

CHA 2018 MTW Annual Plan



The Charlotte Housing Authority's mission is to develop, operate and provide quality housing in sustainable communities of choice for residents of diverse incomes.

CHA FY2018

Moving Forward

Annual Plan

rev 07/28/2017

BOARD of COMMISSIONERS and LEADERSHIP TEAM

Board of Commissioners

Harold Cogdell, Jr., Chair

Jonathan Lahn, Vice-Chair

Sheila Jones

Lucy M. Brown

Shirley L. Fulton

Ray McKinnon

Linda Ashendorf

Leadership Team

A. Fulton Meachem, Jr., Chief Executive Officer

Heather Franklin, Executive Vice President of Finance

Troy A. Drawz, Executive Vice President of Development

Michael Gosselin, Executive Vice President of Real Estate Management

Shaunté Evans, Executive Vice President of Administrative Operations

Harriet Huell, Executive Vice President of Legal

TABLE OF CONTENTS

I.	Introduction	03
II.	General Housing Operating Information	07
III.	Proposed MTW Activities: HUD approval requested	13
IV.	Approved MTW Activities: HUD approval previously granted	19
	Implemented Activities/ Not Yet Implemented Activities/ Activities on Hold	
V.	Sources and Uses of MTW Funds	76
VI.	Administrative	84

Appendices Listing

Appendix A: Public Review and Comment Documentation

Appendix B: Board Resolution

Appendix C: HUD Certification of Compliance

Appendix D: Moving Forward Initiatives Summary

Appendix E: Other Agency Activities

Appendix F: Work Requirement Policy

Appendix G: Rent Reform Overview

Appendix H: Sample Rent Bands

Appendix I: Community Based Rental Assistance Policy

Appendix J: Demolition/Disposition Activity

Appendix K: RAD Significant Amendment

Appendix L: Capital Fund/Performance and Evaluation Report (PER)

I. INTRODUCTION

The Charlotte Housing Authority (CHA) is one of thirty-nine (39) agencies participating in the federal Moving To Work (MTW) Demonstration program which provides public housing authorities flexibility in designing and testing nontraditional policies and programs that better address the issues surrounding low-income housing in their local community. The Authority also has the ability to combine its federal operating subsidies for the public housing and voucher programs together with its annual capital grant into one single fund, the MTW Block Grant. Operating in this deregulated framework has allowed CHA to meet the federal statutory objectives of the program:

- Reduce cost and achieve greater costs effectiveness in Federal expenditures;
- Give incentives to families with children where the head of household is working, is seeking work, or is preparing for work by participating in job training, educational programs, or programs that assist people to obtain employment and become economically self-sufficient; and
- Increase housing choices for low-income families.
-

As a MTW agency, CHA is required to submit an Annual Plan each year indicating the anticipated housing stock, policy and housing activities that will be undertaken in the next fiscal year. MTW is an integral part of the agency's day-to-day operations and assists CHA in achieving its mission to develop, operate and provide quality housing in sustainable communities of choice for residents of diverse incomes. Key MTW activities implemented:

1. Rent Reform (modified rent calculation)
2. Work Requirement coupled with services
3. Case Management and enhanced services
4. Construction of additional affordable units
5. Supportive Housing Partnerships (partnering with supportive housing providers to provide gap financing and housing subsidies)

CHA has branded the local effort, Moving Forward, which reflects a combination of shared intent, forward movement, and the image of affordable housing as a platform for rebuilding lives.

During fiscal year 2016, CHA worked with other MTW agencies to garner support for an agreement extension. In December 2015, the Consolidations Act (the Act) of 2016 was passed by Congress. The Act extends the existing MTW agreements for 10 years; therefore, CHA's agreement expires in 2028.

Through our flexibility, we have implemented activities that positively impact the following:

- The employment rate for able-bodied heads of household and other family members
- The number of family members in training and/or education programs
- The increase in average and median income of families (all sources and earned income) (excluding seniors and disabled families)
- The amount of funds leveraged in the community for production of affordable housing and the provision of supportive services
- The number of children who enter post-secondary education
- The percent increase in the number of CHA students that enter the Charlotte Housing Authority Scholarship Fund (CHASF)
- The number of housing units in mixed-income environments
- The distribution of housing units and housing opportunities for (a) Section 9 and (b) Project-Based Section 8

Rental Assistance Demonstration (RAD)

The Charlotte Housing Authority submitted to the U.S. Department of Housing and Urban Development an application for a portfolio RAD conversion in late 2013, involving 53 developments and approximately 3,400 units. That application was formally approved in 2015. On June 30, 2016, CHA submitted Financing Plans on 48 developments. CHA closed 28 developments with 1,350 units in 2016 and as of July 13, 2017 has closed 17 developments in 2017. In total for 2017, we will close 22 developments with 1,855 units by the end of 2017, bringing our RAD portfolio to 3,246 RAD units. We will have one Public Housing Development left: Dillehay Courts (136 units). We have a CHAP for Dillehay Courts, but do not expect to close on this conversion until 2018.

The remaining two developments in the 2013 portfolio conversion application: Hall House and Strawn Cottages are both undergoing revitalization to mixed-income, mixed use developments. The assistance for all units at Hall House was transferred

to other developments during their RAD conversions, allowing the entire development to operate on the RAD platform. The assistance for some units at Strawn Cottages was converted to tenant based vouchers, per resident request, as they were relocated in advance of a demolition. The assistance for the remaining units at Strawn Cottages has been or will be used by the end of 2018 as a Transfer of Assistance during the CHA RAD portfolio conversion.

Seeds for Change

The Charlotte Housing Authority (CHA) has partnered with the West Boulevard Neighborhood Coalition to create a plan to combat the lack of a supermarket in the West Boulevard Corridor. In early 2000, the CHA purchased approximately 3.54 acres of land at the corner of West Boulevard and Clanton Road to attract a highly needed supermarket to compliment the Dalton Village HOPE VI Program. Today, the parcel is still vacant and the corridor continues to be classified as a “food desert”.

Neighbors in the community formed a coalition to address the needs and create a sustainable plan for their community. As a result, the “Seeds for Change” project was born to provide fresh foods, jobs and educational opportunities for the families in the surrounding neighborhoods. CHA provided a License Agreement for less than one year to allow the Coalition to access, inspect and test the efficacy of constructing and maintaining an urban farm. Thereafter, it is our intent to enter into a phased, long-term lease agreement to continue to serve the needs of the community and a disposition application was submitted to SAC in 2017 to dispose of the 3.54 acres in preparation for this endeavor.

The impact of the plan will not only benefit the Arbor Glen residents, but the West Boulevard corridor as a whole. The initial plans will begin with a large-scale community garden that will include outdoor raised garden beds and aquaponic greenhouses which will employ community residents to build. Ultimately, the final phase will culminate in the construction of a 15,000 square foot, co-op grocery store.

Short-Term and Long-Term MTW Goals and Objectives

The short-term vision is to provide opportunities for every able-bodied public housing resident and housing choice voucher participant to work. An increase in the number of families transitioning to self-reliance will reduce the number of households needing housing assistance, and reduce the number of individuals that return to the waiting lists. These positive move-outs, along with producing additional affordable housing units, will address the growing number of households presently in Charlotte and relocating to the area that cannot afford market rate housing.

The long-term vision is to create mixed-income developments that can benefit the residents, the agency and the Charlotte community, as well as provide resources to youth that will break the cycle of intergenerational poverty. CHA will be more entrepreneurial and expand its reach through its development and property management affiliates.

The following are the corporate goals:

GOAL #1 - Create financially sustainable, aesthetically pleasing mixed-income and mixed-use communities of choice.

GOAL #2 - Become Charlotte's premier affordable housing Real Estate Developer and Property Management organization by providing exceptional customer service

GOAL #3 - Maintain and increase revenue by pursuing entrepreneurial activities and grant funding while adhering to the agency's annual budget

GOAL #4 - Increase access to services that promote economic independence for residents, thereby increasing their income and quality of life.

GOAL #5 - Seek efficient outcome-driven partnerships that further the mission of CHA and its affiliates.

II. GENERAL HOUSING ACTIVITY OPERATING INFORMATION

The information contained in this section is per a HUD mandated template. It contains information on housing options for the Charlotte Housing Authority’s Public Housing and Housing Choice Voucher (also known as Section 8) Programs. During Fiscal Year 2017, approximately 99% of CHA’s Public Housing portfolio will have converted to the RAD PBV platform.

Form 50900: Elements for the Annual MTW Plan and Annual MTW Report Attachment B		
(II) General Housing Authority Operating Information		
Annual MTW Plan		
II. 1 Plan. Housing Stock		
A. MTW Plan: Housing Stock Information		
Planned New Public Housing Units to be Added During the Fiscal Year		
No new Public Housing will be added	# of UFAS Units 0	
Planned Public Housing Units to be Removed During the Fiscal Year		
PIC Dev. # / AMP and PIC Dev. Name	Number of Units to be Removed	Explanation for Removal
Total Number of Units to be Removed	136	RAD Conversion

New Housing Choice Vouchers to be Project Based During the Fiscal Year			
Property Name	Anticipated Number of New Vouchers to be Project-Based *	Description of Project	
Dillehay	136	RAD conversion to PBV	
Anticipated Total New Vouchers to be Project-Based	136	Anticipated Total Number of Project-Based Vouchers Committed at the End of the Fiscal Year	3611
		Anticipated Total Number of Project-Based Vouchers Leased Up or Issued to a Potential Tenant at the End of the Fiscal Year	3611

II.2 Plan Leasing

B. MTW Plan: Leasing Information

Planned Number of Households Served at the End of the Fiscal Year

MTW Households to be Served Through:	Planned Number of Households to be Served *	Planned Number of Unit Months Occupied / Leased ***
Federal MTW Public Housing Units to be Leased	136	1,632
Federal MTW Voucher (HCV) Units to be Utilized	4,236	50,832
Number of Units to be Occupied/Leased through Local, Non- Traditional, MTW Funded, Property-Based Assistance Programs **	994	11,958
Number of Units to be Occupied/Leased through Local, Non- Traditional, MTW Funded, Tenant-Based Assistance Programs **	145	1,200

Total Households Projected to be Served	5517	65,694
<p>* Calculated by dividing the planned number of unit months occupied/leased by 12.</p> <p>** In instances when a local, non-traditional program provides a certain subsidy level but does not specify a number of units/households to be served, the PHA should estimate the number of households to be served.</p> <p>*** Unit Months Occupied/Leased is the total number of months the PHA has leased/occupied units, according to unit category during the fiscal year.</p>		
Reporting Compliance with Statutory MTW Requirements		
<p>If the PHA has been out of compliance with any of the required statutory MTW requirements listed in Section II(C) of the Standard MTW Agreement, the PHA will provide a narrative discussion and a plan as to how it will return to compliance. If the PHA is currently in compliance, no discussion or reporting is necessary.</p>		
<p>The agency has not been out of compliance with required statutory MTW requirements.</p>		

<p>*New refers to tenant-based vouchers that are being project-based for the first time. The count should only include agreements in which a HAP agreement will be in place by the end of the year.</p>
Other Changes to the Housing Stock Anticipated During the Fiscal Year
None
<p>Examples of the types of other changes can include but are not limited to units that are held off-line due to the relocation of residents, units that are off-line due to substantial rehabilitation and potential plans for acquiring units.</p>

General Description of All Planned Capital Fund Expenditures

During the Plan Year

N/A. There are no planned capital expenditures due to our RAD Conversion. However, the following improvements are scheduled to be made.

Specifically, AUTUMN PLACE: replace metal fencing, exterior painting, replace cooling tower, replace kitchen cabinets, countertops, sinks, ranges, bath vanities, tub surrounds; **CEDAR KNOLL:** common area water heater; **CHARLOTTETOWN:** exterior building lights, fire stops, upgrade security cameras; **CLAREMONT:** fire stops, office conversion, ADA compliance upgrades; **EDWIN TOWERS:** refurbish elevators, ADA compliance upgrades security cameras, fire stops, smoke shelter; **GLADED DALE:** HardiPlank siding, kitchen & bath renovations, replace appliances, replace HVAC systems, interior painting, flooring, ADA compliance upgrades; **LEAFCREST:** ADA compliance upgrades, replace water heaters, replace kitchen countertops, sinks, bath vanities, tree removal; **MALLARD RIDGE:** replace common area heating; **MEADOW OAKS:** seal breezeway wood; **ROBINSDALE:** office conversion; **SAVANNA WOODS:** repair and sealcoat asphalt, install sidewalk; **SOUTHSIDE:** final phase of electrical upgrades and appliance replacements, replace dumpster enclosures, replace bath vanities, HVAC replacement; **WALLACE WOODS:** office conversion, seal breezeway, replace fencing, replace shower heads.

Description of any Anticipated Issues Related to Leasing of Public Housing, Housing Choice Vouchers and/or Local, Non-Traditional Units and Possible Solutions

Housing Program Description of Anticipated Leasing Issues and Possible Solutions

HCV CHA operates a local subsidy program with Charlotte Family Housing (CFH). They are allocated subsidies for 50 families; however, have not utilize the full allocation. CFH is challenged with finding households that meet their qualifications. CHA will continue monitoring the allocation and make adjustments accordingly.

C. MTW Plan: Wait List Information

Wait List Information Projected for the Beginning of the Fiscal Year

Housing Program(s) *	Wait List Type **	Number of Households on Wait List	Wait List Open, Partially Open or Closed	Are There Plans to Open the Wait List During the Fiscal Year?
Federal MTW Housing Choice Voucher Program	Central	13,751	Closed	No
Federal MTW Public Housing	Site-Based	308	Open	Yes
PBV & RAD PBV Units	Site-Based	6,872	Partially Open	Yes

Rows for additional waiting lists may be added, if needed.

* Select Housing Program: Federal MTW Public Housing Units; Federal MTW Housing Choice Voucher Program; Federal non-MTW Housing Choice Voucher Units; Tenant-Based Local, Non-Traditional MTW Housing Assistance Program; Project-Based Local, Non- Traditional MTW Housing Assistance Program; and Combined Tenant-Based and Project- Based Local, Non-Traditional MTW Housing Assistance Program.

