned)	NUMBER OF HOUSEHOLDS SERVED (Actual)
Tenant-Based	CBRA (2009-3)	2,400	2,208	200	184
Property-Based	Development Protection Fund (2020-2)	16,224	12,828	1,352	1,069
Homeownership	Homeownership (2016-1)	528	432	44	36
Planned and Actual Totals:		19,152	15,468	1,596	1,289

ii. Discussion of Any Actual Issues/Solutions Related to Leasing
Previous comment submitted in error.

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

C. 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	1,603	Closed	No
Federal MTW Public Housing	Site-based waitlist type	43	Closed	No
PBV & RAD PBV Units	Site-based waitlist type	114,893	Closed	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.

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	All site-based wait lists were closed in 2023 Plan Year

D. 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 SERVED (upon entry to MTW)

FAMILY SIZE	OCCUPIED PUBLIC HOUSING UNITS	UTILIZED HCVS	NON-MTW ADJUSTMENTS *	BASELINE MIX NUMBER	BASELINE MIX PERCENTAGE
1 Person	1,186	972	0	2,158	33%



FAMILY SIZE	OCCUPIED PUBLIC HOUSING UNITS	UTILIZED HCVS	NON-MTW ADJUSTMENTS *	BASELINE MIX NUMBER	BASELINE MIX PERCENTAGE
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%	3,437	44%	59%
2 Person	20%	1,387	18%	4%
3 Person	20%	1,198	15%	-8%
4 Person	15%	904	12%	-9%
5 Person	7%	480	6%	3%
6+ Person	5%	326	4%	7%
TOTAL:	100%	7,732		

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	✓ 875 Working Households ✓ 581 Job Retention of 12 months or more	✓ Working Households ✓ Job retention of 12 months or more
2016-3 Rent Reform and Work Requirement	✓ 9 Positive move-outs to private housing	✓ Positive move-outs to private housing (not including agency homeownership program)
2016-1 Homeownership Initiative	7	Purchased a home via the agency's Destination Homeownership Program
2009-2 Community Based Rental Assistance (CBRA-LNT)	14	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)
Total	1,496	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 result of the	0	150	2023: 565 Cumulative: 2,324	Yes

METRIC	BASELINE	BENCHMARK	OUTCOME	BENCHMARK ACHIEVED?
activity.				
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	2023: 36 Cumulative: 129	Yes

iii. Actual Non-Significant Changes:

There were no non-significant changes to this activity.

iv. Actual Changes to Metrics/Data Collection:

The data collection for the metrics related to this activity was updated as follows:

- Number of households moved to a better unit: outcomes were calculated by counting the number of EOP's processed where the HAP was less than \$75.
- Number of RAD PBV new admissions at \$0 HAP: outcomes were calculated by counting the number of new admissions in the RAD PBV portfolio where the HAP was less than \$75.

v. Actual Significant Changes:

There were no actual significant changes to this activity.

vi. Challenges in achieving benchmarks and possible solutions:

None.



➤ **2020-2 Development Protection Fund**

➤ **Statutory Objective:** Housing Choice

i. Plan Year Approved, Implemented, Amended:

INLIVIAN received approval for the Development Protection Fund activity in FY 2020. The activity was implemented in FY 2021.

ii. Description / Impact / Update

INLIVIAN will use its broader use of funds authority to ensure the long-term stability and viability of existing INLIVIAN- and affiliate-owned rental housing properties. INLIVIAN has properties that need capital investment and others that potentially need re-syndication of tax credits in order to maintain the quality and quantity of units provided to low-, very low, and extremely low-income seniors and families. In this activity, INLIVIAN will conduct updated detailed capital needs assessments, establish priorities for rehabilitation and refinancing, and explore options for upgrading units over a multi-year period.

This activity addresses the statutory objective of increasing housing choices for low-income families. It is expected to lead to the preservation of affordable units in the Charlotte area. The preservation activities include using MTW funds for expenses incurred in rehabilitating the units to extend their useful life and affordability, or to acquire the property or limited partner’s interest at the end of the tax credit period to maintain the asset’s affordability into the future, or pay off existing loans in order to leverage additional financing. This activity will allow INLIVIAN to respond to both planned and unforeseen events and conditions that may impact the Agency’s affordable housing portfolio—impacts that could result in unsustainable financial losses, less than desirable living conditions for residents, or non-compliance with affordability restrictions.

