

*BUILDING COMMUNITY, PEOPLE AND PARTNERSHIPS*

**Moving Forward**  
Families Advancing to Self-Reliance

# Moving Forward Annual Plan

A. Fulton Meachem, Jr., CEO/President

Submission Date 4/17/2015

FY2016



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

400 EAST BOULEVARD CHARLOTTE NC 28203

## Table of Contents

I.	Introduction .....	4
II.	General Housing Authority Operating Information .....	9
III.	Proposed MTW Activities: HUD approval requested .....	22
IV.	Approved MTW Activities: HUD approval previously granted .....	36
	A. Implemented Activities.....	36
	B. Not Yet Implemented Activities.....	79
	C. Activities On Hold.....	79
	D. Closed Activities.....	80
V.	Sources and Uses of MTW Funds .....	82
VI.	Administrative .....	87
VII.	Appendices .....	88
	Appendix A Public Review and Comment Documentation	
	Appendix B CHA Board Resolution	
	Appendix C HUD Certification of Compliance	
	Appendix D Listing of CHA Ongoing Moving Forward Initiatives	
	Appendix E Listing of Developments with Public Housing and Project-Based Units	
	Appendix F Rental Hardship Policy	
	Appendix G Work Requirement Policy	
	Appendix H Rent Reform Overview	
	Appendix I Sample Bedroom Rent Bands	
	Appendix J Community Service Policy	
	Appendix K Violence Against Women Act	
	Appendix L Community Based Rental Assistance Policy	
	Appendix M Other Agency Activity	
	Appendix N Demolition/Disposition Activity	
	Appendix O Planned Capital Improvements	
	Appendix P 2014 Capital Fund ACC Amendment	
	Appendix Q Homeownership Program Hardship Policy	
	Appendix R Statement of Family Obligations for Homeownership Program	

# Charlotte Housing Authority

## Board of Commissioners

---

*Commissioner Geraldine Sumter, Chair*

*Commissioner Dimple Ajmera*

*Commissioner Lucy M. Brown*

*Commissioner Nancy Crown*

*Commissioner Shirley L. Fulton*

*Commissioner Sheila Jones*

*Commissioner William Scurry*

## Charlotte Housing Authority Leadership Staff

---

*A. Fulton Meachem, Chief Executive Officer and President*

*Heather Franklin, Chief Financial Officer*

*Larry Padilla, Chief Operating Officer*

*Troy Drawz, Chief Development Officer*

*Shaunté Evans, Chief Administrative Officer*

*Harriet Huell, Chief Counsel*

## 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 an 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. At the time of this submission, CHA has received approval to change its fiscal operating year which has historically been April 1 – March 31<sup>st</sup>. The fiscal operating year will now run January – December in order to align CHA’s fiscal year end with HUD funding for the Housing Choice Voucher Program and the Low-Income Public Housing Program, in addition to the agency’s affiliates/instrumentalities. Due to this change, the agencies current Annual Plan will cover 18 months - the next fiscal year will encompass both the nine months (April 1, 2015 – December 31, 2015) remaining in calendar year 2015 and the entire calendar year for 2016.

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 with escrow and biennial reexaminations)
2. Case Management and enhanced services
3. Supportive Housing Partnerships (partnering with supportive housing providers to provide gap financing and housing subsidies) (McCreesh Place, Salvation Army - Hampton Creste, Moore Place, Charlotte Family Housing)
4. Resident Safety activities
5. Construction of additional affordable units

6. Implementing policies that simplify the administration of public housing and housing choice voucher programs

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 safety net and platform for rebuilding lives. CHA's current MTW Agreement will expire March 31, 2018. The agency is working with other participating housing authorities, HUD representatives and local congressional delegates for approval of an extension of the agreement, as well as the inclusion of all public housing agencies in the US.

Moving To Work is a necessary platform that allows CHA to implement activities that positively impact:

- The employment rate for able-bodied heads of households 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

CHA submitted RAD applications for a complete portfolio transition in December 2013. However, the RAD units available for transition were only 60,000 and our application is in line above the approved level. The RAD concept is on hold until Congress raises the unit limit.

The Charlotte Housing Authority is currently working with the City of Charlotte and community partners to develop a neighborhood Transformation Plan for the Biddleville neighborhood and the Tarlton Hills development and plans to submit an application for a Choice Neighborhoods Initiative Implementation Grant in 2016.

CHA celebrated 75 years of providing affordable housing in 2014. The agency's Strategic Plan states that CHA is "charting a new course for the future". Significant elements of this new strategy include:

- 1) Expanding our business and acting in an entrepreneurial manner so that we may generate revenue to help make up for the loss of federal funds,
- 2) Pursuing partnerships that are cost effective and bring a high return on investment to the agency and its residents, and
- 3) Utilizing the mixed-income concept, which enables residents of varying income levels to live, work and play together.



The following is an overview of CHA's short-term and long-term MTW goals and objectives. The agency has other short-term and long-term goals, objectives and strategies outside of what is presented in this section. They do not require MTW flexibility and therefore are not listed. A copy of the agency's Strategic Plan may be requested if the goals and objectives would like to be viewed in entirety.

### Short Term Plan

**Goal: Become Charlotte's premier housing and community development organization through excellent customer service.**

Objective: Ensure that clients' interactions with the agency and its staff are always positive and helpful, whether they are online, over the phone, or in person.

*May require the use of MTW's Single-Fund Budget Flexibility*

1. Implemented an improved technological phone system.
2. Updating the agency website to allow service providers and developers to seamlessly bid for CHA's contracts.
3. Implementing new software portals that enable landlords, vendors, residents, and applicants to obtain information on demand.

**Goal: Maintain and increase revenue by pursuing entrepreneurial activities and grant funding.**

Objective: Continue to provide housing and support services despite the paucity of federal money.

1. Collaborate more with Charlotte's philanthropic, faith-based and governmental organizations seeking assistance with CHA's current initiatives or supplemental services for its lower income clientele.
2. Continue to maximize return on idle funds through HUD- and State-approved investment vehicles.

## Long Term Plan

Goal: Create vibrant, healthy communities of choice for residents that qualify for federal housing assistance, while collaborating with others to reach those with special needs.

Objective: Strive to locate housing for families in neighborhoods that are well-resourced.

1. Continue to partner with the healthcare and social service providers who best meet the needs of the chronically homeless residents of Charlotte.
2. Created a five-year real estate plan (Strawn Master Plan, Hall House, Park and Marsh and Tall Oaks) to strategically leverage the agency real estate assets and maximize the return on its investment.
3. Expand the supply of permanent mixed-income units in Charlotte.
4. Assign a total of 150 vouchers to support affordable housing in priority projects.
5. Donate 8.62 acres of land as part of the HOPE VI revitalization at the Renaissance site (per the Boulevard Homes HOPE VI application) for the Charlotte-Mecklenburg School (CMS) system to create an innovative PreK - 8 school as the center piece of The Renaissance education village. CMS will provide the funds to construct and operate the school.
6. The Charlotte Housing Authority continues to plan to revitalize its Tarlton Hills conventional public housing development and the surrounding Biddleville neighborhood using the Choice Neighborhoods Initiative funding platform and is, at present, weighing its options for a CNI Planning and/or Implementation grant for the FY16 grant cycle.

Goal: Provide programs and services that measurably increase residents' quality of life.

Objective: Continue providing the agency's clients with tools for their success.