** Select Wait List Types: Community-Wide, Site-Based, Merged (Combined Public Housing or Voucher Wait List), Program Specific (Limited by HUD or Local PHA Rules to Certain Categories of Households which are Described in the Rules for Program Participation), None (If the Program is a New Wait List, Not an Existing Wait List), or Other (Please Provide a Brief Description of this Wait List Type).

*** For Partially Open Wait Lists, provide a description of the populations for which the waiting list is open.

The public housing program will open portion or all of the waiting lists in their communities. The number of applications received is monitored so that the list can be closed once the list is sufficient for approximately 18 months of turnover.

If Local, Non-Traditional Housing Program, please describe:

N/A

If Other Wait List Type, please describe:

Under the RAD conversion the Public Housing site-based wait lists were converted to Project Based, site-based Wait lists.

If there are any changes to the organizational structure of the wait list or policy changes regarding the wait list, provide a narrative detailing these changes.

N/A

III. PROPOSED MTW ACTIVITIES: HUD Approval Requested

2018-1 Self-Certification of Re-inspection for HQS Initials

A. Describe each proposed MTW activity

CHA proposes that when an initial inspection fails, and there are 10 or less different types of non-life threatening deficiencies, a self-certification would be accepted in lieu of a re-inspection.

B. Describe how each proposed activity will achieve one or more of the three statutory objectives.

The proposed activity will meet the statutory objective to “reduce cost and achieve greater cost effectiveness in federal expenditures” because it will decrease staff time involved with multiple re-inspections.

C. Identify and discuss the anticipated impact of each proposed MTW activity on the stated objective(s).

The proposed MTW activity is anticipated to impact the CHA HCV program by removing the regulatory requirement and house families faster.

D. Provide the anticipated schedules for achieving the stated objective(s).

CHA expects to introduce the new activity to prospective housing providers in March 2018.

E. Unit of measurement	F. Baseline	G. Benchmark	H. Outcome
Decrease total cost of task (staff time)	30 min x 744 units = 372	30 min x 596 units = 298	To be reported on in FY2018
Decrease total cost in staff time	372 hours x \$21.09/hour = \$7,845	298 hours x \$21.09/hour = \$6,285	To be reported on in FY2018

I. Give the data source form which metric data will be compiled.

Data will be collected and compiled using CHA’s Yardi software system to track the number of providers that use the self-certification in lieu of initial re-inspection.

J. Cite the authorization(s) detailed in Attachment C or D of the Standard MTW Agreement that gives the PHA the flexibility to conduct the activity.

Attachment C, D. Authorizations Related to Section 8 Housing Choice Vouchers Only. Ability to Certify Housing Quality Standards. The agency is authorized to certify that housing assisted under MTW will meet housing quality standards established or approved by HUD. The certification form will be approved or provided by HUD. This authorization waives certain provisions of Section 8 (o) (8) of the 1937

Act and 24 CFR 982 Subpart 1 as necessary to implement the agency's annual MTW plan.

- K. Explain why the cited authorization from Attachment C or D is needed to engage in this activity.

CHA needs the authorization in order to remove the requirement to conduct re-inspection of initials with 10 or less non-life threatening items.

- L. Additional Information for Rent Reform Activities

This is not a rent reform activity.

(2018-2) Modified Terms of Over-subsidy (Re-proposed 2017-1)

- A. Describe each proposed MTW activity

The definition of over-subsidy will be modified in the tenant based and project based voucher programs. Under this activity, Housing Assistance Payment contract terminations will occur if the CHA is paying \$75.00 or less, or what is equivalent to CHA's minimum rent in monthly housing assistance payments for 180 consecutive calendar days. In RAD PBV communities where the RAD HAP contract rents are set below CHA's payment standard, the 180-day limit for \$0 HAP will not apply. The participant will be allowed to remain in the unit and the unit will stay under the HAP contract until 180 days after 30% of the family's monthly adjusted income equals the payment standard for the unit size for which the family qualifies. Tenants who were in place at the time of a RAD conversion are exempt from over subsidy regulations.

- B. Describe how each proposed activity will achieve one or more of the three statutory objectives.

This activity will increase housing opportunities for low to extremely low income families to be housed by decreasing the average wait time for applicants. It also opens up opportunities for households to move into private market rentals that are not leasing to HCV at same rental rate.

- C. Identify and discuss the anticipated impact of each proposed MTW activity on the stated objective(s).

The anticipated impact of this MTW activity will provide applicants the opportunity for housing assistance who may not otherwise be able to afford housing. Additionally, housing providers have stated they would prefer to lease up to households directly without HCV assistance when the HCV subsidy is so low because it is a lot of work for a small investment.

- D. Provide the anticipated schedules for achieving the stated objective(s).

CHA proposes to implement this activity in February 2017.

E. Metric	F. Baseline	G. Benchmark	H. Final Projected Outcome
HC #1: Additional Units of Housing Made Available			
Number of new housing units made available for households at or below 80% AMI as a result of this activity(increase)	0	54	To be reported on in the FY2017 Annual Report
HC#3: Decrease in Wait List Time			
Average applicant time on wait list in months (decrease)	870 months	624 months	To be reported on in the FY2017 Annual Report
HC #5: Increase in Resident Mobility			
Number of households able to move to a better unit and/or	0	54	To be reported on in the FY2017 Annual Report

- I. Give the data source form which metric data will be compiled.
Data will be compiled from a tracking over-subsidy end of participations and new admissions report.
- J. Cite the authorization(s) detailed in Attachment C or D of the Standard MTW Agreement that gives the PHA the flexibility to conduct the activity.
CHA is authorized to undertake this activity through Attachment C3 Eligibility of Participants. The Agency is authorized to determine income qualifications for participation in the rental assistance program that differ from the currently mandated program requirements in the 1937 Act and its implementing regulations, as long as the requirements that i) at least 75 percent of those assisted under the demonstration are “very low-income” as defined in section 3(b)(2) of the 1937 Act, ii) substantially the same number of low-income persons are assisted under the demonstration as would be without the MTW authorizations contained herein, and iii) a comparable mix of families are assisted under the Agreement as would have been otherwise in Section I.C. of the MTW Agreement are met. This authorization waives certain provisions of Sections 16(b) and 8(o)(4) of the 1937 Act and 24 C.F.R. 5.603, 5.609, 5.611, 5.628, and 982.201 as necessary to implement the Agency’s Annual MTW Plan.

- K. Explain why the cited authorization from Attachment C or D is needed to engage in this activity.

CHA needs the authorization because CHA is changing the definition of over-subsidy from Zero HAP to \$75.00 or less.

- L. Additional Information for Rent Reform Activities

This is not a rent reform activity.

2018-3 Project Designated Inspections

- A. CHA proposes to allow certain properties to self-certify the unit meets the UPCS or HQS protocol in lieu of initial inspection. CHA will utilize a third party to identify units to be designated A and B properties. These properties will be eligible to self-certify the unit is move in ready. The owner will submit a self-certification with the completed HUD Request for Tenancy Approval paperwork. The lease up date will be the later of the two, the owner/tenant signed self-certification or lease execution

Opportunity Neighborhoods are those that have high performing schools, low concentration of poverty, low crime, are job central and provide public transportation.

- B. The proposed activity will meet the statutory objective to “increase housing choices for low-income families” by increasing participation of providers in areas of low poverty by decreasing the regulatory requirements and streamline the process to make it more comparable to private market practices.
- C. The proposed MTW activity is anticipated to impact the CHA HCV program by moving more households to low poverty areas, increasing providers for the voucher program, leasing up participants faster and providing better customer service to both the participant and the housing providers. It should be noted that some of the households that would be over subsidy in lower rental market, could be assisted further in the opportunity neighborhoods.
- D. CHA plans to implement the activity in March 2018. Marketing materials will be developed and implemented during the first quarter of the year. Staff will have to be retrained on the process and identifying the units that meet the criteria. The first units to be entered into our software using this new activity will be estimated to be received in June 2018.

E. Unit of measurement	F. Baseline	G. Benchmark	H. Outcome
Increase in number of new HCV tenant based housing units made available for households at or below 80% AMI as a result of the activity	Identify the opportunity neighborhoods in order to do a baseline	TBD	To be reported on in FY2018
Number of HCV households in transfer at or below 80% AMI that would lose assistance or need to move.	Number of transfers that moved to opportunity area	TBD	To be reported on in FY2018
	Declined rent increase that moved to opportunity area	TBD	To be reported on in FY2018
Increase in the number of households able to move to a better unit and/or neighborhood as a result of the activity	Numbers already there	TBD	To be reported on in FY2018
Increase in number of households receiving services aimed to increase housing choice.	0	TBD	To be reported on in FY2018

I. Give the data source form which metric data will be compiled.

Data will be collected and compiled using CHA's rental increase log, Yardi software system, and the Landlord Registration log for each fiscal year.

J. Cite the authorization(s) detailed in Attachment C or D of the Standard MTW Agreement that gives the PHA the flexibility to conduct the activity.

Attachment C, D. Authorizations Related to Section 8 Housing Choice Vouchers Only. 5. Ability to Certify Housing Quality Standards. The agency is authorized to certify that housing assisted under MTW will meet housing quality standards established or approved by HUD. The certification form will be approved or provided by HUD. This authorization waives certain provisions of Section 8 (o) (8) of the 1937 Act and 24 CFR 982 Subpart 1 as necessary to implement the agency's annual MTW plan.

- K. Explain why the cited authorization from Attachment C or D is needed to engage in this activity.

CHA needs the authorization in order to remove the requirement to conduct an inspection on an initial in opportunity areas. Instead, CHA will inspect the Self-Certification of both tenant and owner, as is currently done with a Certificate of Occupancy from the local building standards.

- L. Additional Information for Rent Reform Activities

This is not a rent reform activity.

IV. APPROVED MTW ACTIVITIES: HUD Approval Previously Granted

Implemented Activities

The following programs are activities that CHA has implemented. Each activity contains a descriptive context of the program that is numbered underneath each activity. The purpose is to give general background information on the specific activity which is being referenced.

2017-1 Modified Terms of Over-subsidy

1. List Approved activity that is utilizing MTW flexibility and specify plan year of implementation.

CHA received approval to implement Modified Terms of Over-subsidy in the FY2017 Annual Plan. The activity was implemented in the first quarter of the FY 2017.

2. Description of Activity and update on its status.

The definition of over-subsidy will be modified in the tenant based and project based voucher programs. Under this activity, Housing Assistance Payment (HAP) contract terminations will occur if the CHA is paying \$75 or less, or what is equivalent to CHA's minimum rent in monthly housing assistance payments for 180 consecutive calendar days. In a project based voucher community, the participant will remain in the unit and the unit will stay under contract without subsidy. Should an unassisted unit become available, the housing provider may request an amendment to their HAP contract to exchange (units). Describe how each proposed activity will achieve one or more of the three statutory objectives.

This activity will increase housing opportunities for low to extremely low income families to be housed by decreasing the average wait time for applicants. It also opens up opportunities for households to move into private market rentals that are not leasing to HCV at same rental rate.

The anticipated impact of this MTW activity will provide applicants the opportunity for housing assistance who may not otherwise be able to afford housing. Additionally, housing providers have stated they would prefer to lease up to households directly without HCV assistance when the HCV subsidy is so low because it is a lot of work for a small investment.

3. Indicate if the PHA anticipates any non-significant changes or modifications to the activity.

CHA does not have any modifications to report at this time.

- Indicate if the PHA anticipates any changes or modifications to metrics, baselines, or benchmarks during the Plan year.

CHA does not have any modifications to report at this time.

E. Metric	F. Baseline	G. Benchmark	H. Final Projected Outcome
HC#3: Decrease in Wait List Time			
Average applicant time on waitlist in months (decrease)	870 months	624 months	To be reported on in the FY 2017 Annual Report

- Give the data source form which metric data will be compiled.

2017-2 Imputed Earned Income

- List Approved activity that is utilizing MTW flexibility and specify plan year of implementation

CHA received approval to implement Imputed Earned Income in the FY2017 Annual Plan. The activity was implemented in the first quarter of the FY 2017.

- Description of Activity and update on its status.

In both the traditional voucher and Project-Based Section 8 (excludes PBV's with FSS components), CHA will not process interims three months prior to a recertification, three months after a recertification or within three months after a lease up, when there is a loss of income (except in cases of unintentional employment termination) for work-abled households. Hardship Cases will be referred to the CHA Hardship Committee and evaluated using the Hardship Policy established by the agency which is an appendix to this Plan.

This activity will reduce cost and achieve greater cost effectiveness in federal expenditures and create incentives for families to work or prepare for work.

CHA currently does not process interims of increased income unless the household is a minimum rent household, being recertified or transferring. This activity will decrease the number of interims staff completes for income changes on non-minimum renters while closing the loophole in which participants can strategically reduce income in order to receive a lower rent.

Additional Information for Rent Reform Activities

- Impact Analysis –
 - Description of activity – CHA proposes to make the effective date of decreased earned income interims 3 months after lease up or a recertification effective date due to incidents of intentional employment terminations after receiving tenant portions of rent.
 - Tracking and documenting the implementation of the activity – CHA will track the activity by comparing interims for decreased income with the number of households with earned income annually, as well as average TTP.
 - Identifying the intended and possible unintended impacts (including changes to the amount of rent residents pay) of the rent reform activity; and On July 1, 2016, for the 5,052 households leased up, the average TTP was \$259 and average HAP was \$621. The number of households with earned income was 1,807 and the average earned income was \$16,060. CHA extracted earned income households only and the average TTP was \$398 and average HAP was \$567. On October 1, 2016, there were 5,176 households and 1,992 of those had earned income. The average TTP was \$273 and average HAP was \$615 and the average earned income was \$16,469 with average TTP of \$412 and HAP of \$564 for these households. The impact upon the HAP would be positive (decrease) if CHA could incentivize families to continue employment and allow CHA to serve more households and increased percent of Fair Market Rents. During effective dates of August 1, September 1, October 1, and November 1, 2016 there were a total of 855 interims completed. There were 210 lease ups and The interim report does not identify whether they were increased or decreased or Household Composition changes, however, a decrease in the interims for income for earned income households is expected.
 - Measuring the impacts of the rent reform activity For the Annual Report, CHA will provide the household data for those with earned income at lease ups and 860 re-certifications and cross reference the household income 3 months later to see the impact on the HAP, TTP and total earned income households.
- Hardship Case Criteria – Hardship Cases will be referred to the CHA Hardship Committee and evaluated using the Hardship Policy established by the agency which is an appendix to this Plan.
- Description of Annual Reevaluation of Rent Reform Activity – CHA will review the hardship cases or informal reviews annually to determine if a modification to the activity is warranted.
- Transition Period – Participants will have an opportunity to provide feedback through the Public Hearing process. If approved, a mailing to each household describing the activity will serve as a 60-day notice. An article will be published in the participant newsletter following approval. Signage will be

posted in the lobby, as well as the interview rooms. Information will also be published on requesting an exception.