This activity also provides predevelopment financing for existing low-income housing projects developed or owned by INLIVIAN, or its affiliates. These funds allow INLIVIAN, either directly or through its affiliates, to take advantage of opportunities to leverage funds from other sources and to secure various guarantees (such as operating deficit, tax indemnification, and loan repayment guarantees) associated with the properties.

METRIC	BASELINE	BENCHMARK	OUTCOME	BENCHMARK ACHIEVED?
Amount of funds leveraged in dollars (increase)	\$0	\$0	\$0	
Number of new housing units made available for households at or below 80% AMI as a result of this activity (increase)	293	293	0	



METRIC	BASELINE	BENCHMARK	OUTCOME	BENCHMARK ACHIEVED?
Number of housing units preserved for households at or below 80% AMI (increase)	293	293	0	
Average applicant time on wait list in months (decrease)	0	0	0	
# of households at or below 80% AMI that would lose assistance or need to move (decrease)	293	293	0	

iii. Actual Non-Significant Changes:

There were no actual non-significant changes related 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:

Implementation began on several projects in 2023, which are currently underway. These projects will show in the outcomes of the 2024 MTW Report.

➤ **2020-3 Enhanced Briefing for Tenant Readiness**

➤ **Statutory Objective:** Housing Choice

➤ **Plan Year Approved, Implemented, Amended:**

INLIVIAN received approval for the briefing activity in FY 2020. The activity was implemented in FY 2021.

➤ **Description / Impact / Update**

This activity provides an enhanced tenant-based voucher briefing for relevant clients to complete upon admission to the agency’s tenant-based voucher program. This same enhanced briefing curriculum may extend to RAD-PBV sites. The enhanced briefing curriculum is designed to empower families and prepare them for success as INLIVIAN clients, reliable tenants, and good neighbors. The addition to the agency’s briefing curriculum will establish clear expectations for meeting participant obligations, while providing tools for successful program participation, with the goal of minimizing program violations. The enhanced briefing curriculum is facilitated by CORE programs and implemented through formal partnerships with other organizations that provide instructors/advisors with expertise in various areas, including but not limited to: housing search/outreach, housing provider/tenant relations, financial literacy, housekeeping/simple maintenance and goal setting. The enhanced briefing entails up to an additional 4 hours of training with opportunity for questions and discussion. Following housing placement, participants are invited back to participate in STEPS to Economic and Personal Success courses.

INLIVIAN communicates to housing providers the steps which program participants have taken to better prepare themselves for successful tenancy. This may include the issuance of a certificate of completion that participants can present when searching for a unit.

Elderly and disabled households are exempt from this requirement but may opt to participate in order to access the curriculum as a resource to assist in reaching household goals.

METRIC	BASELINE	BENCHMARK	OUTCOME	BENCHMARK ACHIEVED?
Percent of families who attended the orientation and subsequently exited the program for a negative reason	Number of households losing assistance prior to implementation of the activity -65	Expected households losing assistance after implementation of the activity - 18	0%	Yes
Number of households receiving services aimed to increase self-sufficiency	Households receiving self-sufficiency services prior to implementation of this activity- 0	Expected number of households receiving this type of training after implementation of the activity - 100	34 Enhanced Voucher briefings 14 attended June, 2023 and 20 attended Oct 2023	Yes



➤ **Actual Non-Significant Changes:**

There were no actual non-significant changes related to this activity.

➤ **Actual Changes to Metrics/Data Collection:**

There were no actual changes to Metrics/Data Collection.

➤ **Actual Significant Changes:**

There were no actual significant changes to this activity.

➤ **Challenges in achieving benchmarks and possible solutions:**

No challenges in achieving benchmarks.



➤ **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).	2023: 197 Cumulative: 473	Yes

METRIC	BASELINE	BENCHMARK	OUTCOME	BENCHMARK ACHIEVED?
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 HCV clients).	0	Expected housing units preserved / retained after implementation of the activity (25 units retained per year due to housing provider incentives)	2023: 18 Cumulative: 60	Yes. While 2023 had less than the annual goal, the cumulative impact of this activity achieves the benchmark.

iii. Actual Non-Significant Changes:

Based on feedback from Housing Providers, INLIVIAN is proposing a non-significant change to the Housing Choice Voucher Incentive Program activity to expand the housing provider incentive program to include the following incentives:

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

The changes to the Housing Provider Incentive activity support the MTW objective of housing choice by incentivizing Housing Providers to participate in the HCV Program thereby increasing the number of units available to families.

INLIVIAN intends to implement additional Housing Providers incentives first quarter of 2023 or after approval of the MTW Plan.