1. Re-tool the supportive programs for a targeted approach, providing resources to those populations that stand to benefit the most.

*A few of the agency's non-MTW accomplishments under the short and long-term objectives include:*

- 1) Opened the Housing Choice Voucher Waiting List in calendar year 2014, using an electronic portal for the first time. The agency worked closely with an extensive community partner list and the county's 22 public libraries to ensure extensive access to the electronic application.

- 2) Provided additional funds to the Capital Projects section to convert two units to accessible units (ADA).
- 3) Formed a Compliance Department to conduct continuous assessments for regulatory, programmatic and policy compliance.

In summary, 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, as well as a reduction in 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.

## II. General Housing Authority 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.

### **Note:**

1. CHA received an update from HUD regarding the agency Rental Assistance Demonstration (RAD) status in December 2014 that stated: ***Subject to re-review of their eligibility status, applications on the RAD waiting list that previously received Contingent Approval Letters will be issued Commitments to enter into Housing Assistance Payments (CHAP) contract awards. The Department expects to begin issuing these CHAPs in February 2015.*** CHA was issued a Contingent Approval Letter in November 2014. When the CHAP is issued, CHA will begin converting its entire portfolio of public housing to RAD Project Based Voucher units in phases. The RAD Conversion removals in this Plan correspond to the Phase I RAD conversions proposed in CHA's RAD application.
2. CHA has received approval to change its fiscal operating year which has historically been April 1 – March 31<sup>st</sup>. The fiscal operating year will now run January – December in order to align CHA's fiscal year end with HUD funding for the Housing Choice Voucher Program and the Low-Income Public Housing Program, in addition to the agency's affiliates/instrumentalities. Due to this change, the agencies current Annual Plan will cover 18 months - the next fiscal year will encompass both the nine months (April 1, 2015 – December 31, 2015) remaining in calendar year 2015 and the entire calendar year for 2016.



Attachment B

**(II) General Housing Authority Operating Information**

**Annual MTW Plan**

**II.1.Plan.HousingStock**

**A. MTW Plan: Housing Stock Information**

**Planned New Public Housing Units to be Added During the Fiscal Year**

AMP Name and Number	Bedroom Size							Total Units	Population Type *	# of UFAS Units	
	0	1	2	3	4	5	6+			Fully Accessible	Adaptable
Renaissance NC003000066	0	6	19	27	0	0	0	52	Family	Yes	Yes
<b>Total Public Housing Units to be Added</b>								<b>52</b>			

\* Select Population Type from: Elderly, Disabled, General, Elderly/Disabled, Other

If Other, please describe:

**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
NC003000058 AMP #58 Strawn Cottages	122	The Charlotte Housing Authority submitted a demolition and disposition application with the HUD Special Applications Center (SAC) for the Strawn site located at 1301 South Boulevard, Charlotte, NC 28203. This 16.2 acre property contains CHA's former administrative offices, an activity center and 122 residential cottages that have been identified as obsolete and is underutilized. A cost effective approach to correcting the deficiencies is not readily available and redeveloping the site supports the long term viability of the site. The Strawn Master Plan proposes to replace the existing affordable housing units in a mixed-use and mixed-income community on the same site. The density and intensity of the land use will be dictated by each phase of development.
NC003000020 AMP #20 Tall Oaks	50	CHA plans to make an application to the Special Application Center (SAC) in calendar year 2015 to seek approval to relocate residents and demolish the existing buildings in order to redevelop the property as a mixed-income development.
NC003000002 AMP #22 Hall House	191	CHA's strategy for Hall House is to redevelop the entire 2.2 acre site into a thriving mixed-use development comprised of residential and commercial space that offers the best opportunity for long-term sustainability. The property ownership will be transferred to Horizon Development Properties, Inc., a subsidiary of the Charlotte Housing Authority.
NC003000003 Southside Homes	394	RAD Conversion
NC003000006 Edwin Towers	176	RAD Conversion
NC003000064 Strawn Apartments	170	RAD Conversion
NC003000016-1 Cedar Knoll	49	RAD Conversion

NC003000016-2 Leafcrest		48		RAD Conversion
NC003000016-3 Mallard Ridge		35		RAD Conversion
NC003000018 Charlottetown		180		RAD Conversion
NC003000065 Parktowne Terrace		163		RAD Conversion
NC003000022 Autumn Oaks		68		RAD Conversion
NC003000025-1 Meadow Oaks		32		RAD Conversion
NC003000025-2 Gladedale		49		RAD Conversion
NC003000025-3 Wallace Woods		48		RAD Conversion
NC003000028-1 Sunridge		44		RAD Conversion
NC003000028-2 Robinsdale		30		RAD Conversion
NC003000005 First Ward Place		132		RAD Conversion
NC003000009 Arbor Glen		29		RAD Conversion
NC003000010 Arbor Glen I		60		RAD Conversion
NC003000030 The Park at Oaklawn		89		RAD Conversion
NC003000031 Rivermere		20		RAD Conversion
NC003000032 Arbor Glen Phase II		40		RAD Conversion
NC003000033 Nia Point		29		RAD Conversion

NC003000035 Arbor Glen Phase III		12		RAD Conversion
NC003000037 McAden Park		30		RAD Conversion
NC003000038 Stonehaven East Apts		24		RAD Conversion
NC003000039 Montgomery Gardens		20		RAD Conversion
NC003000040 Prosperity Creek Senior Apartments		72		RAD Conversion
NC003000041 South Oak Crossing		20		RAD Conversion
NC003000042 Springfield Gardens		22		RAD Conversion
NC003000044 940 Brevard		40		RAD Conversion
NC003000045 Seigle Point Apartment Homes		102		RAD Conversion
NC003000046 SpringCroft at Ashley Park		18		RAD Conversion
NC003000048 McAlpine Terrace		26		RAD Conversion
NC003000049 Glen Cove		10		RAD Conversion
NC003000050 Fairmarket Square		16		RAD Conversion
NC003000051 McCreesh Place II		63		RAD Conversion
NC003000052 Seneca Woods		17		RAD Conversion

NC003000053 Ashley Park		22	RAD Conversion
NC003000054 Hampton Creste Apartments		60	RAD Conversion
NC003000056 Steele Creek		60	RAD Conversion
NC003000012 Dillehay Courts		136	RAD Conversion
NC003000020-2 Tarlton Hills		49	RAD Conversion
NC003000020-3 Savanna Woods		49	RAD Conversion
NC003000062 Claremont		49	RAD Conversion
NC003000061 Hall House		191	RAD Conversion
NC003000062 Victoria Square		32	RAD Conversion
NC003000055-1 Moore Place Phase I		34	RAD Conversion
NC003000060 Retreat at Renaissance		70	RAD Conversion
NC003000063 Residence at Renaissance Phase I		23	RAD Conversion
NC003000066 Residence at Renaissance Phase II		52	RAD Conversion
NC003000057 Woodlawn House		52	RAD Conversion
NC003000059 McMullen Woods		21	RAD Conversion

<b>Total Number of Units to be Removed</b>	3,549																			
--	-------	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--

**New Housing Choice Vouchers to be Project-Based During the Fiscal Year**

Anticipated Number of New Vouchers to be Project-Based \*

Description of Project

Park and Marsh	92	CHA is developing a 2.2 acre parcel for construction of a 92 unit, mid rise, senior housing development. CHA will have a Community Services Coordinator at the development, however, supportive services will be offered, but voluntary. Park Rd/Marsh Rd is a suburban neighborhood with incomes varying between low income and wealthy. There is easy access to retail, grocery and public transportation. The average rental price in the communities surrounding the Park and Marsh development is \$1,242.
----------------	----	---

Anticipated Total New Vouchers to be Project-Bas



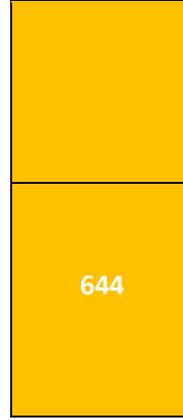
Anticipated Total Number of Project-Based Vouchers Committed at the End of the Fiscal Year



ed



Anticipated Total Number of  
Project-Based Vouchers Leased  
Up or Issued to a Potential  
Tenant at the End of the Fiscal  
Year



\*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.