3. Indicate if the PHA anticipates any non-significant changes or modifications to the activity.

CHA does not have any modifications to report at this time.

4. Indicate if the PHA anticipates any changes or modifications to metrics, baselines, or benchmarks during the Plan year.

CHA does not have any modifications to report at this time.

E. Metric	F. Baseline	G. Benchmark	H. Final Projected
CE#1: Agency Cost Savings			
Total cost of task in dollars (decrease) (income interim) (average staff time x hourly salary/ benefits)	\$19.92x296= \$5,898	\$2,948	To be reported on in the FY2017 Annual Report
CE#2: Staff Time Savings			
Total time to complete the task in staff hours (decrease) (income interim) (average staff time x # of interims)	4 per hour1183 actions=296 hours	148	To be reported on in the FY2017 Annual Report
5. Metric	6. Baseline	7. Benchmark	8. Final Projected Outcome
CE#5: Increase in Rental Revenue in dollars			
Agency Rental		Revenue	
HCV does not receive rents, therefore, since HUD is mandating this metric, CHA will report on the HAP decrease in the activity.	The average HAP is \$621	The average HAP will be \$590 (a 5% decrease)	To be reported on in the FY2017 Annual Report
SS #1: Increase in Household Income			
Average earned income of households affected by the policy in dollars (increase)	\$16,394	\$16,722	To be reported on in the FY2017 Annual Report

SS #3: Increase in Positive Outcomes in Employment Status (CHA's HCV department does not track PT/FT, educational or training of our voucher holders)			
Employed	1,854	1,900	To be reported on in the FY2017 Annual Report

- a. Maintain a stable rent burden for families for a year
- b. Encourage participants to maintain a stable work history
- c. Significantly reduce administrative time to allow HCV specialist to focus on other mandated deadlines
- d. Reduced time and cost for participants to gather the documentation for interim
- e. HAP savings from those who strategically increase income for purpose of higher rent unit then reduced income after leasing up

9. Provide the anticipated schedules for achieving the stated objective(s).
 CHA proposes to implement this policy in March 2017. Participants will be provided a 60-day notice upon approval from HUD.

SS #4: Households Removed from Temporary Assistance for Needy Families (TANF)			
Number of households receiving TANF assistance (decrease)	160	155	To be reported on in the FY2017 Annual Report
SS #6: Reducing Per Unit Subsidy Costs for Participating Households			
Average amount of Section 8 subsidy per household affected by this policy in dollars (decrease)	\$616	\$603	To be reported on in the FY2017 Annual Report
SS #8: Households Transitioned to Self Sufficiency			
Number of households transitioned to self-sufficiency (no subsidy)	To be set using 2017 data	Same as the baseline	To be reported on in the FY2017 Annual Report

2017-3 Exception Payment Standards

1. List Approved activity that is utilizing MTW flexibility and specify plan year of implementation

CHA received approval to implement Exception Payment Standards in the FY2017 Annual Plan. The activity was implemented in the first quarter of the FY 2017.

2. Description of Activity and update on its status.

The CHA acknowledges that the climb out of poverty for families in Charlotte was recorded as last place in 50 of the United States largest cities (*according to the Harvard University and California-Berkeley study on upward mobility*). In an effort to assist families in deconcentrating poverty through upward mobility, CHA is in the planning stages of creating a Choice Mobility program. CHA will be working to place families in opportunity area neighborhoods.

Neighborhoods chosen will meet criteria such as, but not limited to, areas with low minority – low poverty, low crime rate, access to better services including schools, health facilities and job opportunities. The CHA is seeking the authority to increase payment standards in excess of 120 percent of the FMR but not in excess of the lower of comparable market rents or 150 percent of HUD’s published FMR.

This activity will provide participants the opportunity to relocate from high poverty areas to opportunity and low poverty areas.

CHA anticipates that the impact will increase housing options and expand opportunities for housing choice voucher participants.

CHA will chose zip codes and census tracts utilizing research data from institutions including but not limited to North Carolina Universities, city data from Mecklenburg County and US Census Bureau to identify these areas. We will be utilizing third party software to obtain comparable market rents on selected areas.

Based on CHA’s current portfolio, zip codes that currently have low-poverty and low de-concentration that have been identified include:

Zip codes			
28031	28036	28105	28209
28226	28270	28277	

E. Metric	F. Baseline	G. Benchmark	H. Final Projected Outcome
HC #5: Increase in Resident Mobility			
Number of households able to move to a better unit and/or neighborhood of opportunity as a result of the activity	0	5	To be reported on in the FY2017 Annual Report

3. Indicate if the PHA anticipates any non-significant changes or modifications to the activity.

CHA does not have any modifications to report at this time.

4. Indicate if the PHA anticipates any changes or modifications to metrics, baselines, or benchmarks during the Plan year.

CHA does not have any modifications to report at this time.

2016-1 Homeownership Activity

1. List Approved activity that is utilizing MTW flexibility and specify plan year of implementation.

CHA received approval to implement a Homeownership Program in the FY 2016 Annual Plan for qualifying Housing Choice Voucher participants and RAD-PBV participants may be eligible to participate if they meet HUD’s definition of first-time homebuyers and have either earned income, Social Security (SS), or Supplemental Security income (SSI).

2. Description of Activity and update on its status.

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

- Must be a Housing Choice Voucher program participant, tenant based or RAD PBV
- 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 \$14,500 for families reporting earned income
- A minimum annual income of \$8,750 for elderly or disabled designated households

- All households must attend a mandatory Open House and participate and successfully complete a CHA approved HUD- certified Homeownership Education and Counseling program. The program will provide 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. However, the number of hours of counseling needed for each individual is directly correlated to their mortgage readiness status.

Upon closing, a household will continue to be counseled and monitored through the Client Services Department for a period not to exceed three years. Monitoring by Client Services shall serve as an additional foreclosure prevention measure through financial literacy training and yearly refresher training. The families will also receive Post Homeownership Education and Counseling follow-up services up to 12 months. Each family will construct a new budget reflective of their current status. Additionally, they will participate in workshops about repair and prevention, warranties, roles and responsibilities of the homeowner, community involvement and being a good neighbor.

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

CHA chooses to use the set HAP because our banking partners qualified participants based on the participant's income along with the CHA HAP amount. Therefore, since the family qualified based on that income, CHA will keep the HAP the same. HAP payments will be paid directly to approved

lenders for a period of fifteen years (or 30 years for elderly and disabled) at which point a participant would assume the entire mortgage obligation. Households are responsible for attaining their own financing from a CHA approved lender and will be assisted in identifying both lenders and best financing alternatives through Homeownership Counseling. All mortgages must escrow property taxes and insurance. Participants must be able to provide a 3% down payment. However, down payment assistance programs, such as the City of Charlotte's House Charlotte Program can be used to meet this requirement. It should also be noted that CHA does not contribute any financial assistance for the homebuyer process other than the monthly Housing Assistance Payment.

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

Homeowner participant households will not be required to participate in annual or interim reexaminations during the program's duration; however, a criminal background check will be conducted biennially on all household members 16 years of age and older and reporting changes as mandated by HUD for the Housing Choice Voucher Program are still in effect. CHA will conduct an initial HQS or UPCS inspection on the home during the contract due diligence period. In addition, the homebuyer will be responsible for contracting with a certified home inspector during the due diligence period.

Homebuyers are still bound to certain HUD mandated program rules and are subject to termination from the program and HAP subsidy for any program violations listed within the Statement of Family Obligations Appendix P form that will be part of the formal and binding agreement made between participant and the CHA at closing. In the event of termination from the program/HAP subsidy, a household will be immediately responsible for assuming the entire mortgage commitment.

Homeowner participant households can qualify for a hardship expense and HAP adjustment based on extraordinary maintenance expenses, not covered by any insurance or warranties. Please reference Appendix O and Appendix P for hardship request requirements and limitations.

This program is being carried out using MTW flexibilities, which are conditioned upon an agreement with HUD. If the CHA's MTW status expires, CHA's homeownership program would revert to HUD's traditional HCV Homeownership Program and operate within the statute of the HUD HCV Program.

3. Indicate if the PHA anticipates any non-significant changes or modifications to the activity.

CHA does not have any modifications to report at this time.

4. Indicate if the PHA anticipates any changes or modifications to metrics, baselines, or benchmarks during the Plan year.

CHA does not have any modifications to report at this time.

2016-3 Rent Reform and Work Requirement Revision of 2010-1

1. List Approved activity that is utilizing MTW flexibility and specify plan year of implementation.

CHA received approval to implement a revision of the Rent Reform and Work Requirement in the FY 2016 Annual Plan. The program was implemented in the first quarter of FY 2016.

2. Description of Activity and update on its status.

CHA received approval to implement Rent Reform and a Work Requirement in the FY2010 annual plan. The activity was implemented in FY2011. While elderly and disabled are not required to participate in the work requirement, they are mandated to participate in rent reform. Rent simplification applies to both CHA Public Housing, Housing Choice Voucher and RAD PBV. Per approval of the revision in the FY 2016 Annual Plan, the work requirement for families that port into Mecklenburg County applies when the work requirement is implemented for the HCV program.

The rent calculation is an income-based, stepped rent. The income bands are a \$2,500 range with the stepped rent being 30% of the range low end annual adjusted income will be used to establish the income band. A ceiling rent was established at CHA Fair Market Rents (public housing only) by bedroom size and is reviewed/updated annually every fall.

In FY11, the Rent Reform and Work Requirement initiatives were split. Rent Reform began for all conventional public housing and Housing Choice Voucher participants on December 1, 2010. Participants are still granted interim rent reexaminations between annual reexaminations provided they have met the established criteria. If there is a decrease in the family's income or an increase in medical expense or childcare expense which is expected to last longer than

thirty days (and will change their flat deduction eligibility), the participant may request that an interim reexamination be performed. Participants must still report changes in family size.

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

Income from assets with a combined value of less than \$5,000 will be excluded. The biennial/triennial 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 Expenses	Medical Deductio	Childcare Expense	Childca re
\$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

Work Requirement

2. (cont.) Description of Activity and update on its status.

CHA introduced a work requirement where the Head of Household will be expected to work full-time in the final phase (however, the requirement can be fulfilled by any adult in the household or a combination of the adults in the household). Full-time work is defined as employment for 30 hours or more per week.

The work requirement launched at our Moving Forward sites with supportive services during FY2015, where all non-working residents (except the elderly and persons with disabilities) underwent an assessment to determine the extent of any barriers to work. Participants who were prepared for work were urged to look for work. As we expand the program to additional properties and to the housing choice voucher program, participants who are not prepared will be connected to other work participation activities to help them prepare for work, including life skills education, volunteering, and short-term vocational training.

During the first introductory phase of the program, no participants were sanctioned for failure to comply with the policy. This gave participants time to address barriers to work and better understand the policy.

After the introductory phase, Households were expected to exhibit a good-faith effort to find work for a minimum of 20 hours a week and/or participate in other work participation activities.

Participants who fail to comply with the terms of the Work Requirement Policy may be sanctioned. The sanctions will increase in magnitude the longer a participant is in non-compliance, and shall be applied in phases as follows:

Improvement Period: Participant will have a three (3) month warning period to cure non-compliance, if not cured within three (3) months, Probationary sanctions will be applied. Participants may be granted extensions to the implement period if in compliance with their established improvement plan.

Probationary Period: Participant will lose a portion of their rental assistance for up to three (3) months. If they fail to correct the non-compliance within three (3) months, non-compliance sanctions will be applied.

Non-Compliance Period: Participant will lose 100% of their rental assistance for six (6) months and will be required to pay the established contract rent. Participant still has the option to cure the non-compliance during the 6-month period while they are paying market rent. If the Participant fails to cure the non-compliance by the end of the 6-month period, they will continue to pay contract rent and move to Termination.

Termination: Termination will begin and the Participant’s incentive account, if any, is forfeited due to non-compliance. For Housing Choice Voucher participants this means they will lose their voucher eligibility permanently, but may be able to remain unassisted in their current unit.