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:

No challenges in achieving benchmarks.

➤ **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	\$2,557	Yes
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	121	Yes
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%	14%	Yes

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 metric/data collection in FY2023.

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	\$2,843	Yes
CE#2 Staff Time Savings				
Total time to complete the task in staff hours (decrease in time to	296	148	143	Yes

METRIC	BASELINE	BENCHMARK	OUTCOME	BENCHMARK ACHIEVED?
process interim recertifications).				
SS #1: Increase in Household Income				
Average earned income of households affected by this policy in dollars (increase in average income).	\$12,148	\$16,938	HH's with Earned Income: \$23,024 All Work Able Households: \$15,560	See note about earned income in vi below
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	a. 68% b. 66.4% (for all households participating in FSS and/or Moving Forward programs) c. \$16,197	a. Yes b. Yes c. See note about earned income in vi below

iii. Actual Non-Significant Changes:

There were no non-significant changes to this activity.

iv. Actual Changes to Metrics/Data Collection:

INLIVIAN discovered an issue with the original baseline for earned income and re-baselined and benchmarked the metric as of 2019. While households' earned income has rebounded since the pandemic, some effects of the pandemic and its effects on wages were still seen during 2023. INLIVIAN expects the rebound to continue and for households to increase their income overall during the next year. INLIVIAN also expects that the expansion of the work requirement activity, modification of the FSS program, and other supportive service programs offered by CORE will help households increase their earned income.

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. In FY2023, this metric was removed as it did not accurately reflect current market conditions.

➤ **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 and amended in FY 2023 to increase the exception payment standard limit.

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)	2023: 72 Cumulative: 551	Yes

OPPORTUNITY HOUSING PROGRAM PARTICIPATION						
	FY2019	FY2020	FY2021	FY2022	FY2023	TOTAL
Move-ins	20	12	3	18	9	62
Move-outs	0	0	-1	-3	-2	-6
Net OPH Participants	20	12	2	15	7	56

62 Families have participated in the Opportunity Housing Program since the initial implementation in 2019. As of December 31, 2022, 56 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. During FY23, INLIVIAN worked 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 recommended changes to this activity will be included in INLIVIAN's FY24 MTW report.



➤ **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".

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).	2023: 10	Yes

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:

There were no challenges in achieving the benchmark in 2023.



➤ **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)	\$171,597	Yes
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	Expected amount of total staff time dedicated to the task after implementation of the activity 18,500 hours	7,700	Yes

METRIC	BASELINE	BENCHMARK	OUTCOME	BENCHMARK ACHIEVED?
	23,812 hours (baseline redefined)	(benchmark redefined)		

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 in FY2023.

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%	\$391.63	Yes
SS #1: Increase in Household Income				
Average earned income of households affected by this policy in dollars (increase in average income).	\$12,148	\$19,292	HH's with Earned Income: \$24,024 All Work Able HH's: \$15,561	See note about earned income in vi below
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	a. 68% d. 66.4% (for all households participating in FSS and/or Moving Forward programs) b. \$16,197	a. Yes b. Yes c. See note about earned income in vi below

iii. Actual Non-Significant Changes:

The COVID-19 pandemic high-lighted the need for automation and streamlining of processes to conduct new admission and recertification activities. To facilitate efficiencies, INLIVIAN has implemented an on-line applicant portal and waitlist selection process. HUD's COVID waivers, provided further examples to reduce administrative barriers for both staff and applicants and participants.

To further streamline administrative processes, INLIVIAN is proposing a non-significant change to the alternative verification feature of the agency's rent reform initiative. Below are the proposed alternative verification changes.

- Fixed Sources of Income: Verification documents for fixed income sources will be valid

for the full calendar year in which the income is effective. For example, if a SS benefit letter is dated February 1, 2022, that benefit letter will be valid for any certification with an effective date in 2022.

- **Asset Income:** Income from assets with a combined value of less than \$50,000 will be excluded. The triennial recertification will include self-certification for households with combined assets at or below \$50,000, or third-party verification for assets over \$50,000.
- **Verification Hierarchy:** INLIVIAN would like to recommend reducing the HUD verification hierarchy from a six (6) step process to a three (3) step process and no longer require verification of income for households that have a combined household income of less than \$4,999 (minimum renters). The proposed verification hierarchy is noted in the chart below.