## Other Changes to the Housing Stock Anticipated During the Fiscal Year

None

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.

## General Description of All Planned Capital Fund Expenditures During the Plan Year

**AUTUMN PLACE:** repair and sealcoat asphalt, replace passenger cab finishes -elevator, replace 2<sup>nd</sup> & 3<sup>rd</sup> floor hallway A/C, HVAC Ductwork cleaning, upgrade camera equipment; **CEDAR KNOLL:** tree removal close to buildings, HVAC Ductwork cleaning, occupied painting (5 units), sidewalk repairs, basketball goals upgrade; **CHARLOTTETOWN:** exterior window washing, replace corner guards; **CLAREMONT:** sealcoat and stripe asphalt; **DILLEHAY COURT:** pressure wash masonry, remove and replace interior hollow core wood door, HVAC Ductwork Cleaning, Occupied painting & drywall(100 units), carpentry repairs – stairway & floors; **GLADEDALE:** infrastructure: camera scope & sewer line; replace & repairs as needed, landscaping/erosion control, replace vanity cabinets, counters and sink, pressure existing masonry & vinyl, remove & replace interior hollow core door, replace tile tub/shower surround, replace vinyl, rubber steps, smoke detectors, replace bathtub and faucet, residential kitchen cabinets wall & base, residential kitchen countertop 10.5' w/new sink, electrical, design/abatement, relocation of all units for approximately 8 months; **LEAFCREST:** HVAC Ductwork Cleaning, Phase II-Tree removal, occupied painting (5 units), gutter guards, basketball court upgrade, Infrastructure: water & sewer line replacement & repairs; **MALLARD RIDGE:** overlay asphalt, sidewalk repairs, erosion control, tree removal next to buildings; **MEADOW OAKS:** repair and sealcoat asphalt; **ROBINSDALE:** fencing across front of complex and back lot, landscaping – clearing of overgrowth on back lot; **SOUTHSIDE HOMES:** replace vinyl tile – community center, Phase II – appliance replacements, HVAC Ductwork cleaning, Occupied Cycle Painting, Sidewalk repairs, Landscaping, upgrade exterior bldg numbers (larger to be viewed from street) (100 Bldgs on site); **SUNRIDGE:** HVAC Ductwork cleaning, Occupied Cycle Painting, fencing-left of entrance along woods; **TARLTON HILLS:** smoke detector, repair and sealcoat asphalt, occupied cycle painting; **VICTORIA SQUARE:** repair and sealcoat asphalt; **WALLACE WOODS:** repair and sealcoat asphalt, fence left side of property –only.

## 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	3,790	45,480
Federal MTW Voucher (HCV) Units to be Utilized	4,242	50,904
Number of Units to be Occupied/Leased through Local, Non-Traditional, MTW Funded, Property-Based Assistance Programs **	744	8,928
Number of Units to be Occupied/Leased through Local, Non-Traditional, MTW Funded, Tenant-Based Assistance Programs **	100	1,200
<b>Total Households Projected to be Served</b>	<b>8,876</b>	<b>106,512</b>

\* Calculated by dividing the planned number of unit months occupied/leased by 12.

\*\* 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.

\*\*\* Unit Months Occupied/Leased is the total number of months the PHA has leased/occupied units, according to unit category during the fiscal year.

## Reporting Compliance with Statutory MTW Requirements

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.

The agency has not been out of compliance with required statutory MTW requirements.

## 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, they have never used the entire 50. CFH is challenged with finding households that meet their qualifications. CHA is exploring decreasing the allocation.

## II.3.Plan.WaitList

### 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	31,675	Closed	No
Federal MTW Public Housing and Federal MTW Housing Choice Voucher Program	Site-Based	4,042	Partially Open	Yes
Federal MTW Public Housing Units	Site-Based	2,321	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 part 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:

N/A

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

#### 2016-1 Homeownership Activity

##### A. Describe each proposed MTW activity

The Charlotte Housing Authority will implement a Homeownership Program for qualifying Housing Choice Voucher participants and residents in Public Housing. Households 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). General requirements for program participation include, but are not limited to the following:



- Must be a Housing Choice Voucher program participant or Public Housing resident in good standing.
- Participating households must demonstrate a minimum 18 month 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 participate and successfully complete a HUD certified Homeownership Counseling program which will provide courses on budgeting, home maintenance, home mortgage training, property tax information, financing, and home related capital projects and insurance planning. Enrollment in a Homeownership Counseling program may average three to five months, however it is dependent on a participant's level of preparedness.
- Upon closing, a household will continue to be counseled and monitored through the Family Sufficiency Services (FSS) for a period not to exceed three years. FSS participation shall serve as an additional foreclosure prevention measure through ongoing budget planning and yearly refresher training.

Under CHA's Homeownership Program, a participant's income is supplemented by a monthly subsidy provided by the CHA that is equal to a participant's calculated Housing Assistance Payment (HAP)<sup>1</sup>. The HAP for the mortgage will be the same amount as the current HAP

---

<sup>1</sup> Public Housing residents shall officially be terminated from any Public Housing subsidy once a participant has identified and closed on a homeownership unit.

paid to the previous landlord. No re-calculation will be done at closing 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 current 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 an approved lender and will be assisted in identifying both lenders and best financing alternatives through Homeownership Counseling. All mortgages must escrow property taxes and insurance. Participants must also be able to provide a 3% down payment. However, down payment assistance programs, such as the City of Charlotte's House Charlotte Program can be used to meet this requirement.

The acquired home must serve as a household's sole residence and 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, 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.<sup>2</sup> 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 R) 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 Q and Appendix R for hardship request requirements and limitations.**

---

<sup>2</sup> Due Diligence period is determined by the terms of the lender.

***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.***

- B. Describe how each proposed activity will achieve one or more of the three statutory objectives.
- a. The activity will meet the statutory objective to expand housing choices. Many households receiving a subsidy may not have the opportunity to own an asset that provides them a good quality home in a decent neighborhood.
- C. Identify and discuss the anticipated impact of each proposed MTW activity on the stated objective (s).
- a. Many research documents report that homeownership can provide individual and social benefits for families, including increased self-esteem, improved housing quality, improved childhood development, and building wealth for the family. While the agency will not measure these non-financial impacts, the agency anticipates providing housing stability that reduces moves, allows for fixed voucher payments instead of increases in rent and enables the participant to move to a better unit since mortgages typically enable more square feet in a home than rent of the same amount.
- D. Provide the anticipated schedules for achieving the stated objective (s)
- a. Currently, there are 30 interested HCV participants that have expressed interest in the program and that are currently being evaluated by staff to attend a Homeownership Counseling Program and subsequent entry as CHA Homeownership Program participants. ***CHA's target is to process approximately 10 to 15 applicants into the program each fiscal year.***

Applications are accepted year round. The anticipated start date is April 2015, with the first closings being held by October 2015.