E. Metric	F. Baseline	G. FY2017 Benchmark	H. Final Projected Outcome
CE#1: Agency Cost Savings			
Total cost of rent reform in dollars	The cost of task prior to implementation of activity is \$67,960 (3,398 staff hours multiplied by \$20 per hour for FTE of specialist/property manager)	The expected cost of task \$38,160.	To be reported in the FY 2017 Moving Forward Annual Report
CE#2: Staff Time Savings			
Decrease total time to complete the task in staff hours	Total amount of staff time prior to implementation of the activity is 3,398 hours	Expected amount of total staff time dedicated 1,908 hours.	To be reported in the FY 2017 Moving Forward Annual Report
CE#3: Decrease in Error Rate of Task Execution			
Decrease in average error rate in rent calculation task as a percentage.	The average error rate of task prior to implementation of the activity will be set in FY2015.	The expected average error rate of task after implementation of the activity will be determined after the baseline is set.	To be reported in the FY 2017 Moving Forward Annual Report

CE#5: Increase in Agency Rental Revenues			
Increase in rental revenue in dollars	CHA had agency wide rental revenue of \$4,780,995.99	A projects rental revenue of \$2,798,379	To be reported in the FY 2017 Moving Forward Annual Report

SS#1: Increase in Household Income			
Average earned income of households participating in the Rent Reform activity	Average earned income prior to implementation \$13,326	Expected average earned income (2.5% increase) \$13,659	To be reported in the FY 2017 Moving Forward Annual Report
SS#3: Increase in Positive Outcomes in Employment Status			
Increase in the number of head(s) of households employed full-time	Head(s) of households employed full time prior to implementation of rent reform activity was 64	Expected head(s) of households employed full time 92	To be reported in the FY 2017 Moving Forward Annual Report
SS#4: Households Removed from Temporary Assistance for Needy Families (TANF)			
Decrease in number of households receiving TANF assistance	Households receiving TANF prior to implementation of the activity is not available, but as of FY2014 it is 231.	Expected number of households receiving TANF 205.	To be reported in the FY 2017 Moving Forward Annual Report
SS#5: Households Assisted by Services that Increase Self Sufficiency			
Increase in number of households receiving services aimed to increase self-sufficiency.	Households receiving self-sufficiency services prior to implementation of the activity is 291	Expected number of households receiving self-sufficiency services 295	To be reported in the FY 2017 Moving Forward Annual Report

SS#6: Reducing Per Unit Subsidy Costs for Participating Households			
Decrease in average amount of Section 8 and Section 9 subsidy per household affected by this policy in dollars	Average subsidy per household affected by this policy prior to implementation of the activity is \$547 for HCV HAP and \$359 for PH	Expected average Subsidy per household affected by this policy is \$605 for HCV HAP and \$262 for PH	To be reported in the FY 2017 Moving Forward Annual Report
SS#8: Households Transitioned to Self Sufficiency			
Increase in number of households transitioned to self-sufficiency ¹	Households transitioned to self-sufficiency (positive move out with no subsidy assistance) prior to implementation of the activity is 0.	Expected households transitioned to self-sufficiency (positive move out with no subsidy assistance) is 6.	To be reported in the FY 2017 Moving Forward Annual Report

* the average escrow balance includes households in the traditional FSS program and the Rent Reform Incentive accounts. The baseline for Section 9 subsidy includes properties that are now owned by Horizon

CHA has obtained a waiver and does not offer a flat rent under its MTW Rent Reform Initiative; instead a ceiling rent is used. For a full description of the Rent Reform Initiative see The Hardship Policy, Work Requirement, Rent Reform Overview and examples of alternative rent schedules included in the Appendices.

3. Indicate if the PHA anticipates any non-significant changes or modifications to the activity.

CHA does not have any modifications to report at this time.

4. Indicate if the PHA anticipates any changes or modifications to metrics, baselines, or benchmarks during the Plan year.

CHA does not have any modifications to report at this time.

2016-4 Implement a Single Platform for Inspections

1. List Approved activity that is utilizing MTW flexibility and specify plan year of implementation.

CHA received approval to standardize the inspection protocol for all programs during the FY2016 plan year. Utilization of UPCS inspection criteria for CHA's tenant based voucher program has not been implemented. Implementation is expected to begin in either late 2016 or 2017.

2. Description of Activity and update on its status.

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

Metric	Baselines	FY2017 Benchmark	Final Projected Outcome
CE#1: Agency Cost Savings			
Decrease total cost of re-inspection in dollars	\$73,208 cost for re-inspections in FY2015	\$24,403 cost for re-inspections in FY2017	To be reported in the FY2017 Moving Forward Annual Report
CE#2: Staff Time Savings			
Decrease total time to complete re-inspection in staff hours	3,748 hours spent on re-inspections	1249.50 hours on re-inspections in FY 2017	To be reported in the FY2017 Moving Forward Annual Report
CE#3: Decrease in Error Rate of Task Execution			
Average percent of re-inspections of initial inspections	55%	40%	To be reported in the FY2017 Moving Forward Annual Report

3. Indicate if the PHA anticipates any non-significant changes or modifications to the activity.

CHA does not have any modifications to report at this time.

4. Indicate if the PHA anticipates any changes or modifications to metrics, baselines, or benchmarks during the Plan year.

CHA does not have any modifications to report at this time.

2016-5 Controlled Program Moves

1. List Approved activity that is utilizing MTW flexibility and specify plan year of implementation.

CHA received approval to control program moves in the Housing Choice Voucher tenant-based program during the FY2016 plan year. The initiative was implemented during the first quarter of FY 2016.

2. Description of Activity and update on its status.

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

Mandatory:

- Abatement
- Breach of contract by owner
- Transfer of ownership where new owner is not participating in the HCV program
- Notice of Pending Foreclosure
- Under Housed
- Natural disasters that make the unit uninhabitable
- Decrease in the payment standard

Permissible:

- Domestic Violence
- Reasonable Accommodations
- Health or safety of a family member (e.g. lead-based paint hazards, domestic violence, and witness protection programs), or to address an emergency situation over which a family has no control.
- Educational opportunities
- Employment opportunities

The CHA will also deny a participant permission to make an elective move if the family is currently in a repayment agreement until they are paid in full will be denied if pending termination. This policy applies to moves within the PHA's jurisdiction or outside it under portability.

Third party documentation will be required for all requests inside of the 18- month period. Documentation examples include a job offer, school letter, police report, bank notices, or any documentation that verifies the legitimacy of the reason for the request to move inside of the 18-month period. Owner agreement to terminate may be applicable in some situations. This activity will apply to all tenant based voucher holders and port-ins.

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

Metric	Baseline	FY2017 Benchmark	Final Projected Outcome
CE#1: Agency Cost Savings			
Decrease in total cost of processing move requests	\$26,230 per Year	\$22,756 per Year	To be reported in the FY2017 Moving Forward Annual Report
CE#2: Staff Time Savings			
Decrease total staff time (in hours) to complete transfers	1,398 hours per Year	1,213 hours per Year	To be reported in the FY2017 Moving Forward Annual Report

3. Indicate if the PHA anticipates any non-significant changes or modifications to the activity.

CHA does not have any modifications to report at this time.

4. Indicate if the PHA anticipates any changes or modifications to metrics, baselines, or benchmarks during the Plan year.

CHA does not have any modifications to report at this time.

2016-6 Modified Definition of Elderly

1. List Approved activity that is utilizing MTW flexibility and specify plan year of implementation.

CHA received approval of modify the definition of elderly from 62 or older to 55 or older during FY2016 plan year. The initiative was implemented with RAD in the first quarter of FY 2016.

2. Description of Activity and update on its status.

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

Metric	Baseline	FY 2017 Benchmark	Final Projected Outcome
HC#1: Additional Units of Housing Made Available			
Number of new housing units made available for households at or below 80% AMI as a result of the activity	95	95	To be reported on in the FY2017 Annual Report
HC#3: Decrease in Wait List Time			
Average applicant time on wait list in months	11 years	11 years	To be reported on in the
HC#4: Displacement Prevention			
Number of near elderly households at or below 80% AMI that would lose assistance or need to move.	338	0	To be reported on in the FY2017 Annual Report
HC#5: Increase in Resident Mobility			
Number of households able to move to a better unit and/or neighborhood of opportunity as a result of the activity	77	77	To be reported on in the FY2017 Annual Report

3. Indicate if the PHA anticipates any non-significant changes or modifications to the activity.

CHA does not have any modifications to report at this time.

4. Indicate if the PHA anticipates any changes or modifications to metrics, baselines, or benchmarks during the Plan year.

CHA does not have any modifications to report at this time.

2015-1 Streamline Project-Based Vouchers (PBV) and Public Housing Regulations (ONLY APPLICABLE TO DEVELOPMENTS WITH PBV, PH and RAD-PBV AT THE SAME DEVELOPMENT)

Recommend to close out initiative. CHA will longer have properties with PBV and PH in the same development after RAD. CHA already has MTW approval to utilize UPCS

inspections protocol in lieu of HQS under the Implement a Single Platform for Inspections. Additionally, CHA has MTW approval for site based administration of the PBV Program under the Community Based Rental Assistance Program.

- 1) CHA received approval on June 24, 2014 in the FY2015 Annual Plan (April 1, 2014 – March 31, 2015) to streamline regulations of Project-Based Voucher (PBV) and Public Housing (PH) units in developments that house both. The agency implemented the activity in FY2015 after approval was received.
- 2) CHA modified its Project-Based voucher (PBV) and Public Housing policies to blend the programs and simplify administration when units reside in the same development/building. The activity was proposed due to property managers and residents finding the programs complex to administer within the same property. The management continues to keep separate waiting lists, however they are permitted to use the same tenant selection plan, grievance policy, Uniform Physical Condition Standards (UPCS- which is typically associated with public housing programs or Housing Quality Standards (HQS- which is typically associated with Housing Choice Voucher programs) inspections, and terminations procedures for both programs.

UPCS does not require initial inspections as HQS inspections do. However, based on CHA's MTW Agreement, the PBV units maintains initial inspections (which with HCV approval can utilize certified on-site maintenance supervisors to perform the move-in inspection using utilizing UPCS protocol; UPCS worksheets or software will be utilized. A standardized system of inspections such as UPCS ensures decent, safe and sanitary housing and minimizes the risk of substandard housing. Additionally, simplifying inspections to single inspections decreases errors in inspections which have to comply with multiple inspection standards. The PBV, RAD-PBV and PH units are both monitored for quality control by regular Asset Manager Visits, annual and biennial UPCS inspections or HQS inspections.

The management of each development creates policies eligibility, grievance, inspection, and terminations which would be approved by CHA's Administrative staff. CHA will charge a fee if the third party management uses CHA grievance panel. Third party management firms may also be responsible for costs associated with additional property inspections.

As part of its Streamline Project-Based Vouchers and Public Housing Regulations initiative, CHA will review the feasibility of converting existing public housing sites to project-based vouchers or contracts under the Rental Assistance Demonstration (RAD) program, subject to a determination that RAD conversion would: a) support the revitalization and long term preservation of selected RAD sites; b) be financially feasible; and c) provide adequate protections for current and future tenants. CHA may utilize MTW flexibility and MTW Block Grant Funding in its RAD transactions

subject to HUD approval. To the extent approvable by HUD on an individual transaction basis, CHA may consider RAD conversion for its public housing portfolio based on an analysis of capital needs and financial feasibility. Once converted, references are made to PH units in this document will be changed to RAD-PBV.

Metric	Baseline	FY2017 Benchmark	Final Projected
CE#1 Agency Cost Savings			
Decrease in total cost of Initial Third Party HQS Inspection in dollars	The current cost of HQS third party inspections is	\$0	To be reported in the FY 2017 Moving Forward
Decrease in total cost of Annual Third Party HQS Inspection in dollars	The current cost of Annual HQS inspection is \$55 per unit	\$0	To be reported in the FY 2017 Moving Forward
CE#2 Staff Time Savings			
Decrease total time to complete the Inspections in staff hours.	Total amount of Staff time Dedicated to Inspections prior to implementation of the activity is 272 hours	Activity is not expected to decrease because all units will continue to receive an annual inspection.	To be reported in the FY 2017 Moving Forward Annual Report
CE#3: Decrease in Error Rate of Task Execution			
Decrease in the average percent error rate in completing HQS inspections at mixed developments.	Average percent failed HQS inspections prior to implementation is 4%	Expected average percent failed HQS inspections after implementation is 0%.	To be reported in the FY 2017 Moving Forward Annual Report
Decrease in the average percent error rate in completing annual UPCS inspections at mixed developments	There is a 14.99% error rate prior to implementation of this activity	CHA anticipates no change in the error rate.	To be reported in the FY 2017 Moving Forward Annual Report

2009– 2 Agency Wide Biennial Reexaminations

1. CHA was approved in FY 2009 to conduct biennial reexaminations for elderly/disabled (implemented FY 2011 and approved to expand the activity in FY 2013 to the entire portfolio, and was implemented in FY 2014.
2. CHA implemented a biennial schedule in all CHA managed communities and all Housing Choice Voucher (HCV), including Veterans Affairs Supportive Housing (VASH), households regardless of sources of income or type of family. Families will not be required to report an increase in income including new employment, unless they are minimum renters and the family's rent will change as a result of the increase. Families may request an interim if there are changes to the family composition or there is a loss of income.
3. CHA is no longer requiring reporting during reexaminations
4. CHA does not anticipate any changes or modifications to metrics, baselines, or benchmarks.

2009– 3 Community Based Rental Assistance

1. List Approved activity that is utilizing MTW flexibility and specify plan year of implementation.

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

2. Description of Activity and update on its status.

CHA operates a Community Based Rental Assistance (CBRA) program (also known as the project based voucher program. This encompasses Traditional Project-Based voucher, Special Needs units (elderly, disabled, supportive service and homeless. and Local Rental Subsidy programs for implementation of Community Based Rental Assistance (CBRA). At the start of this initiative, the City of Charlotte produced a Quality of Life study which classified neighborhoods as “stable”, “challenged” or “threatened”. The City has discontinued use of those terms recognizing the potential negative impact of labeling neighborhoods. CHA now looks at the percent of households below the poverty level. The CBRA policy is also applicable to units converted to PBV under the Rental Assistance Demonstration (RAD) program

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

resident organizations, grievance procedures, etc. This streamlined approach creates consistency for residents and efficiencies in application for staff.

The CHA will delegate to the Owner Entities' professional management companies 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 CHA Administrative Plan. The Owner Entities' property management is also authorized to administer grievance processes/informal hearing process provided that no cause evictions are not permitted and all policies and practices comply with fair housing and other related requirements.

3. Indicate if the PHA anticipates any non-significant changes or modifications to the activity.

CHA does not have any modifications to report at this time.

4. Indicate if the PHA anticipates any changes or modifications to metrics, baselines, or benchmarks during the Plan year.

CHA does not have any modifications to report at this time.

Traditional Activity

1. List Approved activity that is utilizing MTW flexibility and specify plan year of implementation.

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

2. Description of Activity and update on its status.

CHA adopted a CBRA process (See Appendix L) to simplify the selection process in order to maximize the number of quality project-based voucher units throughout Charlotte. CHA revised the current Community Based Rental Assistance Policy to further increase efforts for deconcentrating poverty and expanding housing and economic opportunities.

3. Indicate if the PHA anticipates any non-significant changes or modifications to the activity.

CHA does not have any modifications to report at this time.