Level	Verification Technique	Ranking
3	Up front Income Verification (UIV) HUD and non-HUD systems, Written Third Party Verification, and Written Third Party Verification Form	Highest (Mandatory) HUD’s Enterprise Income Verification (EIV) system, UIV using non-HUD systems, written third party, and written third party verification form can all be used to supplement EIV-reported income sources and when EIV has no data; Mandatory when tenant disputes EIV-reported employment and income information when total combined household income exceeds \$4,999.
2	Oral Third-Party Verification	Medium-Low (Mandatory if written third party verification is not available when total combined household income exceeds \$4,999)
1	Tenant Declaration	Low (Use as a last resort when unable to obtain any type of third party verification when total combined household income exceeds \$4,999)

The proposed verification processes will be applied to both applicants and participants. The non-significant changes to the alternative verification activity supports the MTW objective of cost effectiveness by simplifying and streamlining the verification of income.

Since the new verification methods will simplify and streamline the income verification process, it is not projected to create any hardships for applicants or participants. Public housing and HCV program applicants and participants may request a grievance/informal review hearing to dispute the calculations used to determine income and rent.

Modification of Alternate Verification component of rent reform is a cost/revenue neutral activity.

iv. Actual Changes to Metrics/Data Collection:

INLIVIAN discovered an issue with the original baseline for earned income and re-baselined and

benchmarked the metric as of 2019. While households' earned income has rebounded since the pandemic, some effects of the pandemic and its effects on wages were still seen during 2023. INLIVIAN expects the rebound to continue and for households to increase their income overall during the next year. INLIVIAN also expects that the expansion of the work requirement activity, modification of the FSS program, and other supportive service programs offered by CORE will help households increase their earned income.

v. Actual Significant Changes:

There were no actual significant changes to this activity.

vi. Challenges in achieving benchmarks and possible solutions:

While households' earned income has rebounded since the pandemic, some effects of the pandemic and its effects on wages were still seen during 2023. INLIVIAN expects the rebound to continue and for households to increase their income overall during the next year. INLIVIAN also expects that the expansion of the work requirement activity, modification of the FSS program, and other supportive service programs offered by CORE will help households increase their earned income.

➤ **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%	% of initial inspections resulting in a fail: 2023: 14% Cumulative: 28%	Yes

iii. Actual Non-Significant Changes:

There were no non-significant changes to this activity in FY2023.

iv. Actual Changes to Metrics/Data Collection:

There were no changes to metrics/data collection in FY2023.

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)	\$117,989	Yes
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)	2,130	Yes

iii. Actual Non-Significant Changes:

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

vii. Actual Changes to Metrics/Data Collection:

There were no changes to metrics/data collection in FY2023.

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 #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	388	Yes
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	2023: 33 Cumulative: 132	Yes

iii. Actual Non-Significant Changes:

There were non-significant changes to this activity.

iv. Actual Changes to Metrics/Data Collection:

Removed HC#1 and HC#4 metrics since no additional units made available. These metrics were only applicable at RAD conversion for families in units that did not meet the HCV traditional definition of elderly. INLIVIAN will measure the number of families new admissions aged 55-61 at developments that were designated senior in the agency's designated housing plan prior to RAD conversion.

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.	2023: 616 Cumulative: 1,970	Yes

Completed Affordable Units

Property	Total Units	Affordable Units	% Affordable	AMI Level	Year Constructed
Abbingtion on Mt. Holly	102	102	100%	30-80% AMI	2023
Flats at 2109 (Ashley Flats)	150	150	100%	30-80% AMI	2023
Freedom Flats	220	220	100%	30-80% AMI	2023
The Gaston at North End	144	144	100%	30-80% AMI	2023
Evoke Living at Arrowood	168	168	100%	30-80% AMI	2022
Evoke Living at Westerly Hills	156	156	100%	30-80% AMI	2022

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	1970	1970			

Planned Affordable Units

Property	Total Units	Affordable Units	% Affordable	AMI Level
Alleghany Crossing	220	220	100%	30-80% AMI
Centre South	725	145	20%	30-80% AMI
Dillehay Courts, Phase II	102	102	100%	30-80% AMI
Evoke Living at Ballantyne	60	60	100%	30-80% AMI
Trella Uptown (Eighth & Tryon)	353	106	30%	30-80% AMI
Subtotal	1460	633		

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	377	Yes

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 Creste 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	240	Yes
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	55	Yes
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	\$5,148.59	

Property	PBVs	Special Population Type
Everett House	10	Disabled
Hampton Creste	60	Transitional Housing
McCreesh Place	92	Permanent Supportive Housing