CHA has identified an approved pool of lenders, homebuyer education providers and real estate agents to work with potential homebuyers. Information sessions have been held with program participants and interest applications have been received. After approval from HUD, CHA will notify the interested applicants to begin the process of homeowner education and mortgage pre-approval. Final approval/acceptance will be provided in order of completion of the criteria to obtain a mortgage.

- b. Edgemere Consulting Corporation completed a financial impact analysis for the proposed MTW Activity, Fixed HAP for Homeownership voucher holders over a 15 year life span. The impact analysis uses historical data and applicable assumptions to forecast the financial impact to the affected households. The impact to the households in the Homeownership program was based on the anticipated savings over the 15 year period of fixed HAP. These households were presumed to have continued increases in wage income consistent with the COLA applied by the Social Security Administration in 2015.
- For the homeownership program, CHA proposes to maintain the HAP subsidy in place prior to issuance of the homeownership voucher (HAP paid to the LL for the rental unit) for a period of 15 years (or 30 years for Elderly/Disabled). For the purpose of this analysis, the impact was forecasted for all households over a 15 year period.
  - CHA provided datasets of income and rent information from 2013, 2014 and 2015 for 26 households currently in the process of homeownership with CHA's Homeownership Program.
  - Four households were removed from the analysis as they had not yet achieved the income level necessary for eligibility in the Homeownership Program. The final dataset used for the analysis included 22 households.
  - The datasets were compared to identify a pattern in household income and rent; however, the changes in household income and rent fluctuated making it difficult to project future outcomes.
  - In order to project the impact of the implementation of the MTW Homeownership Policy, the analysis assumed that all households participating in the homeownership program would have an increase in income equal to the annual cost of living adjustment applied by the SS Administration, currently 1.7%. This increase was applied to the 2015 gross income for each household for 15 consecutive years. For simplicity, the total allowances applied in 2015 were maintained each year.
  - The TTP for each year was calculated as 30% of the projected adjusted monthly income as calculated above.
  - The difference in total TTP during the 15 year period was calculated as the difference between the annualized sum of all projected TTPs over the 15 year period and the annualized current TTP multiplied by 15.

### Impact of 15 Year Fixed HAP on Homeownership Households

# of Households	21
Average Total Savings	\$105,722
Average Savings per Month (over 15 years)	\$587

### Breakdown of Savings for Homeownership Households

Savings	# of HHs
\$1 to \$10,000	0
\$10,001 to \$25,000	0
\$25,001 to \$50,000	2
\$50,001 to \$75,000	3
\$75,001 to \$100,000	3
\$100,001 to \$125,000	6
\$125,001 to \$150,000	6
\$150,001 to \$175,000	1
\$175,001 to \$200,000	0

E. Provide the metric(s) from the “Standard HUD Metrics” section that will be used to quantify the changes that the PHA anticipates as a result of the MTW activity.

Metric	Baseline	Benchmark	Outcome	Benchmark Achieved?
<b>SS #1: Increase Household Income</b>				
Increase average earned income of households affected by this policy in dollars	\$21,827	\$22,372	To be reported on in the FY2016 Annual Report	To be reported on in the FY2016 Annual Report
<b>SS #3: Increase in Positive Outcomes in Employment Status</b>				
Employed Full-Time	12	15	To be reported on in the FY2016 Annual Report	To be reported on in the FY2016 Annual Report
Unemployed	0	0	To be reported on in the FY2016 Annual Report	To be reported on in the FY2016 Annual Report
Other <sup>3</sup>	0	4	To be reported on in the FY2016 Annual Report	To be reported on in the FY2016 Annual Report
<b>SS#4 Households Removed from Temporary Assistance for Needy Families (TANF)</b>				
Decrease the number of households receiving TANF assistance	0	0	To be reported on in the FY2016 Annual Report	To be reported on in the FY2016 Annual Report
<b>SS #8: Households Transitioned to Self Sufficiency</b>				
Increase in the number of households transitioned to self sufficiency <sup>4</sup>	0	10	To be reported on in the FY2016 Annual Report	To be reported on in the FY2016 Annual Report
<b>HC#6: Increase in Homeownership Opportunities</b>				
Increase in number of households that purchased a home as a result of the activity	0	10	To be reported in FY2016 Annual Report	To be reported in FY2016 Annual Report
<b>HC#7: Households Assisted by Services that Increase Housing Choice</b>				
Increase in number of households receiving services aimed to increase housing choice	0	30	To be reported in FY2016 Annual Report	To be reported on in FY2016 Annual Report

<sup>3</sup> SSI and SS Households

<sup>4</sup> Positive Move Outs With No Subsidy

- F. Give the baseline performance level for each metric (a numeric value) prior to the implementation of the activity.
  - a. See Chart above
- G. Give the yearly benchmarks for each metric (a numeric value).
  - a. See Chart above
- H. Describe the final projected outcome(s) of the MTW activity for each metric.
  - a. Will be reported on in the FY2016 Moving Forward Annual Report
- I. Give the data source from which metric data will be compiled
  - a. Program Manager will maintain a spreadsheet of all applicants and their status.
- 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

***D.1.c. The agency is authorized to define, adopt and implement a reexamination program that defers from the reexamination program currently mandated in the 1937 Act and its implementing regulations.***

***D.1.g. The Agency is authorized to establish its own portability policies with other MTW and non-MTW housing authorities.***

***D.3.a. 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% 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 other wise in Section I.C. of the MTW Agreement are met.***

***D.3.b. The Agency is authorized to adopt and implement any reasonable policy for verifying family income and composition and for determining resident eligibility that defer from the currently mandated program requirements in the 1937 Act and its implementing regulations.***

8. Homeownership Program

- a. The Agency is authorized to establish reasonable Section 8 homeownership programs that are not limited by the existing Section 8 homeownership requirements. *This authorization waives certain provisions of Section 8(o)(15) and 8(y) of the 1937 Act and 24 C.F.R. 982.625 through 982.643 inclusive as necessary to implement the Agency’s Annual MTW Plan; and*
- b. The Agency is authorized to permit current public housing residents who are on a merged waiting list to obtain a Section 8 homeownership voucher. *This authorization*

*waives certain provisions of Sections 8(o)(15) and 8(y) of the 1937 Act and 24 C.F.R. 982.625 through 982.643 inclusive 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.
  - a. CHA's program differs from the HUD program in that it uses the entry HAP amount towards the mortgage the entire participation period, unless there is a decrease in household income. Also, a maintenance payment is not included in the calculations for the mortgage payment, as it is in a traditional HUD HCV Homeownership program. Additionally, the agency will not be conducting annual reexaminations. CHA is only doing interim changes when the income of the family decreases.
  