4. Indicate if the PHA anticipates any changes or modifications to metrics, baselines, or benchmarks during the Plan year.

CHA does not have any modifications to report at this time.

Supportive Housing Project-Based Activity

1. List Approved activity that is utilizing MTW flexibility and specify plan year of implementation.

CHA received approval to control program moves in the Housing for Persons with Disabilities, Special Needs, and Homeless program during the FY2009 plan year. The initiative was implemented during the first quarter of FY 2009.

2. Description of Activity and update on its status.

In FY2009, CHA was approved to implement Housing for Persons with Disabilities, Special Needs and Homeless. The activity was implemented in FY2009. The activity enables CHA to expand its role in the supportive housing community by leveraging funding and resources to social service and supportive housing providers. This will help alleviate the existing housing burden, as well as increase the income-based housing opportunities in the Charlotte community.

The activity has impacted Charlotte's supportive housing projects by enabling local agencies to produce additional units for the targeted population to fill a needed void in Charlotte's continuum of care. Without CHA's fund leveraging or resource commitment, projects may be delayed or not occur. In FY2015 CHA provided 35 PBV units for Moore Place and 15 for Supportive Housing Communities. Housing assistance for Supportive Housing Communities has been converted to local rental subsidy.

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

3. Indicate if the PHA anticipates any non-significant changes or modifications to the activity.

CHA does not have any modifications to report at this time.

4. Indicate if the PHA anticipates any changes or modifications to metrics, baselines, or benchmarks during the Plan year.

CHA does not have any modifications to report at this time.

Local Rental Subsidy Activity

1. List Approved activity that is utilizing MTW flexibility and specify plan year of implementation.

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

2. Description of Activity and update on its status.

The CHA may grant special admissions to referrals from partner agencies participating in the local Rental Subsidy Program and admit families that are not on the HCV waiting list or without considering the family's position on the HCV waiting list. However, referrals that are on the HCV waiting list will have preference. Families referred to CHA by partner agencies must meet HCV eligibility criteria and adhere to the partner's supportive services requirements for continued eligibility.

Partner agencies participating in the local Rental Subsidy program may impose voucher time limits based on their CHA-approved service delivery model.

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

- a. Charlotte Family Housing (CFH) receives 50 rental subsidies. The families referred through CFH are either working or participating in a self-sufficiency or educational program and earning less than 30% of the Area Median Income (AMI). CHA may subsidize up to 15 families that need employment at the time of admission. The CFH program targets families who are situationally or transitionally homeless and ready for transition from local shelters. The CFH program is a collaborative effort that joins local agencies that are already providing services to this population with funds from the faith community, the corporate community and the public sector. The goal is to help families achieve self-sufficiency within three to five years by providing comprehensive family development via social work, intensive case management and access to services while the family is permanently housed in a stable apartment community.

CFH has established operating procedures, landlord relationships and administrative staff to deliver wrap-around services and assist families in

locating suitable housing. The CFH partnership enables delivery of supportive services at no cost to CHA. CHA and CFH may modify the \$500 subsidy cap for working households due to the impact on larger families' ability to locate units below the CHA payment standard.

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

ASH case managers identify and refer homeless families at participating schools for participation in the local Rental Subsidy Program. CHA provides case management to referrals that meet HCV eligibility and Family Self-Sufficiency/Moving Forward Supportive Services program requirements. CHA has reduced ASH's voucher allocation from 50 to 35 due to 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.

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

- d. Urban Ministry Center (UMC) has received an allocation of vouchers to serve chronically homeless families and/or individuals with disabilities. The first phase of the local Rental Subsidy Program will be implemented in 2017 with 15 initial vouchers and may increase up to 120 voucher subsidies based on utilization.

Referrals for the UMC local Rental Subsidy Program are received by UMC 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 UMC local Rental Subsidy Program. Families must comply with HCV requirements and UMC supportive services to maintain continued eligibility.

3. Indicate if the PHA anticipates any non-significant changes or modifications to the activity.

CHA does not have any modifications to report at this time.

4. Indicate if the PHA anticipates any changes or modifications to metrics, baselines, or benchmarks during the Plan year.

CHA does not have any modifications to report at this time.

Metric	Baseline	FY2017 Benchmark	Final Projected
Traditional PBV			
CE#1: Agency Cost Savings			
Decrease of total cost of supportive services in dollars.	Cost of supportive services prior to implementation \$0	Expected cost of supportive services \$2,300.	To be reported in the FY 2017 Moving Forward Annual Report
CE#2: Staff Time Savings			

Decrease total time to complete the task (process PBV payments) in staff hours	Total amount of staff time dedicated to the task (process PBV payments) prior to implementation of the activity is 0	Expected amount of total staff time dedicated to the task (process PBV payments) is 9 hours monthly	To be reported in the FY 2017 Moving Forward Annual Report
CE#3: Decrease in Error Rate of Task Execution			
Decrease average error rate in completing a task (HAP calculation) as a percentage.	Average error rate of task prior to implementation of the activity is TBD during FY2015	Expected average error rate of task TBD	To be reported in the FY 2017 Moving Forward Annual Report
Supportive Housing Project-Based Activity			
CE#4: Increase in Resources Leveraged			
Increase in amount of funds leveraged in dollars	Amount of leverage prior to implementation of the activity is \$0.	Expected amount leveraged is \$2,300 per family for supportive services	To be reported in the FY 2017 Moving Forward Annual Report
HC#5: Increase in Resident Mobility			
Number of new housing units made available for special needs, homeless or disabled households at or below 80% AMI as a result of the activity (increase)	Number of new housing units made available for special needs, homeless or disabled households at or below 80% AMI prior to the activity 114	Number of new housing units made available for special needs, homeless or disabled households at or below 80% AMI is expected to be 50	To be reported in the FY 2017 Moving Forward Annual Report

Local Rental Subsidy Activity			
CE#1: Agency Cost Savings			
Decrease in total cost of average HAP in dollars	Cost of task prior to implementation of the activity TBD	Expected cost of task after implementation of the activity TBD	To be reported in the FY 2017 Moving Forward Annual Report
CE#2: Staff Time Savings			
Decrease in total time to complete the task (process HAP) in staff hours	Total amount of staff time (process HAP) dedicated to the task prior to implementation of the activity is 0.	Expected amount of total staff time (process HAP) dedicated to the task is 3 hours monthly.	To be reported in the FY 2017 Moving Forward Annual Report
CE#3: Decrease in Error Rate of Task Execution			
Decrease average error rate in completing a task (HAP calculation) as a percentage.	Average error rate of task prior to implementation of the activity is TBD during FY2015	Expected average error rate of task TBD	To be reported in the FY 2017 Moving Forward Annual Report
CE#4: Increase in Resources Leveraged			
Increase in amount of funds leveraged in dollars	Amount leveraged prior to implementation of the activity (supportive services) is \$0.	Expected amount leveraged for supportive services is \$5,000 per family.	To be reported in the FY 2017 Moving Forward Annual Report
SS#1: Increase in Household Income			

Increase in average earned income of households affected by this policy in dollars.	Average earned income of households affected by this policy prior to implementation of the activity is \$12,322 (FY14)	Expected average earned income of households affected by this policy is \$12,630 (2.5%)	To be reported in the FY 2017 Moving Forward Annual Report
SS#3: Increase in Positive Outcomes in Employment Status			
Employed Full Time	Head of households employed full time prior to implementation is	Expected head of households employed full time is 25.	To be reported in the FY 2017 Moving Forward Annual Report

Local Rental Subsidy Activity Cont.			
SS#4: Households Removed from Temporary Assistance for Needy Families (TANF)			
Decrease in number of households receiving TANF assistance.	Households receiving TANF prior to implementation of the activity is 0.	Expected number of households receiving TANF is 0.	To be reported in the FY 2017 Moving Forward Annual Report
SS#5: Households Assisted by Services that Increase Self Sufficiency			
Increase in number of households receiving services aimed to increase self-sufficiency.	Households receiving self-sufficiency services prior to implementation of the activity is 0.	Expected number of households receiving self sufficiency services is 50.	To be reported in the FY 2017 Moving Forward Annual Report
SS#6: Reducing Per Unit Subsidy Costs for Participating Households			
Decrease in total cost of task (cost of HAP) in dollars	Cost of task prior to implementation of the activity \$0	Expected cost of task (average HAP) \$485.	To be reported in the FY 2017 Moving Forward Annual Report
SS#8: Households Transitioned to Self Sufficiency			

Increase in number of households transitioned to self sufficiency ²	Households transitioned to self sufficiency (no subsidy) prior to implementation is 0.	Expected households transitioned to self sufficiency (no subsidy) is 0.	To be reported in the FY 2017 Moving Forward Annual Report
HC#5: Increase in Resident Mobility			
Increase in number of households able to move to a better unit and/or neighborhood of opportunity as a result of the activity.	Households able to move to a better unit and/or neighborhood of opportunity prior to implementation is 0.	Expected households able to move to a better unit and/or neighborhood of opportunity is 50.	To be reported in the FY 2017 Moving Forward Annual Report

3. Indicate if the PHA anticipates any non-significant changes or modifications to the activity.

CHA does not have any modifications to report at this time.

4. Indicate if the PHA anticipates any changes or modifications to metrics, baselines, or benchmarks during the Plan year.

CHA does not have any modifications to report at this time.

2009– 5 Moving Forward Supportive Services

1. List Approved activity that is utilizing MTW flexibility and specify plan year of implementation.

The Moving Forward Supportive Services was approved in the FY2009 Annual Plan. Implementation began in FY2009. The activity promotes work and self-sufficiency.

2. Description of Activity and update on its status.

Moving Forward Supportive Services are provided to three pilot groups. The Client Services Department formerly used Dillehay Courts and Southside Homes as comparison groups. As of FY2015 these two sites are no longer used because CHA’s Center for Employment Services (CES) began providing light employment and job training services at both Dillehay Courts and Southside Homes. Although voluntary and small in numbers at this time, it skews the data as comparison sites. Additionally, participation in biennial reexaminations results in updates or changes in income not being processed in Yardi (software system) until the reexamination, whereas in our supportive service programs CHA receives monthly updates and changes in income via end of month reporting from case managers.

Moving Forward Supportive Services-FSS Program:

The Charlotte Housing Authority is the agency offering the Moving Forward Supportive Services (MFSS) Program, which operates in our conventional sites located at Claremont, Victoria Square (Group 1) as well as in the Housing Choice Voucher (HCV) program. This program is the combination of the traditional family self-sufficiency (FSS) program and the newer MTW Moving Forward Self-Sufficiency program. In 2010, FSS contracts were no longer offered and those who were under a traditional FSS 5-year contract had the option to remain under their FSS contract or roll under the new Moving Forward Supportive Services program. Under this program, applicants must be willing to finish a high school diploma or earn a GED during participation in the program. During the first six (6) months they are encouraged to become employed a minimum of 20 hours per week and willing to enroll in school and/or job training. Applicants must demonstrate motivation towards self-sufficiency. Although the contract of participation is still a part of the Moving Forward Supportive Services program, a time frame is not set. Continual progress towards self-sufficiency is expected with an average program time being seven (7) years.

Moving Forward Supportive Services Program:

Beginning April 1, 2013, CHA began providing self-sufficiency programming to three conventional public housing sites: (Cedar Knoll, Leafcrest, and Tarlton Hills- Group 2) that were previously being served by an outside case management agency. As of FY2015, Grace Mar provides self-sufficiency programming to our relocated Boulevard Homes families (Group 2). As of June 2016, the supportive services portion of the Boulevard Homes HOPE VI Revitalization grant for the original residents who did not return to the revitalized site has ended.

Like the Moving Forward Group 1 program, applicants must be willing to finish a high school diploma or earn a GED during participation in the program. During the first six (6) months they are encouraged to become employed a minimum of 15 hours per week and be willing to enroll in school and/or job training. Applicants must demonstrate motivation towards self-sufficiency. Although the contract of participation is still a part of the Moving Forward program, a time frame is not set. Continual progress towards self-sufficiency is expected with an average program time being seven (7) years. Many of the active participants in this program have a lot of barriers to self-sufficiency.

Beginning February 1, 2017 CHA expanded supportive services programming to an additional 8 sites: (Dillehay, Robinsdale, Sunridge, Meadow Oaks, Wallace Woods, Savannah Woods, Mallard Ridge, and Galdedale). Like the Moving Forward Group 1 program, applicants must be willing to finish a high school diploma or earn a GED during participation in the program. During the first six (6) months they are encouraged to become employed a minimum of 20 hours per week and be willing

to enroll in school and/or job training. Applicants must demonstrate motivation towards self-sufficiency.

Metrics are determined on an annual basis due to program attrition.