Property	PBVs	Special Population Type
Moore Place I & II	120	Permanent Supportive Housing
Rise on Clanton	80	Permanent Supportive Housing
YWCA Families Together	10	Transitional Housing
Subtotal	317	

Local Rental Subsidy Activity

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

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

- a. Charlotte Family Housing (CFH) receives 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	111	Yes
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	16	Yes
CE #4: Increase in Resources Leveraged				

METRIC	BASELINE	BENCHMARK	OUTCOME	BENCHMARK ACHIEVED?
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	\$5,148.59	Yes

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	\$2,300 per household	\$1,174 per household	Yes
CE#2 Staff Time Savings (calculated by tier level of caseload)				
Total time to complete the task (case management)	Total amount of staff time dedicated to the	Expected amount of total staff	125	Yes

METRIC	BASELINE	BENCHMARK	OUTCOME	BENCHMARK ACHIEVED?
in staff hours	task prior to implementation is 120	time dedicated to the task is >= 150 hours monthly		
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	\$15,042	See note about earned income in vi below
SS#3: Increase in Positive Outcomes in Employment Status				
Report the following information separately for each category: a. Working Households b. Job Retention 12+ months c. Increase Earned income	1,854	a. 60% Working Households b. 50% Job Retention 12+ months c. Increase Earned income above \$19,029.03	a. 69% b. 66.4% (for all households participating in FSS and/or Moving Forward programs) c. \$15,042	a. Yes b. Yes c. See note about earned income in vi below
# Employed FT (32+) or PT (1-31)	23	≥600	2023 FT: 412 2023 PT: 101 Cumulative FT: 2,927 Cumulative PT: 1,068	Yes
Enrolled in an Educational Program	7	50	2023: 66 Cumulative: 419	Yes
Enrolled in Job Training Program	7	50	2023: 198 Cumulative: 1,264	Yes
Unemployed	32	≤750	2023: 317 Cumulative: 2,843	Yes
Other (workshop)	≤23	≤300	2023: 171 Cumulative: 1,178	Yes

METRIC	BASELINE	BENCHMARK	OUTCOME	BENCHMARK ACHIEVED?
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	2023: 1,106 Cumulative: 1,319	Yes

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:

While households' earned income has rebounded since the pandemic, some effects of the pandemic and its effects on wages were still seen during 2023. INLIVIAN expects the rebound to continue and for households to increase their income overall during the next year. INLIVIAN also expects that the expansion of the work requirement activity, modification of the FSS program, and other supportive service programs offered by CORE will help households increase their earned income.



➤ **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.

METRIC	BASELINE	BENCHMARK	OUTCOME	BENCHMARK ACHIEVED?
Number of Sites Purchased through this Activity	0	One (1) site every two (2) years	2023: 0 Cumulative: 3	

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.

METRIC	BASELINE	BENCHMARK	OUTCOME	BENCHMARK ACHIEVED?
Additional investment income earned above what would have been earned under standard HUD policy	\$0	> \$0	2023: \$113,871	Yes

iii. Actual Non-Significant Changes:

There were non-significant changes to this activity.

iv. Actual Changes to Metrics/Data Collection:

Prior to 2023, INLIVIAN did not collect any metric outcomes related to this activity. Going forward, INLIVIAN will collect and report on the investment income earned as a result of 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.

METRIC	BASELINE	BENCHMARK	OUTCOME	BENCHMARK ACHIEVED?
Number of units added per year through this activity	0	50 per year	N/A	

iii. Actual Non-Significant Changes:

There were non-significant changes to this activity.

iv. Actual Changes to Metrics/Data Collection:

Prior to 2023, INLIVIAN did not collect any metric outcomes related to this activity. Going forward, INLIVIAN will collect and report on the number of units added as a result of 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 <ul style="list-style-type: none"> • Employment • Education/Training 	2022	INLIVIAN began implementing this activity in 2023 and will begin reporting on it as an active activity in the FY2024 MTW Report.
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 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 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.

CLOSED OUT ACTIVITIES					
Activity	Description/Update	Plan Year	Implementation Date	Plan Year Activity was "Closed Out"	Reason Activity was "Closed Out"
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).
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	2009	January, 2009	2015	The Agreement has expired.

CLOSED OUT ACTIVITIES					
Activity	Description/Update	Plan Year	Implementation Date	Plan Year Activity was "Closed Out"	Reason Activity was "Closed Out"
	improvement.				
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 Neighbors".	2008	January, 2008	2014	The trainings have been incorporated into initial briefing sessions for all head of households.
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.