- L. Additional Information for Rent Reform Activities
  - a. ***CHA has attached a Homeowner Hardship Policy as Appendix Q and will conduct an Impact Analysis on the Homeownership households at the end of each fiscal year.***

## 2016-2 Triennial Reexamination

### A. Describe each proposed MTW activity

CHA would like to implement a triennial re-certification for households designated as elderly and disabled families in the HCV program. Staff hopes to implement this initiative beginning FY 2016. Households participating in the Triennial Reexamination activity will still have their rent calculated as stated in the 2010-1 Rent Reform Activity. A rent reform impact analysis is conducted on all households participating in the Rent Reform Activity. The current agency Hardship Policy will apply to these households (Appendix F).

Triennial families will still be required to report changes to family composition, income, and expenses (medical, etc.) according to HCV and PH policies as described in the Administrative Plan and Admissions and Continued Occupancy Policy. Criminal background checks will continue to be conducted annually for all household members ages 16 and older. Additionally, Enterprise Income Verification (EIV) will still be used during recertification.

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

- a. The goal of this activity is to achieve greater cost effectiveness in federal expenditures by reducing the frequency of participant reexaminations in both programs.

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

- a. After implementation, CHA anticipates a reduction in the total number of reexaminations by over 30% from its baseline year. Correspondingly, the number of labor hours and labor dollars spent to conduct triennial reexaminations will be well below the baselines for their category.
- b. This activity allows CHA additional time to focus on improving the quality of service to clients, stakeholders and partners. The reduction in the workload also allows additional time for staff to be trained or retrained both in fundamental processes and in other program responsibilities, as well as allowing more time when interviewing clients and responding more quickly to resident/participant needs.

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

- a. CHA will reexamine a portion of the HCV elderly and disabled households in 2016 due to the timing of the approval/implementation and the start of the fiscal year. The remaining households will be exempted. All HCV households will be recertified in 2018 and then every three years afterwards.

b. Edgemere Consulting Corporation completed a financial impact analysis for the proposed MTW Activity, Triennial recertification frequency for elderly/disabled households. The impact analysis uses historical data and applicable assumptions to forecast the financial impact to the affected households. For this activity whereby the recertification frequency is changing, the financial impact was based on the savings to the households with anticipated increases in income who would not have a corresponding increase in rent for an additional period of time as a result of the revised recertification frequency.

- CHA proposes to implement a triennial recertification schedule for HCV households designated as elderly or disabled.
- In order to project the impact of the implementation of triennial recerts, the analysis used the historical data to determine what the impact would have been if the policy was implemented in 2012 or 2013.
- CHA provided datasets containing snapshots of household income and rent information for 2012, 2013, 2014, and 2015.
- The 2012 dataset contained 1,665 households, the 2013 dataset contained 1,537 households, the 2014 dataset contained 1,960 households, and the 2015 dataset contained 1,796 households.
- All non-MTW and non-Elderly/non-Disabled households were removed from the datasets.
- The final datasets used for the analysis included 806 households in 2012, 694 households in 2013, 940 households in 2014 and 973 households in 2015.
- The datasets were compared to identify a pattern in household income and rent; however, the changes in household income and rent fluctuated greatly, making it difficult to project future income and rent.
- The analysis assumes that under the triennial policy each household was recertified in year 1 and the next reexam would occur in year 4. Thus, the household would maintain the TTP calculated in year 1 for 3 years, until the new TTP is calculated in year 4.
- As households are currently on a biennial schedule, the analysis identified which households experienced a change in rent in 2014 or 2015 in order to determine if the household was on an odd or even year schedule.

- Households who did not experience a change in rent in 2014 or 2015 were not included in the analysis as the implementation of a triennial reexam schedule would have no impact on these households.
- The difference in total TTP during the two year period is calculated by annualizing the difference in TTP from year 2 and TTP from year 3. For households on an even schedule, year 2 is 2013 and year 3 is 2014. For households on an odd schedule, year 2 is 2014 and year 3 is 2015.

### Impact on Elderly/Disabled Households due to Implementation of Triennial Recertifications

	HCV	PH
# of Households present 3 years	1123	492
# of Households with no impact	725	330
# of Households with a potential decrease in income*	147	37
# of Households with savings due to triennial recertifications**	251	125
Average Total Savings	\$1,279	\$1,091
Average Savings per Month (over 36 months)	\$107	\$91

\*Households that experience a decrease in income would continue to be eligible for an interim reexam, and would not experience a financial hardship as a result of this policy.

\*\* The households represented in this statistic are the households whose incomes will increase without a resulting increase in TTP during the period between biennial recertifications.

## Breakdown of Savings for Elderly/Disabled Households

Savings	HCV	PH
\$1 to \$500	0	0
\$501 to \$1,000	169	92
\$1,001 to \$1,500	38	20
\$1,501 to \$2,000	0	0
\$2,001 to \$2,500	22	5
\$2,501 to \$3,000	9	3
\$3,001 to \$4,000	6	1
\$4,001 to \$5,000	3	3
\$5,001 to \$6,000	3	0
\$6,001 to \$7,000	0	0
\$7,001 to \$8,000	0	0
\$8,001 to \$9,000	0	0
\$9,001 to \$10,000	0	0
\$10,001 to \$11,000	1	0

- CHA currently has 1,259 Elderly/Disabled MTW households in HCV and 973 in Public Housing. If recertifications for these households are redistributed evenly over 3 years, the number of recertifications processed per year will be reduced by approximately 210 in the HCV program and 162 in the Public Housing program.

E. Provide the metric(s) from the “Standard HUD Metrics” section that will be used to quantify the changes that the PHA anticipates as a result of the MTW activity.

Metric	Baseline FY2015	Benchmark	Outcome	Benchmark Achieved
CE #1: Agency Cost Savings				
Decrease in total cost of task in dollars	\$16,150	\$3,800	To be reported in FY2016 Annual Report	To be reported in FY2016 Annual Report
CE#2: Staff Time Savings				
Decrease in total time to complete the task in staff hours	807.50 hours	190 hours	To be reported in FY2016 Annual Report	To be reported in FY2016 Annual Report
CE#5: Increase in Agency Rental Revenue				
Increase in rental revenue in dollars	Rental Revenue estimate agency wide for FY2015 is \$3,723,776	CHA anticipates rental revenue agency wide of \$2,798,379	To be reported in FY2016 Annual Report	To be reported in FY2016 Annual Report

F. Give the baseline performance level for each metric (a numeric value) prior to the implementation of the activity.

a. See Chart above

G. Give the yearly benchmarks for each metric (a numeric value).

a. See Chart above

H. Describe the final projected outcome(s) of the MTW activity for each metric.

a. Will be reported on in the FY2016 Moving Forward Annual Report

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

a. Agency will retrieve data from the Yardi software system annually.

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: C. Authorizations Related to Public Housing Only

4. Initial, Annual and Interim Income Review Process

The Agency is authorized to restructure the initial, annual and interim review process in the public housing program in order to affect the frequency of the reviews and the methods and process used to establish the integrity of the income information

provided. In addition, the Agency is expressly authorized to adopt a local system of income verification in lieu of the current HUD system. For example, the Agency may implement alternate time frames for validity of verification or adopt policies for verification of income and assets through sources other than those currently allowed under the 1937 Act. *This authorization waives certain provisions of sections 3(a)(1) and 3(a)(2) of the 1937 Act and 24 C.F.R. 966.4 and 960.257, as necessary to implement the Agency's Annual MTW Plan.*

Attachment C: D. Authorizations Related to Section 8 Housing Choice Vouchers Only

1. Operational Policies and Procedures

The Agency is authorized to determine the following basic operational policies and procedures for all Section 8 assistance the Agency is provided under section 8(o) of the 1937 Act:

c. The Agency is authorized to define, adopt and implement a reexamination program that differs from the reexamination program currently mandated in the 1937 Act and its implementing regulations. *This authorization waives certain provisions of Section 8(o)(5) of the 1937 Act and 24 C.F.R. 982.516 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.

a. Non MTW agencies are required to conduct annual reexaminations for all households. The flexibility provided in Attachment C allows the agency to alter the reexamination period to provide more cost effectiveness.