CHA (Claremont, Victoria Square)			
Metric	Baseline (April 2014)	FY2017 Benchmark	Outcome
CE#1: Agency Cost Savings			
Decrease in total cost of average supportive services in dollars.	Total cost prior to implementation is \$2,300 per household	Expected cost of task is \$1,300 per household	To be reported in the FY 2017 Moving Forward Annual Report
CE#2: Staff Time Savings			
Total time to complete the task (case management) in staff hours	Total amount of staff time dedicated to the task prior to implementation is 100	Expected amount of total staff time dedicated to the task is 130 hours monthly	To be reported in the FY 2017 Moving Forward Annual Report
CE#3: Decrease in Error Rate of Task Execution			

Decrease in average error rate in completing a task (unemployed, inactive head of household) as a percentage.	Average error rate of task (unemployed, inactive head of household) prior to implementation is 0%	Expected error rate of task (unemployed, inactive head of household) 0%	To be reported in the FY 2017 Moving Forward Annual Report
CE#4: Increase in Resources Leveraged			
Increase in amount of funds leveraged in dollars	Amount leveraged prior to implementation is \$0	Expected amount leveraged is \$10,000	To be reported in the FY 2017 Moving Forward Annual Report

SS#1: Increase in Household Income			
Increase in average earned income (1% increase) of households affected by this policy in dollars.	Averaged earned income of households affected by this policy prior to implementation of the activity is \$13,779	Expected average earned income of households affected by this policy after implementation of this activity is \$14,585	To be reported in the FY 2017 Moving Forward Annual Report
SS#2: Increase in Household Savings			
Increase average amount of savings/escrow of households affected by this policy in dollars.	Average savings/escrow amount of households affected by this policy prior to implementation is \$1,517	Expected average savings/escrow amount of households affected by this policy is \$1,300 (1%)	To be reported in the FY 2017 Moving Forward Annual Report
SS#3: Increase in Positive Outcomes in Employment Status			

# Employed FT (32+)	23	≥25	To be reported in the FY 2017 Moving Forward
# Employed PT (1-31)	54	>30	To be reported in the FY 2017 Moving Forward
Enrolled in an Educational Program	2	2	To be reported in the FY 2017 Moving Forward
Enrolled in Job Training Program	2	2	To be reported in the FY 2017 Moving
Unemployed	≤23	≤23	To be reported in the FY 2017 Moving Forward
Other (workshop)	≤23	≤23	To be reported in the FY 2017 Moving Forward Annual Report

SS#4: Households Removed from TANF			
Decrease in number of households receiving TANF assistance	Households receiving TANF prior to implementation of the activity is 3	Households receiving TANF 3	To be reported in the FY 2017 Moving Forward Annual Report

SS#5: Households Assisted by Services that Increase Self Sufficiency			
Increase in number of households receiving services aimed to increase self-sufficiency.	Households receiving self-sufficiency services prior to implementation is 78	Expected number of households receiving self-sufficiency services is 60	To be reported in the FY 2017 Moving Forward Annual Report
SS#6: Reducing per Unit Subsidy Costs for Participating Households			
Decrease in average amount of Section 9 subsidy per household affected by this policy in dollars.	Average subsidy per household affected by this policy prior to implementation of this activity is \$391	Average subsidy per household affected by this policy \$282	To be reported in the FY 2017 Moving Forward Annual Report
SS#7: Increase in Agency Rental Revenue			
Increase in rental revenue in dollars	CHA had rental revenue of \$172,512	CHA projects rental revenue at the two properties to total \$188,181	To be reported in the FY 2017 Moving Forward Annual Report
SS#8: Households Transitioned to Self Sufficiency			
Increase in number of households transitioned to self-sufficiency.	Increase in number of households transitioned to self-sufficiency prior to implementation is 2	Increase in number of households transitioned to self-sufficiency 2	To be reported in the FY 2017 Moving Forward Annual Report

CHA (Cedar Knoll, Leafcrest, Tarlton Hills)			
Metric	Baseline (April 2014)	FY2017 Benchmark	Projected Final Outcome
CE#1: Agency Cost Savings			
Decrease in total cost of task (average supportive services) in dollars.	Cost of task (average supportive services) prior to implementation is \$2,600 per household	Expected cost of task is \$1,300 per household	To be reported in the FY 2017 Moving Forward Annual Report
CE#2: Staff Time Savings			
Total time to complete the task (case management) in staff hours	Total amount of staff time dedicated to the task prior to implementation is 120	Expected amount of total staff time dedicated to the task is 170 hours monthly	To be reported in the FY 2017 Moving Forward Annual Report
CE#3: Decrease in Error Rate of Task Execution			
Decrease in average error rate in completing a task (unemployed, inactive head of household) as a percentage	Average error rate of task prior to implementation of the activity is 47%	Expected average error rate of task is 42%	To be reported in the FY 2017 Moving Forward Annual Report
CE#4: Increase in Resources Leveraged			
Increase in amount of funds leveraged in dollars	Amount leveraged prior to implementation of the activity is \$0	Expected amount leveraged is \$10,000	To be reported in the FY 2017 Moving Forward Annual Report

SS#1: Increase in Household Income			
Increase in average earned income (0.5% increase) of households affected by this policy in dollars.	Average earned income of households affected by this policy prior to implementation of the activity is \$19,249	Expected average earned income of households affected by this policy is \$16,397	To be reported in the FY 2017 Moving Forward Annual Report
SS#2: Increase in Household Savings			
Increase average amount of savings/escrow of households affected by this policy in dollars.	Average savings/escrow amount of households affected by this policy prior to implementation is \$548	Expected average savings/escrow amount of households affected by this policy is \$1,000	To be reported in the FY 2017 Moving Forward Annual Report
SS#3: Increase in Positive Outcomes in Employment Status			
# Employed FT (32+)	22	≥ 22	To be reported in the FY 2017 Moving Forward Annual Report
# Employed PT (1-31)	37	≥ 23	To be reported in the FY 2017 Moving Forward Annual Report
Enrolled in an educational program	11	5	To be reported in the FY 2017 Moving Forward Annual Report
Enrolled in job training Program	11	5	To be reported in the FY 2017 Moving Forward Annual Report
Unemployed	56	≤ 83	To be reported in the FY 2017 Moving Forward Annual Report
Other (workshop)	2	≥ 31	To be reported in the FY 2017 Moving Forward Annual Report

SS#4: Households Removed from TANF			
Decrease in number of households receiving TANF assistance.	Households receiving TANF prior to implementation of the activity is 7.	Expected number of households receiving TANF is 7.	To be reported in the FY 2017 Moving Forward Annual Report
SS#5: Households Assisted by Services that Increase Self Sufficiency			
Increase number of households receiving services aimed to increase self-sufficiency	Households receiving self-sufficiency services prior to implementation of the activity is 106	Households expected to receive self-sufficiency services is ≤ 72	To be reported in the FY 2017 Moving Forward Annual Report.
SS#6: Reducing per Unit Subsidy Costs for Participating Households			
Decrease average amount of Section 9 subsidy per household affected by this policy in dollars.	Average subsidy per household affected by this policy prior to implementation is \$397	Expected average subsidy per household affected by this policy \$304	To be reported in the FY 2017 Moving Forward Annual Report
SS#7: Increase in Agency Rental Revenue			
Increase in rental revenue in dollars	CHA had rental revenue of \$319,241 at these sites	CHA projects rental revenue at these three sites to be \$331,092	To be reported in the FY 2017 Moving Forward Annual Report

SS#8: Households Transitioned to Self Sufficiency			
Increase number of households transitioned to self-sufficiency ⁴	Households transitioned to self-sufficiency (no subsidy) prior to implementation is 3	Expected households transitioned to self-sufficiency (no subsidy) is 3	To be reported in the FY 2017 Moving Forward Annual Report

NOTES:

1.All metrics are taken from the FY16 program metrics

CHA (Expansion Sites: Dillehay, Robinsdale, Sunridge, Meadow Oaks, Wallace Woods, Savannah Woods, Mallard Ridge, and Galdedale)			
Metric	Baseline (April 2014)	FY2017 Benchmark	Projected Final
CE#1: Agency Cost Savings			
Decrease in total cost of task (average supportive services) in dollars.	Prior to implementation of the activity is \$2,600 per household	Expected cost of task is \$1,300 per household	To be reported in the FY 2017 Moving Forward Annual Report
CE#2: Staff Time Savings			
Total time to complete the task (case management) in staff hours	Total amount of staff time prior to implementation is 120.	Expected amount of total staff time is 170 hours monthly	To be reported in the FY 2017 Moving Forward Annual Report

CE#3: Decrease in Error Rate of Task Execution			
Decrease in average error rate in completing a task (unemployed, inactive head of household) as a percentage	Average error rate of task prior to implementation is 47%	Expected average error rate of task is 42%	To be reported in the FY 2017 Moving Forward Annual Report
CE#4: Increase in Resources Leveraged			
Increase in amount of funds leveraged in dollars	Amount leveraged prior to implementation is \$0	Expected amount leveraged is \$10,000.	To be reported in the FY 2017 Moving Forward Annual Report
SS#1: Increase in Household Income			
Increase in average earned income (0.5% increase) of households affected by this policy in dollars	Average earned income of households affected by this policy prior to implementation is \$19,249	Expected average earned income of households affected by this policy is \$13,193	To be reported in the FY 2017 Moving Forward Annual Report
SS#2: Increase in Household Savings			
Increase average amount of savings/escrow of households affected by this policy in dollars	Average savings/escrow amount of households prior to implementation is \$548	Expected average savings/escrow amount of households affected by this policy is \$0	To be reported in the FY 2017 Moving Forward Annual Report
SS#3: Increase in Positive Outcomes in Employment Status			
# Employed FT (32+)	22	<u>>20</u>	To be reported in the FY 2017 Moving Forward Annual Report
# Employed PT (1-31)	37	<u>>20</u>	To be reported in the FY 2017 Moving Forward Annual Report

Enrolled in an Educational Program	11	1	To be reported in the FY 2017 Moving Forward Annual Report
Enrolled in Job Training Program	11	1	To be reported in the FY 2017 Moving Forward Annual Report
Unemployed	56	≤ 128	To be reported in the FY 2017 Moving Forward Annual Report
Other (workshop)	2	≥ 30	To be reported in the FY 2017 Moving Forward Annual Report
SS#4: Households Removed from TANF			
Decrease in number of households receiving TANF assistance	Households receiving TANF prior to implementation is 7	Expected households receiving TANF is 70	To be reported in the FY 2017 Moving Forward Annual Report
SS#5: Households Assisted by Services that Increase Self Sufficiency			
Increase number of households receiving services aimed to increase self sufficiency	Households receiving self sufficiency services prior to implementation is 106	Expected number of households receiving self sufficiency services is <u><259</u>	To be reported in the FY 2017 Moving Forward Annual Report

SS#6: Reducing per Unit Subsidy Costs for Participating Households			
Decrease average amount of Section 9 subsidy per household affected by this policy in dollars.	Average subsidy per household affected by this policy prior to implementation is \$397	Expected average subsidy per household affected by this policy \$304	To be reported in the FY 2017 Moving Forward Annual Report
SS#7: Increase in Agency Rental Revenue			
Increase in rental revenue in dollars	CHA had rental revenue of \$319,241 at these sites	CHA projects rental revenue at these three sites to be \$331,092	To be reported in the FY 2017 Moving Forward Annual Report
SS#8: Households Transitioned to Self Sufficiency			
Increase number of households transitioned to self sufficiency ⁴	Households transitioned to self-sufficiency (no subsidy) prior to implementation is 3	Expected households transitioned to self- sufficiency (no subsidy) is 1	To be reported in the FY 2017 Moving Forward Annual Report

3. Indicate if the PHA anticipates any non-significant changes or modifications to the activity.

CHA does not have any modifications to report at this time.

4. Indicate if the PHA anticipates any changes or modifications to metrics, baselines, or benchmarks during the Plan year.

CHA modified the baselines and benchmarks to reflect the population being served at the development. The resident demographics may transition year to year as households move in or out of the development. The level of services may vary due to that transition.

2009– 8 Land Acquisition for Future Use

1. List Approved activity that is utilizing MTW flexibility and specify plan year of implementation.

The agency was approved to implement land acquisition for future affordable housing in FY2009 Annual Plan. Implementation began in the first quarter of FY2009. The activity promotes work and self-sufficiency.

2. Description of Activity and update on its status.

MTW flexibility allows CHA to acquire sites without prior HUD approval, providing that the agency certifies that HUD site selection requirements have been met. This allows CHA to be proactive and competitive in the market when land becomes available. With CHA’s plan to increase the number of affordable housing opportunities, acquiring land is an option to be considered. Currently, CHA has met with City and County officials who own parcels of land contiguous to the Charlottetown Terrace site. Discussions have centered around a land swap as the County is undergoing land assemblage to increase the existing park and other improvements to the surrounding area. The land to be acquired will allow future possibilities of affordable housing. The CHA continues to monitor the market for land opportunities to advance our development program that provides opportunities for housing choice.

Metric	Baseline	FY2017 Benchmark	Final Projected Outcome
HC#1: Additional Units of Housing Made Available			
Increase in number of new housing units made available for households at or below 80% AMI as a result of the activity.	There were 0 housing units of this type prior to implementation of this activity.	There are 0 units planned for FY2017.	To be reported in the FY2017 Moving Forward Annual Report

3. Indicate if the PHA anticipates any non-significant changes or modifications to the activity.

CHA does not have any modifications to report at this time.

4. Indicate if the PHA anticipates any changes or modifications to metrics, baselines, or benchmarks during the Plan year.

CHA does not have any modifications to report at this time.

2008- 2 Participant and Landlord Tracking Program

1. List Approved activity that is utilizing MTW flexibility and specify plan year of implementation.

CHA received approval in the FY2008 annual plan to implement a Participant and Landlord Tracking Program. The activity was implemented in FY2008. The agency began tracking the locations of Housing Choice Vouchers in order to address de-concentration of poverty and increase access to affordable housing opportunities in

non-concentrated areas.

2. Description of Activity and update on its status.

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

The results of the mapping indicated that 75% (3,206 of 4,268) of Housing Choice Voucher holders reside in 8 concentrated zip codes within the City of Charlotte (28205, 28208, 28212, 28213, 28215, 28216, 28217, and 28269). CHA began including information on the benefits of residing in low poverty areas in the voucher briefings. CHA would like to note that this is not a designed mobility initiative where additional or special services are being provided. CHA provides the same briefing material to all new voucher holders and port-ins which includes information on neighborhoods of opportunity. Existing voucher holders are provided the same type of information (mindful of violating fair housing by steering) when inquiries are made. It is noted that the percent change can be impacted by the utilization rate and number of vouchers available; therefore, the actual number of vouchers in the concentrated area is critical to realizing movement for de-concentration purposes.

CHA has worked on reducing this percentage by actively visiting apartment complex management companies, speaking with landlords who own or manage properties outside of the concentrated areas and also by encouraging participants to consider the entire county when they are looking for a home. CHA has also incorporated a listing of amenities in non-concentrated zip codes in the initial briefing package. Additionally, CHA has formed a Landlord Advisory Group to assist in recruiting properties for Housing Choice Voucher leases and is in the process of forming a Neighborhood Advisory Group to solicit suggestions and feedback on how to improve the perception of the Housing Choice Voucher program.