CLOSED OUT ACTIVITIES					
Activity	Description/Update	Plan Year	Implementation Date	Plan Year Activity was "Closed Out"	Reason Activity was "Closed Out"
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.

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.

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

HUD’s Greensboro Field Office performed a Comprehensive Compliance Monitoring Review at INLIVIAN in July 2023, which resulted in three (3) observations and two (2) findings. INLIVIAN responded to the observations and findings on October 24, 2023. At the time of the preparation of this MTW Report, INLIVIAN had not yet received a response from the field office. However, the agency believes that its response will satisfy and close out the observations and findings.

B. Evaluation Results

INLIVIAN is currently under contract with a third-party evaluator. The current evaluation is in process and INLIVIAN expects it to be completed in mid- to late-2024. When complete, the evaluation will be posted on INLIVIAN’s website.

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 A: Statutory Requirement Certification

Appendix B: Real Estate Activities Updates



APPENDIX A: CERTIFICATION OF STATUTORY COMPLIANCE

INLIVIAN Certifies that the Agency adhered to the three statutory requirements of the MTW demonstration during FY 2023 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.

04/29/2024

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 is being developed in multiple phases, starting in the fourth quarter of 2020. The financing package for the first phase included 4% Low Income Housing Tax Credits and tax-exempt bonds along with City of Charlotte Housing Trust Funds, a Horizon Development loan, and permanent financing secured through the FHA insured 221(d)4 financing program. MTW funds were used for predevelopment expenditures. The new development offers 144 high-quality resident units across a four-story building with surface parking. AMI for the building is 30% to 80%, and of the 144 units, 51 are PBV.

The Section 18 Application for the remaining 100 units at Dillehay Courts has been approved, with demolition starting in 2024. INLIVIAN plans to submit a Choice Neighborhood application in 2025 for this parcel, and will not close out its public housing program in order to utilize its Faircloth authority to develop future 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**

In late 2022 INLIVIAN closed on the financing for the redevelopment of Hall House into Trella Uptown. INLIVIAN is partnering with Urban Atlantic Development on the project. This is a 2.2-acre site formerly known as Hall House. Demolition began on Hall House in 2022, completing in 2023. All of the public housing assistance for the 191 units at Hall House were transferred to other developments as a part of INLIVIAN's portfolio RAD conversion. MTW funds were used on pre-development expenditures, with permanent financing of the affordable units consisting of 4% Low Income Housing Tax Credits and tax exempt bonds. Trella Uptown has two separate owners, one for the 106 affordable units serving 30% to 80% AMI, and one for the remaining 247 market units.

- 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.
- viii. First Ward**
First Ward Place is a 283-unit property developed as part of INLIVIAN's first HOPE VI project in the late 1990's. In 2022 HDP closed on the financing for recapitalization on a portion (71 units) of the property with 9% Low-Income Housing Tax credits and commercial debt. Of the 71 units, 32 are RAD PBV's. MTW funds will be used as needed for any construction funding shortfalls.
- ix. Valley View**
Situated on the east side of Charlotte, Valley View encompasses 4.59 acres and currently comprises 49 units distributed across 13 buildings. INLIVIAN/HDP plans to transform this parcel into a sustainable and contemporary mixed-income affordable housing complex. MTW funds will be used on pre-development expenditures.
- x. Oak Valley**
Occupying one of the largest parcels within our portfolio, the Oak Valley property is situated adjacent to the eastern periphery of downtown Charlotte. Spanning 18 acres, the property currently comprises 50 units distributed across 11 buildings. INLIVIAN/HDP plans to transform this parcel into a sustainable and contemporary mixed-income affordable housing complex. MTW funds will be used on pre-development expenditures.
- xi. Grove Place**
Situated on the far eastern periphery of Charlotte, Grove Place enjoys proximity to a nature preserve and golf course. It currently encompasses 36 units distributed across 6 buildings on a 2.79 acre parcel. INLIVIAN/HDP plans to transform this parcel into a sustainable and contemporary mixed-income affordable housing complex. MTW funds will be used on pre-development expenditures.

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. INLIVIAN 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:

- 2109 Flats
- Alleghany Crossing
- Archdale Flats – Family
- Archdale Flats – Seniors
- Abbingdon on Mt. Holly
- Evoke Living @ Arrowood
- Evoke Living @ Ballantyne
- Evoke Living @ Westerly Hills and
- Freedom Flats

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.