L. Additional Information for Rent Reform Activities

b. This activity qualifies as a Rent Reform activity because altering the reexamination period modifies the rent calculation method. Households are eligible to request a hardship.

## IV. Approved MTW Activities: HUD approval previously granted

All ongoing and proposed activities will be part of the evaluation being conducted by the Center for Urban and Regional Studies at The University of North Carolina at Chapel Hill.

### A. Implemented Activities

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

- 1) CHA received approval June 24, 2014 in the FY2015 Annual Plan (April 1, 2014 – March 31, 2015) to streamline regulations of Project-Based (PBV) and Public Housing units in developments that house both. The agency implemented the activity in FY2015 after approval was received.
- 2) CHA has 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 program) or Housing Quality Standards (HQS – which is typically associated with Housing Choice Voucher program) inspections, and termination procedures for both programs. UPCS does not require initial inspections as HQS inspections do. However, based on CHA's MTW Agreement, the PBV units maintain initial inspections (which can utilize on-site maintenance supervisor move-in inspection per UPCS protocol; a standard move-in form is used). 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 and PH units are both monitored for quality control by regular CHA Asset Manager visits, annual third party UPCS inspections, HQS and/or REAC annual inspections.

The management of each development creates policies for 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's grievance panel. Third party management firms may also be responsible for costs associated with annual and/or initial 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 funds in its RAD transactions subject to HUD approval. To the extent approvable by HUD on an individual transaction basis, CHA may utilize and combine other MTW funds to support the financial feasibility of RAD transactions including construction and ongoing operating costs. CHA may consider RAD conversion for its public housing portfolio based on an analysis of capital needs and financial feasibility.

CHA submitted RAD applications for a complete portfolio transition in December 2013. However, the RAD units available for transition were only 60,000 and our application is in line above the approved level. The RAD concept is on hold until Congress raises the unit limit.

Metric	Baseline	FY2016 Benchmark	Final Projected Outcome
<b>CE#1 Agency Cost Savings</b>			
Decrease in total cost of Initial Third Party HQS Inspection in dollars	The current cost of HQS third party inspections is \$55	\$0	To be reported in the FY2016 Moving Forward Annual Report
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 FY2016 Moving Forward Annual Report
<b>CE#2: Staff Time Savings</b>			
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 FY2016 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 FY2016 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 FY2016 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.
- 5) CHA does not require a different authorization from Attachment C or D to implement the activity other than what was initially proposed.

**2015-2 Biennial Inspection of Housing Choice Voucher Units:**

- 1) CHA received approval June 24, 2014 in the FY2015 Annual Plan (April 1, 2014 – March 31, 2015) to conduct biennial inspections on Housing Choice Voucher units. The agency will begin implementing the biennial inspections in February 2015.
- 2) CHA seeks to streamline its Housing Quality Standards (HQS) process. HUD requires that HQS inspections be conducted yearly on all HCV units. CHA will begin the first biennial inspections in February 2015 for properties and units that meet certain criteria and are categorized as a High Performance Unit (HPU). A HPU shall be defined under the following criteria:

**A minimum of two (2) consecutive passed inspections.** Any combination of inspections may be considered to qualify [i.e. (2) consecutive annual inspections (1) annual inspection and

(1) initial inspection, (1) initial inspection (resident move) and (1) annual which may fall within the same year, (2) consecutive initial inspections].

As part of the HPU designation process, an owner/landlord is **required** to attend a certification seminar offered by CHA HCV inspectors and administrative staff. HQS Certification Seminar highlights may include, but not be limited to, the following:

- Updates and changes to HQS standards
- Statistical summary on items that cause a high % of first-time inspection failures
- Inspection procedures, techniques and expectations
- Thorough review of HUD 52580-A Inspection Form (long version)

During the year that CHA is not conducting an inspection, the landlord and/or property will be supplied and required to complete and return a current HUD 52580-A Inspection Form (long version). The landlord and/or property manager will have 60 days to submit this form to CHA. The 60-day period will be based on the anniversary date of the last HQS inspection. The landlord and/or property manager, in conjunction with the participant, will be tasked with completing the form, acknowledging the completion of the form, and returning it to CHA by the specified due date. Failure to return the form within the 60-day period will de-designate the property as a HPU, thus removing this property from a biennial inspection status. Immediately upon termination, a previously designated HPU will automatically revert to an annual scheduled system which will be conducted by CHA. CHA will continue to review public tax records to ensure that there are no tax liens on the properties.

Additionally, all complaints filed by neighbors, participants, landlords and/or property managers, amongst others, shall be internally investigated to ensure the integrity of the program. Any negative finding shall result in the immediate termination from the HPU program. HPU designated properties shall be subject to random yearly compliance inspections. Failure of a random quality inspection shall also be terms for immediate removal from the program. A minimum of 10% of properties designated as HPU's shall be randomly inspected by CHA on an annual basis to ensure compliance within the program.

By implementing this proposed activity, CHA anticipates reducing this number after implementing the incentive to self-certify, as well as enforcing the disincentive of fines.

Metric	Baseline	FY2016 Benchmark	Final Projected Outcome
<b>CE#1: Agency Cost Savings</b>			
Decrease in the total cost of HQS tenant based inspections	The activity cost \$514,675 in FY2014 (\$35x14,705) prior to implementation	The activity is expected to cost \$411,740 (\$35x11,764)	To be reported in the FY2016 Moving Forward Annual Report
<b>CE#2: Staff Time Savings</b>			
Decrease in total staff time to complete HQS tenant based inspections	There are 7,677 hours of staff time dedicated to the task in FY2014 prior to implementation of activity	The activity is expected to take 5,822 hours	To be reported in the FY2016 Moving Forward Annual Report
<b>CE#3: Decrease in Error Rate of Task Execution</b>			
Average percent error rate in completing the HQS tenant based inspections	Average error rate of HQS tenant based inspections is 58% fail rate prior to implementation of the biennial inspection activity	Average error rate of HQS tenant based inspections is 29% fail rate	To be reported in the FY2016 Moving Forward Annual Report

- 1) CHA does not anticipate any non-significant changes or modifications to the activity during the Plan year.
- 2) CHA does not anticipate any changes or modifications to the metrics, baselines or benchmarks during the Plan year.
- 3) CHA does not require a different authorization from Attachment C or D for implementation other than when the activity was initially proposed.

**2015-3 Public Housing No Assistance Termination Policy (MIXED-INCOME COMMUNITIES ONLY):**

1) 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 policy does not apply to public housing units in a fully assisted development. The agency implemented the policy in FY2015 after approval was received.

CHA received a waiver to terminate the housing of participants that reach the ceiling/market rent of the community and has income that qualifies them to pay that rent for 6 months. CHA is still in the process of updating ceiling rents at third party managed sites to determine the zero assistance amounts. *Note: Appendix B lists the developments and unit type mix*

2) The household will be considered “graduated”, however, they will remain in the unit and the next market rate unit which becomes available will become a public housing unit. This policy is similar to the Housing Choice Voucher program which terminates participants after 6 months of no Housing Assistance Payment (\$0 assistance).