Metric	Baseline	FY2017 Benchmark	Final Projected Outcome
HC#5: Increase in Resident Mobility			
Number of households able to move to a better unit and/or neighborhood of opportunity as a result of the activity (increase)	Households able to move to a better unit and/or neighborhood of opportunity prior to implementation of the activity is 1,062 neighborhoods of opportunity	Expected households able to move to a better unit and/or neighborhoods of opportunity 1,280	To be reported in the FY 2017 Moving Forward Annual Report

3. Indicate if the PHA anticipates any non-significant changes or modifications to the activity.

CHA does not have any modifications to report at this time.

4. Indicate if the PHA anticipates any changes or modifications to metrics, baselines, or benchmarks during the Plan year.

CHA does not have any modifications to report at this time.

2008– 2 Adopt Investment Policies Consistent with State Law

1. List Approved activity that is utilizing MTW flexibility and specify plan year of implementation.

HUD approved the Adoption of Investment Policies that are Consistent with State Law to achieve a portfolio which is safer, more liquid and obtains competitive yield in FY2009. CHA follows 2 CFR part 200 and any associated rules and guidance with regard to cash management. The agency implemented this initiative in the first quarter of FY2009.

2. Description of Activity and update on its status.

This activity has allowed CHA to achieve higher earnings on idle funds in a safer, more liquid environment. The interest rates during the baseline period averaged 4.41% per month. The current average interest rate is .12% due to the economy. In past years, CHA experienced a higher interest rate under the new portfolio strategy since implementation began in 2009, resulting in a higher net portfolio return which achieves greater cost effectiveness in Federal expenditures

Metric	Baseline	FY2017 Benchmark	Projected Final Outcome
CE#4: Increase in Resources Leveraged			
Increase amount of funds Leveraged in dollars	The amount of funds leveraged prior to the start of this activity was \$0.	The expected amount of funds leveraged after implementation of this activity is \$30,000	To be reported in the FY 2017 Moving Forward Annual Report

3. Indicate if the PHA anticipates any non-significant changes or modifications to the activity.
CHA does not have any modifications to report at this time.
4. Indicate if the PHA anticipates any changes or modifications to metrics, baselines, or benchmarks during the Plan year.
CHA does not have any modifications to report at this time.

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

1. List Approved activity that is utilizing MTW flexibility and specify plan year of implementation.
CHA received approval to implement increasing the acquisition of existing/rehabilitation of existing multi-family properties; in the FY2008-2009 MTW Annual Plan. Implementation began in FY2009. In FY2012, CHA received approval to expand this initiative to acquire and rehabilitate existing multi-family properties in mixed income communities. CHA is anticipating the purchase of expiring tax credit and market rate units. CHA is actively seeking existing multi-family properties to facilitate our multi-phased RAD portfolio award. CHA desires to acquire approximately 402 units to replace the 134 units at Dillehay Court. CHA’s goal includes mixed income and to achieve this goal, multiple properties are required to de-concentrate poverty. CHA seeks to eliminate 100% family very low income properties from its portfolio.
2. Description of Activity and update on its status.
CHA has found acquisition to be more cost effective and, at times, it has allowed the agency to add more units to the inventory in a shorter period of time than new construction. Unfortunately, construction costs have increased from \$120,000 per unit to 180,000 or more per unit depending on constructing type. Another challenge is the slow recovery of the single family market which continues to impact the availability of multi-family properties wherein the demand outstrips the supply creating higher than average demand limiting

opportunities for acquisitions in the Charlotte Market, however, we continue to look for opportunities. Individuals who reside within the acquired properties will be processed as necessary in accordance with the Uniform Relocation Act.

Metric	Baseline	FY2017 Benchmark	Final Projected Outcome
CE#1: Agency Cost Savings			
Decrease in total cost of unit acquisition	Cost of acquiring new units prior to implementation was \$120,000 per unit	Expected cost of acquiring existing units is \$180,000 per unit	To be reported in the FY2017 Moving Forward Annual Report
HC#1: Additional Units of Housing Made Available			
Increase in number of new housing units made available for households at or below 80% AMI as a result of the activity.	There were 0 housing units of this type prior to implementation of this activity.	Expected number of housing units of this type is 402	To be reported in the FY2017 Moving Forward Annual Report
HC#4: Displacement Prevention			
Decrease in number of households at or below 80% AMI that would lose assistance or need to move.	Households losing assistance/moving prior to implementation of the activity was 0	Expected households losing assistance/moving after implementation of the activity is 0 for FY2017	To be reported in the FY2017 Moving Forward Annual Report
HC#5: Increase in Resident Mobility			
Increase in number of households able to move to a better unit and/or neighborhood of opportunity as a result of the activity.	Households able to move to a better unit and/or neighborhood of opportunity prior to implementation was 0	Expected households able to move to a better unit and/or neighborhood of opportunity is 0 for FY2017	To be reported in the FY2017 Moving Forward Annual Report

- CHA does not anticipate any non-significant changes or modifications to the activity during the Plan year.

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

2011-2 Local Non-Traditional Initiatives

2011-2 Convert Units to Public Housing

Recommend to close out activity due to RAD conversion. The 60 Supportive Housing Innovative Partnership (SHIP) units will now be considered Supportive Housing units under our Community Based Rental Assistance Policy.

- 1) CHA was approved to implement an activity to utilize public housing unit to serve homeless families at Hampton Creste Apartments and to implement a supportive self-sufficiency program in a 2nd amendment to the FY2011 Annual Plan. The agency began implementation in FY2011.

- 2) The apartments are owned by CHA’s non-profit subsidiary, Horizon Development Properties, Inc. and have been refinanced and rehabilitated into a mixed-income community. The activity was branded the Supportive Housing Innovative Partnership (SHIP) at Hampton Creste. The Salvation Army (TSA) is responsible for providing the supportive services.

There are 60 ACC units operating as part of the community partnership to serve homeless families (intensive home-based case management and evidence-based programs and services that address severe emotional, social, developmental, educational, and employment challenges that homeless families may face entering permanent housing are provided); 40 of the units are restricted to families making 40% area median income and the remaining 113 units are restricted to families making 80% area median income.

Metric	Baseline	FY2017 Benchmark	Final Projected Outcome
CE#4: Increase in Resources Leveraged			
Increase of funds leveraged in dollars	Amount leveraged prior to is \$0	Expected amount leveraged is \$160,000 Annually	To be reported in the FY 2017 Moving Forward Annual Report

SS#1: Increase in Household Income			
Increase in average earned income of households affected by this policy in dollars.	Average earned income of households affected by this policy prior to implementation is \$5,331 (28 families)	Expected average earned income of households affected by this policy is \$3,629 (57 families)	To be reported in the FY 2017 Moving Forward Annual Report
SS#4: Increase in Positive Outcomes in Employment Status			
Employed Full-Time	Head of households employed full-time prior to implementation of the activity is 15	Expected head of households employed full-time is 19	To be reported in the FY 2017 Moving Forward Annual Report
SS#4: Households Removed from TANF			
Decrease number of households receiving TANF assistance	Households receiving TANF prior to implementation of the activity is 12	Expected number of households receiving TANF is 24	To be reported in the FY2017 Moving Forward Annual Report
SS#5: Households assisted by Services that Increase Self Sufficiency			
Increase in the number of households receiving services aimed to increase self sufficiency	There were 0 housing units of this type prior to implementation.	CHA expects 60 households to be receiving self-sufficiency services	To be reported in the FY 2017 Moving Forward Annual Report

SS#6: Reducing Per Unit Subsidy Costs for Participant Households			
Decrease in average amount of Section 9 subsidy per household affected by this policy in dollars	Average subsidy per household affected by this policy prior to implementation of the activity is \$0	Expected average subsidy per household affected by this is \$224	To be reported in the FY2017 Moving Forward Annual Report

SS#7: Increase in Agency Rental Revenue			
Increase in rental revenue in dollars	CHA had rental revenue of \$0	CHA anticipates rental revenue for this property to be \$161,558	To be reported in the FY2016 Moving Forward Annual Report

SS#8: Households Transitioned to Self Sufficiency			
Increase in the number of households transitioned to self-sufficiency ⁵	There were 0 households transitioned to self-sufficiency prior to this activity.	CHA anticipates 2 households to transition to housing with no subsidy.	To be reported in the FY2016 Moving Forward Annual Report

HC#5: Increase in Resident Mobility			
Increase in number of households able to move to a better unit and/or neighborhood of opportunity as a result of the activity.	Households able to move to a better unit and/or neighborhood of opportunity prior to implementation of the activity is 0.	Expected households able to move to a better unit and/or neighborhood of opportunity is 60	To be reported in the FY2016 Moving Forward Annual Report

2011-3 New Construction of Affordable Units

1. List Approved activity that is utilizing MTW flexibility and specify plan year of implementation.

The activity was approved in March 2010 as Construction of The Vistas at 707 (formerly Lofts at Seigle Point) as a first amendment to the FY2011 plan. The activity was implemented in FY2011. The activity was renamed New Construction of Affordable Units to serve a broader scope with an amendment approval in FY2012.

2. Description of Activity and update on its status.

CHA proposes to develop properties into mixed-income communities. The projects will include units intended for a wide range of income levels, from market rate to units that are affordable to those earning less than 30% area median income (AMI). Adding these units will increase housing choices for those needing affordable housing. The selected environment will be an ideal situation for residents to excel in CHA's Moving Forward program.

- 1) There are currently other projects under this activity:

- Tall Oaks – CHA has received an award of tax credits on the Tall Oaks property and is actively pursuing a RAD conversion. The construction of units will be completed by the end of 2017.
- Approximately eighty-five (85) units will be constructed on an existing parcel utilizing 501(c) 3 Bonds
- Approximately 100 units will be constructed on newly acquired land utilizing 501© 3 Bonds, or other financing.

- 2) There are currently other projects under this activity:

- Tall Oaks – CHA has received an award of tax credits on the Tall Oaks property and is actively pursuing a RAD conversion. The construction of units will be completed by the end of 2017.
- Approximately eighty-five (85) units will be constructed on an existing parcel utilizing 501(c) 3 Bonds
- As we continue moving forward with development efforts, CHA may be consider for redevelopment or

demolition/disposition for Tarlton Hills.

- In 2017, CHA/HDP will continue redevelopment efforts at the Strawn site.

Metric	Baseline	FY2017 Benchmark	Projected Final Outcome
HC#1: Additional Units of Housing Made Available			
Increase in number of new housing units made available for households at or below 80% AMI as a result of the activity.	There were 0 housing units of this type prior to implementation of this activity.	Expected housing units of this type is 373	To be reported in the FY 2017 Moving Forward Annual Report
HC#5: Increase in Resident Mobility			
Increase in number of households able to move to a better unit and/or neighborhood of opportunity as a result of the activity	Households able to move to a better unit and/or neighborhood of opportunity prior to implementation of the activity is 0.	Expected households able to move to a better unit and/or neighborhood of opportunity is 0.	To be reported in the FY 2017 Moving Forward Annual Report

3. CHA does not anticipate any non-significant changes or modifications to the activity during the Plan year.
4. CHA does not anticipate any changes or modifications to the metrics, baselines or benchmarks during the Plan year.

Activities Not Implemented Yet

N/A

Activities On Hold

Acquisition of General Partnership Interest

Acquire the General Partnership interest in the Little Rock Apartments

This activity was approved in March 2010, but was made as a first amendment to the FY2011 plan. In June, 2011, CHA, acting through its subsidiary Horizon Acquisition Corp. (Horizon), acquired the general partnership interest in Little Rock Apartments, a 240-unit Section 8 multi-family project adjacent to the Boulevard Homes site (now known as

The Renaissance).

Due to budget restraints, CHA's endeavor to provide services and opportunities to Little Rock's residents such as self-sufficiency and employment services is delayed

Once a plan for services has been approved, appropriate baselines, benchmarks, and measures will be developed and implemented.

Closed Out Activities

Triennial Reexamination

CHA received approval in FY2016 to conduct triennial reexaminations for households designated as elderly and disabled families.

CHA plans to implement triennials in FY2017; however, this activity is being closed out because MTW flexibility is no longer needed for this activity.

The activity is closed out effective FY2016.

Biennial Inspection of Housing Choice Voucher Units

CHA received approval June 24, 2014 to conduct biennial inspections. The agency began implementing in November 2015.

CHA continues to conduct biennials inspections; however, this activity is being closed out because MTW flexibility is no longer needed for this activity. All public housing authorities can conduct biennial inspections

This activity is out effective FY 2016.

Public Housing No Assistance Termination Policy **(MIXED-INCOME COMMUNITIES ONLY):**

CHA received approval June 24, 2014 in the FY2015 Annual Plan (April 1, 2014 – March 31, 2015) to implement a policy that terminates public housing assistance for households no longer using the subsidy in mixed- income communities.

This activity has been combined with 2017-1-Modified Terms of Over Subsidy.

This activity will be closed-out effective fiscal year end 2016 (following HUD

approval of the FY 2017 Plan and RAD Conversion).

Biennial Review Process

A biennial review process for elderly and disabled heads of households was approved by HUD for FY2009. Implementation of the *Biennial Review Process* began December 2010.

The activity is being closed out because the agency has implemented an agency wide Biennial Reexamination Process. The elderly and disabled will be reported on as part of the entire agency report on reexaminations skipped/conducted.

The activity was closed out FYE 2013.

Site-Based Waiting Lists for Public Housing and Project-Based Housing Choice Voucher

CHA was approved to *implement the site-based waiting lists for public housing and Project-Base Housing Choice Voucher units* in FY2009. The activity began in the same year.

CHA continues to manage the waiting lists for public housing and project-based voucher units at the site level. CHA considers this activity a success due to no 3rd offers in FY2013.

This activity was closed out effective FYE 2013.

Good Neighbor Training

CHA proposed the *Good Neighbor Training (GNT)* activity in FY2008. The activity implementation began in FY2008 for HCV households and 2011 for Public Housing households. The training is designed to assist families' acclimation to a neighborhood. Participants learn more about being "Good Neighbors" by focusing on topics such as building codes and standards, property maintenance, basic zoning regulations, home maintenance, neighborhood involvement, school and amenities locations, and conflict resolution.

CHA continues to provide mandated GNT, which is conducted by CHA staff, to all new Housing Choice Voucher and public housing applicants entering the program. Good Neighbor Training for public housing and Housing Choice Voucher existing program participants has been completed. Port-Ins are also required to complete Good Neighbor Training.