The activity will increase housing choices since persons with ample income will be positioned in market rate units, freeing up public housing units for eligible households on the wait list.

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.

5) CHA does not require a different authorization from Attachment C or D for implementation other than when the activity was initially proposed.

Metric	Baseline	FY2016 Benchmark	Final Projected Outcome
HC#1: Additional Units of Housing Made Available			
Increase in the number of new public housing units made available for households at or below 80% AMI at mixed income communities as a result of the activity.	2 housing units can be leased to households at or below 80% AMI at mixed income communities prior to the start of the activity.	2 housing units can be leased to households at or below 80% AMI at mixed income communities	To be reported in the FY2016 Moving Forward Annual Report

HC#3: Decrease in Wait List Time			
Decrease in the average applicant time on wait list in months	The average wait time prior to implementation is 36 months	The average wait time prior to implementation is 36 months	To be reported in the FY2016 Moving Forward Annual Report

**2013– 1 Agency Wide Biennial Reexamination**

- 1) CHA was approved to conduct a biennial reexamination period for all CHA managed communities, the HCV (including VASH) households, regardless of sources of income or type of family in the FY2013 Annual Plan. The activity was implemented agency wide in October 2013.
- 2) Changes in income, expenses, family composition, etc. must still be reported in the administrative policy timeframes noted in the Admissions and Occupancy Plan (PH) or HCV Administrative Plan (HCV). CHA has no limits on the number of interim reexaminations processed annually at the family’s request. If the change results in a decrease in rent, an interim will be conducted. Any changes that result in an increase in rent will be documented, but not processed until the household reports for re-examination. Criminal background checks will continue to be conducted annually for all household members ages 16 and older. Additionally, Enterprise Income Verification (EIV) will still be used during recertification.

Households with an anniversary in odd months are reexamined in odd years (i.e. November - 2013) and households with an even month anniversary are reexamined in even years (i.e. October - 2014).

Minimum renters are not required to complete 90-day minimum rent reviews; however, a property manager may provide resource guidance for the household. If a participant has zero income and becomes employed, the participant will get a 30 day notice, and then they will be responsible for their portion of the rent.

As of July 2014, there were 1,367 reexaminations completed in the HCV program and 259 in the CHA PH managed sites. The total number of reexaminations will be less than the baseline, however, the actual reexaminations will fluctuate annually due to anniversary dates of households and turnover of vouchers/units.

Edgemere Consulting Corporation completed a financial impact analysis for the inclusion of VASH voucher holders in Biennial Reexamination. The impact analysis uses historical data and applicable assumptions to forecast the financial impact to the affected households. For

this activity whereby the recertification frequency is changing, the financial impact was based on the savings to the households with anticipated increases in income who would not have a corresponding increase in rent for an additional period of time as a result of the revised reexamination frequency.

- CHA proposes to expand the biennial reexamination schedule to include VASH households.
- In order to project the impact of the implementation of biennial reexaminations, the analysis used the historical data to determine what the impact would have been if the policy was implemented in 2013 or 2014.
- For the purpose of this analysis, CHA provided datasets containing snapshots of VASH household income and rent information for 2013, 2014, and 2015.
- The 2013 dataset contained 110 VASH households, the 2014 dataset contained 171 VASH households, and the 2015 dataset contained 223 VASH households.
- The datasets were compared to identify a pattern in household income and rent; however, there was great fluctuation in household income and rent, making it difficult to project future income and rent.
- The analysis assumes that under the biennial policy each household was reexamined in year 1 and the next reexam would occur in year 3. Thus, the household would maintain the TTP calculated in year 1 for 2 years, until the new TTP is calculated in year 3.
- The difference in total TTP during the two year period is calculated by annualizing the difference in the TTP from year 1 and the TTP from year 2.

## Impact on VASH Households due to Implementation of Biennial Reexaminations

	2013-2014	2014-2015
# of Households present both years	110	171
# of Households with no impact	39	70
# of Households with a potential decrease in income*	25	27
# of Households with savings due to biennial recertifications**	46	74
Average Total Savings per Household	\$1,019	\$1,378
Average Savings per Month per Household	\$85	\$115

\*Households that experience a decrease in income would continue to be eligible for an interim reexam, and would not experience a financial hardship as a result of this policy.

\*\* The households represented in this statistic are the households whose incomes will increase without a resulting increase in TTP during the period between biennial recertifications.

### Breakdown of Savings for VASH Households

Savings	# of HHs	
	2013-2014	2014-2015
\$1 to \$500	28	42
\$501 to \$1,000	5	6
\$1,001 to \$1,500	2	2
\$1,501 to \$2,000	1	8
\$2,001 to \$2,500	2	2
\$2,501 to \$3,000	3	2
\$3,001 to \$4,000	1	5
\$4,001 to \$5,000	2	2

Savings	# of HHs	
	2013-2014	2014-2015
\$5,001 to \$6,000	1	3
\$6,001 to \$7,000	1	0
\$7,001 to \$8,000	0	0
\$8,001 to \$9,000	0	0
\$9,001 to \$10,000	0	0
\$10,001 to \$11,000	0	0
\$11,001 to \$12,000	0	1
\$12,001 to \$13,000	0	1

- CHA currently has 223 VASH households. If the reexaminations for these households are redistributed evenly over 2 years, the number of reexaminations processed per year will be reduced by approximately 111.

Metric	Baseline	FY2016 Benchmark	Final Projected Outcome
<b>CE#1: Agency Cost Savings</b>			
Decrease in the cost of postage for biennial reexaminations in dollars	Cost of postage for reexaminations prior to implementation \$2,804	Cost of postage for reexaminations is expected to be \$1,513	To be reported in the FY2016 Moving Forward Annual Report
<b>CE#2: Staff Time Savings</b>			
Decrease the time to complete the task in staff hours	Staff time prior to implementation is 3,701 hours	Staff time expected is 1,996 hours	To be reported in the FY2016 Moving Forward Annual Report
<b>CE#3: Decrease in Error Rate of Task Execution</b>			
Decrease percentage of average error rate on time Biennial Reexaminations	CHA has a 0% PH and .06% HCV error rate for biennial reexaminations	CHA anticipates a 0% error rate for both programs in FY2016	To be reported in the FY2016 Moving Forward Annual Report
<b>CE#5: Increase in Agency Rental Revenue</b>			
Increase in rental revenue in dollars	CHA had rental revenue of \$4,780,995.99	CHA projects rental revenue of \$2,798,379	To be reported in the FY2016 Moving Forward Annual Report
Average earned income of households participating in the activity	Average earned income prior to implementation \$13,326	Expected average after implementation (2.5% increase) \$13,659	To be reported in the FY2016 Moving Forward Annual Report
Increase in number of households transitioned to self sufficiency <sup>5</sup> .	Households transitioned to self-sufficiency (positive move out with no subsidy assistance) prior to implementation of the activity is 0.	Households transitioned to self-sufficiency (positive move out with no subsidy assistance) 6	To be reported in the FY2016 Moving Forward Annual Report

<sup>5</sup> Positive move outs with no housing subsidy

- 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.
- 5) CHA does not require a different authorization from Attachment C or D for implementation other than when the activity was initially proposed.