This activity was closed out effective December 2014. CHA no longer requires the waiver to hold GNT since it has been incorporated into the briefing and all existing participants have been trained.

2009 – 6 Youth Initiatives

In FY2009, CHA was approved to establish a Cooperative Agreement to Form Partnerships with Communities In School (CIS), Charlotte-Mecklenburg Schools (CMS), Partners in Out of School Time (POST), and the Charlotte Housing Authority Scholarship Fund (CHASF) in order to connect CHA participants to programs and services that address truancy, post-secondary education preparation and academic performance improvement. The Agreement has expired; however, CHA's focus continues to be on providing services for youth that are assisted by CHA housing programs as a means to help break the cycle of generational poverty.

CHA has not renewed the annual contract for Communities in Schools (CIS), a nationally recognized nonprofit organization providing dropout prevention services for at-risk youth. CIS's data was reporting aggregate data and did not allow CHA to see the progress of its student population. The authority will be seeking other partners and initiatives which can provide outcomes for the desired metrics for CHA's student portfolio.

This activity was closed out effective March 31, 2015. CHA no longer requires the waiver to administer the Youth activities because the partners are not using any MTW flexibilities. MTW funding is only used on one of the activities, therefore, the activity will be reported on in the single fund budget area of the Sources and Uses.

SOURCES and USES of MTW Funds

The Sources and Uses of Funds are reported in the HUD mandated format for the MTW Annual Plan submission. Please Note: 1) The HUD FDS line items listed are pre-populated. CHA has a source (revenue) that is not listed as an option in the listed items. 2) This is an estimated budget for 2018. The budget will be approved and adopted by the Board of Commissioners in December, 2017.

Form 50900: Elements for the Annual MTW Plan and Annual MTW Report

Attachment B

(V) Sources and Uses of Funds

Annual MTW Plan

V.1. Plan. Sources and Uses of MTW Funds

A. MTW Plan: Sources and Uses of MTW Funds

Estimated Sources of MTW Funding for the Fiscal Year

PHAs shall provide the estimated sources and amounts of MTW funding by FDS line item.

Sources

FDS Line Item	FDS Line Item Name	Dollar Amount
70500 (70300+70400)	Total Tenant Revenue	299724
70600	HUD PHA Operating Grants	70050655
70610	Capital Grants	505968
70700 (70710+70720+70730+70740+70750)	Total Fee Revenue	

71100+72000	Interest Income	
71600	Gain or Loss on Sale of Capital Assets	
71200+71300+71310+71400+71500	Other Income	11639745
70000	Total Revenue	82496092

Estimated Uses of MTW Funding for the Fiscal Year

PHAs shall provide the estimated uses and amounts of MTW spending by FDS line item.

Uses		
FDS Line Item	FDS Line Item Name	Dollar Amount
91000 (91100+91200+91400+91500+91600+91700+91800+91900)	Total Operating - Administrative	6012093
91300+91310+92000	Management Fee Expense	2478874
91810	Allocated Overhead	
92500 (92100+92200+92300+92400)	Total Tenant Services	3221051
93000 (93100+93600+93200+93300+93400+93800)	Total Utilities	287671
93500+93700	Labor	233531
94000 (94100+94200+94300+94500)	Total Ordinary Maintenance	972990
95000 (95100+95200+95300+95500)	Total Protective Services	27261
96100 (96110+96120+96130+96140)	Total insurance Premiums	92875
96000 (96200+96210+96300+96400+96500+96600+96800)	Total Other General Expenses	115360
96700 (96710+96720+96730)	Total Interest Expense and Amortization Cost	

97100+97200	Total Extraordinary Maintenance	
97300+97350	Housing Assistance Payments + HAP Portability-In	69417760
97400	Depreciation Expense	
97500+97600+97700+97800	All Other Expenses	
90000	Total Expenses	82859466

Describe the Activities that Will Use Only MTW Single Fund Flexibility

Center for Employment Services (CES) - During the time period of January – June, 2017 CES has placed 47 CHA residents in jobs. In addition, 41 CHA residents were provided with individual employment screenings and assessments. CES continues to provide outreach to all CHA properties as well as the west corridor communities of Charlotte. This past year Grace-Mar Services interviewed over 399 job seekers. Grace-Mar Services continues to provide free, onsite employment assessments and direct job placements. 53% of CHA residents that connect with CES and Grace-Mar gained employment. Over the past year, CES has developed strong relationships with many local employers. HMS Host is the world's largest provider of food and beverages service for travelers. Their partnership with CES in 2017 has provided a number of CHA residents with job opportunities through onsite hiring events in the Arbor Glen and Southside Homes Communities of CHA. In 2018, CES will explore creative ways to expand training services with various certification programs connecting with occupations-in-demand in Charlotte. In addition, CES will work with the Client Services Department's expanding supportive services program to continue connecting people to the center.

With Every Heart Beat is Life (WEHL) - The With Every Heartbeat is Life Program educates our residents on the importance of cardiovascular disease awareness, making healthy food selections, and the importance of physical activity. Since 2009, CHA has participated in the National Heart, Lung, and Blood Institute (NHLBI) With the Every Heartbeat is Life(WEHL) initiative. The Goals of the WEHL program for 2017 will consist of continuing to promote the EHL program throughout all CHA communities. Proposed activities include:

- *Successfully completing a minimum of a 10- week class session
- *Successfully graduate a minimum of 75 residents

* Continue to promote residents to increase their physical activities and consumption of fresh fruits and veggies.

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

Since the program's inception, over 20 CHA residents have been trained to be Community Health Workers. To date, there are currently two (2) residents who are actively Community Health Workers. The Community Health Worker plays a key role in promoting better health in African American communities. They help residents learn about health issues and show them ways to live healthier lives. Community Health Workers use a manual to train residents, picture cards, recipe booklet featuring heart healthy dishes, and a booklet highlighting techniques families can use to start or maintain activities that promote a heart healthy lifestyle.

To date, there have been 21 classes completed with a total of 671 participants engaging in the WEHL program. The total number of graduates for 2016 was 63. All participants that successfully completed the WEHL program have demonstrated increased knowledge in signs and symptoms of a stroke and heart attack. Additionally, they now have the ability to recognize a healthy BMI (Body Mass Index), a healthy blood pressure reading and a healthy glucose reading. The With Every Heartbeat is Life Program strongly believes in the each one teach one principle. This means sharing what you learn with others. This method is used to educate Public Housing Communities through Mecklenburg County in hopes of developing healthy communities and a Heart Healthy population.

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

Motivate! Behind every successful person is a history of determination. We promote self-motivation within our students through a combination of rewards and recognition. We believe that positive reinforcements will boost our students' confidence levels, which in turn will lead them to become self-starters and increase their independence. By participating in our program, students will learn to dig deep, aim high and push forward.

Achieve! At the Charlotte Housing Authority, we believe every student has the right to dream big and achieve success, regardless of his or her family background. To help make this a reality, we emphasize S.M.A.R.T goal setting, time management and organization. We want our students to better understand

the relationship between preparedness and success. As our students learn better, they will be able to do better for themselves, their family, and their community.

Excellence! Though our program focuses on improving academic success, it also focuses on inspiring students to do their very best. Our goal is to empower students by drawing on their unique talents, strengths, and capabilities. While perfection isn't the goal, we do have high, yet realistic expectations for all students. By holding them to these standards, we hope to reinforce self-motivation and personal responsibility, and propel students toward academic excellence.

Resident Safety - The Resident Safety Department is comprised of two components, the investigative incidents for Public Housing communities and incidents for the Housing Choice Voucher Program. The Resident Safety Department is charged with the challenge of enhancing the quality of life for our residents and surrounding communities through crime prevention and deterrent initiatives. These initiatives focus on the safety and protection of our consumers and assets. The department is also charged with ensuring that all participants of the HCV program adhere to the HUD policies, CHA procedures and all applicable laws. The major focal point is on the capturing, resolving and deterring program violations and fraud.

Renaissance Child Development Center

An MTW agency may use MTW Funds for any eligible activities under Sections 8 and 9 of the Act. 24 CFR 905.200(b) provides that eligible activities funded with capital funds include "development, financing, and modernization of public housing projects" "Development" as defined in 24 CFR 905.200(b)(2) includes construction of buildings, facilities, and/or related appurtenances (i.e. non-dwelling facilities/spaces). The HUD Capital Fund Guidebook, issued on April 1, 2016, says that "... structures, fixtures, associated amenities such as parking lots, playgrounds, laundries, childcare centers, community buildings, Neighborhood Networks computer centers and space for service coordinators and community rooms for resident organizations" are eligible development costs.

CHA, therefore, plans to use \$4,000,000 of its MTW funds to pay a portion of the construction costs to build the Renaissance Child Development Center (the "CDC"). The total cost of construction is approximately \$6,529,079.

The CDC was envisioned to become an integral part of the redevelopment of the Renaissance Community in CHA's application for the HOPE VI Grant. Now that construction has been completed on the residential sites, CHA and its partners are moving forward with the development of the CDC.

On January 12, 2017, HUD's SAC approved the disposition of the site for the CDC to Renaissance West Community Initiative via ground lease for at least 30 years with rent at \$1,000 per year. The purpose of the ground lease is to facilitate "Development and Operation of a Child Development Center, office and clinical space and space for social services organizations." A copy of the SAC approval letter is attached as Appendix U. Additionally, CHA will use \$1,035,000 million dollars from the FY09 Boulevard HOMES HOPE VI grant to fund scholarships at the Renaissance Child Development Center. With HUD approval, these HOPE VI funds were placed in an endowment with CORE Programs, Inc., (a wholly-owned CHA subsidiary) prior to grant closeout. These funds are managed in accordance with a Memorandum Of

Understanding (MOU) signed with the Renaissance West Community Initiative. Moving the funds to a different, HUD-approved financial institution is being considered.

I. REAL ESTATE 2018 ACTIVITIES

A. Pre-Development Activities. CHA

1. Dillehay Courts

Dillehay Courts has received a CHAP for its RAD conversion and a financing plan will be submitted in December of 2017 indicating plans for a significant renovation of the 136-unit family development starting in the fourth quarter of 2018. The financing package will likely include 4% Low Income Housing Tax Credits and tax-exempt bonds along with permanent financing secured through the FHA insured 221(d)4 program. The renovation activities will require significant coordination between the construction activities and the temporary relocation of households from the apartments that range in size from two-bedroom units all the way up to five-bedroom units. The specified initial relocation notification and meeting with residents has been held within the required time-frame. MTW funds will be used for pre-development expenditures.

2. Tall Oaks

Phase II of the Tall Oaks Redevelopment will continue to be pursued as designs are refined for a multi-family development planned for the remaining 2.7-acre site. Current plans being discussed with the neighbors and City officials calls for the development of between 80-100 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 pre-development expenditures on Tall Oaks II.

3. Hampton Creste

Horizon Development Properties (HDP), a wholly-owned non-profit subsidiary of CHA, is continuing to review opportunities to undertake a major renovation of the 213-unit property that serves as both a source for transitional housing and workforce housing. MTW funds will be used on pre-development expenditures.

4. Tarlton Hills

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.

5. Hall House

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

6. Strawn Cottages

A private developer has been selected in a competitive procurement process to take the lead in the redevelopment of this 16.2-acre site in an historic Charlotte neighborhood. Relocation is complete and demolition is set to begin in the 4th quarter of 2017. The resulting mixed-income, mixed use site will be a transit-oriented development. MTW funds will be used on pre-development expenditures.

B. ACQUISITION ACTIVITIES

1. Baxter Street

HDP is planning a new 150-unit mixed-income development of workforce housing on land adjacent to another existing CHA development, Charlottetown Terrace. CHA will acquire some of the needed land in a land swap with Mecklenburg County and will purchase the remaining land with MTW funds.

2. Opportunity Development

CHA/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.

3. Acquisition Strategy

CHA/HDP may consider an acquisition strategy based on expiring tax credits or other methods that will benefit the people routinely served by our agencies. Also under consideration is an to opportunity dispose of vacant and/or excess land currently owned by CHA/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.

C. Other Activities

1. Renaissance Police Memorial

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

2. Brooklyn Village

CHA/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.

V. 2. Plan. Local Asset Management Plan

B. MTW Plan: Local Asset Management Plan

Is the PHA allocating costs within statute?

<input type="checkbox"/> Yes	or	<input type="checkbox"/>
<input type="checkbox"/>	or	<input type="checkbox"/> No

Is the PHA implementing a local asset management plan (LAMP)?

<input type="checkbox"/>	or	<input type="checkbox"/> No
--------------------------	----	-----------------------------

If the PHA is implementing a LAMP, it shall be described in an appendix every year beginning with the year it is proposed and approved. The narrative shall explain the deviations from existing HUD requirements and should be updated if any changes are made to the LAMP.

Has the PHA provided a LAMP in the appendix?

<input type="checkbox"/>	or	<input type="checkbox"/> No
--------------------------	----	-----------------------------

PHAs should provide a brief summary summary of any changes in the Local Asset Management Plan in the body of the Plan. This is not applicable to the CHA.

Administrative

Board Resolution Submission

The executed board resolution is referenced as Appendix B.
Certification of Meeting Requirement

A draft of the FY2017 MTW Plan was made available for public review from August 1-31, 2016. The public hearing was held on August 16, 2016.

Moving Forward Evaluation

CHA's evaluation of the entire agency demonstration program is being conducted by The Center for Urban and Regional Studies at The University of North Carolina at Chapel Hill. An interim report will be provided in the FY2016 Annual Report.

Appendix Listing

Appendix A: Public Review and Comment Documentation

Appendix B: Board Resolution

Appendix C: HUD Certification of Compliance

Appendix D: Moving Forward Initiative Summary

Appendix E: Other Agency Activities

Appendix F: Work Requirement Policy

Appendix G: Rent Reform Overview

Appendix H: Sample Rent Bands

Appendix I: Community Based Rental Assistance Policy

Appendix J: Demolition/ Disposition Activity

Appendix K: RAD Significant Amendment

Appendix L: Capital Fund/Performance and Evaluation Report (PER)