### **2010- 1 Rent Reform and Work Requirement**

- 1) 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 and Housing Choice Voucher. Only communities receiving case management services are under the work requirement.
- 2) The new rent calculation is an income-based, stepped rent with stepped escrow deposits. The income bands are a \$2,500 range with the stepped rent being 30% of the range low end. For example, in a \$5,000 – \$7,499 annual income band, the low end of \$5,000 is divided by the 12 months of the year and multiplied by 30%. The total tenant payment required by the tenant would be \$125. Annual adjusted income will be used to establish the income band. Escrow deposits will begin when the household adjusted income including wages reaches \$12,500 and ends when the household adjusted income reaches 70% of Area Median Income (AMI) or 3 years after reaching 40% of AMI, whichever comes first. Incentive accounts can be disbursed for any reason when they leave subsidized housing as long as they leave in good standing. But while they continue to receive a subsidy, withdrawals are limited to amounts needed to help participants overcome specific verifiable barriers to work. 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 Deduction	Childcare Expense	Childcare Deduction
\$0 - \$2,499	\$0	\$0 - \$2,499	\$0
\$2,500 - \$4,999	\$2,500	\$2,500 - \$4,999	\$2,500
\$5,000 - \$7,499	\$5,000	\$5000 - \$7,499	\$5,000
\$7,500+	\$7,500	\$7,500+	\$7,500

**Work Requirement**

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. Participants who were not prepared were given 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 will be sanctioned for failure to comply with the policy. This will give participants time to address barriers to work and better understand the policy.

After the introductory phase has passed, Head of Households will be expected to exhibit a good-faith effort to find work for a minimum of 15 hours a week and/or participate in other work participation activities, if determined to be appropriate by the case manager. Each additional adult Household member will increase the hours of work required by 5 hours/week. (i.e. 3 adult household members would be 15 +5+5=25 hours per week for the household)

At the beginning of the final phase of the work requirement, CHA will begin requiring the Head of Household to work full-time (at least 30 hours /week). Each additional adult Household member will increase the number of work hours required by 10 hours/week (i.e. 3 adult household members would be 30+10+10= 50 hours per week for the household).

Residents 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 two (2) month grace period to cure non-compliance, if not cured within two (2) months, Probationary sanctions will be applied. Residents may be granted extensions if in compliance with their established improvement plan.

Probationary Period: Participant will lose 50% of their rental assistance for up to six (6) 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 market 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 market 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 (HCV is not effected at this time) this means they will lose their voucher eligibility permanently, but can remain unassisted in their current unit; for public housing residents they will lose their eligibility for public housing assistance, will pay ceiling rent (market rent for the unit) and their lease will be terminated for program non-compliance at the annual renewal.

Residents who have a second incident of Probation within twelve (12) months of the initial incident of Probation will move directly to the Non-Compliance Period of the sanctions.

Residents who have a third improvement period occurrence within twenty-four (24) months of the initial incident of probation will move directly to the Non-Compliance Period of the sanctions.

Metric	Baseline	FY2016 Benchmark	Final Projected Outcome
<b>CE#1: Agency Cost Savings</b>			
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/prop mgr)	The expected cost of task \$38,160.	To be reported in the FY2016 Moving Forward Annual Report
<b>CE#2: Staff Time Savings</b>			
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 FY2016 Moving Forward Annual Report
<b>CE#3: Decrease in Error Rate of Task Execution</b>			
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 FY2016 Moving Forward Annual Report
<b>CE#5: Increase in Agency Rental Revenues</b>			
Increase in rental revenue in dollars	CHA had agency wide rental revenue of \$4,780,995.99	CHA projects rental revenue of \$2,798,379	To be reported in the FY2016 Moving Forward Annual Report
<b>SS#1: Increase in Household Income</b>			
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 FY2016 Moving Forward Annual Report
<b>SS#2: Increase in Household Savings</b>			
Average amount of savings/escrow of households participating in the Rent Reform activity	The average amount of savings/escrow of households participating prior to implementation was \$0	The average amount of savings/escrow of households participating \$982 per household	To be reported in the FY2016 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 FY2016 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 FY2016 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 FY2016 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 FY2016 Moving Forward Annual Report
SS#8: Households Transitioned to Self Sufficiency			
Increase in number of households transitioned to self sufficiency <sup>6</sup>	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 FY2016 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

<sup>6</sup> Positive Move Outs with No Subsidy

see The Hardship Policy, Work Requirement, Rent Reform Overview and examples of alternative rent schedules included in the Appendices.

- 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.
- 5) CHA does not require a different authorization from Attachment C or D for implementation other than when the activity was initially proposed.

### **2008- 2 Participant and Landlord Tracking Program**

- 1) 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) 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	FY2016 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 FY2016 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.
- 5) CHA does not require a different authorization from Attachment C or D for implementation other than when the activity was initially proposed.

**2008- 2 Adopt Investment Policies Consistent with State Law**

- 1) 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. The agency implemented this initiative in FY2009.
- 2) 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	FY2016 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 FY2016 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.
- 5) CHA does not require a different authorization from Attachment C or D for implementation other than when the activity was initially proposed.

2009 – 3 Modify Section 8 Inspection Procedures

- 1) CHA proposed and received approval to modify the Housing Choice Voucher inspection procedures in the *Fiscal Year 2008 – 2009 Moving Forward Annual Plan* and implemented the procedure in FY2009. The approved modification was a waiver of the requirement for an initial Housing Quality Standard (HQS) inspection on newly constructed project-based or tenant-based voucher units and instead, utilizes local building standards inspection and subsequent issuance of a Certificate of Occupancy (CO) as a substitution of the initial or move-in inspection.
- 2) There are no newly constructed Project-Based Voucher units scheduled to come online in FY2015. At the time of the FY2016 Plan development, there were three (3) newly constructed HCV tenant based units that used this policy, alleviating the need for a HQS inspection by CHA inspection staff. In FY2016 CHA anticipates use of the Certificate of Occupancy for the 15 at Residences at Renaissance Phase III. This will result in a cost savings of \$825.



Metric	Baseline	FY2016 Benchmark	Final Projected Outcome
<b>CE#1: Agency Cost Savings</b>			
Decrease in total cost of task in dollars	The cost of HQS inspections was \$50 prior to implementation of the activity.	The expected cost of the task is \$0	To be reported in the FY2016 Moving Forward Annual Report
<b>CE#2: Staff Time Savings</b>			
Decrease in the total time to complete the task in staff hours	Total amount of staff time dedicated to the task prior to implementation of the activity was 57 hours.	Total amount of staff time dedicated to the activity is 0.	To be reported in the FY2016 Moving Forward Annual Report
<b>CE#3: Decrease in Error Rate of Task Execution</b>			
Decrease in the average percent error rate in completing inspections	The average percent failed inspections prior to implementation is 0%	The expected average percent failed inspections is 0%.	To be reported in the FY2016 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.
- 5) CHA does not require a different authorization from Attachment C or D for implementation other than when the activity was initially proposed.

**2009 – 4 Community Based Rental Assistance**

- 1) CHA operates Traditional Project-Based voucher, Supportive Housing Project-Based 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.

- 2) 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.

### **Traditional Activity**

In FY2009, CHA was approved to implement a Community Based Rental Assistance (CBRA) program. The activity was implemented in FY2009. 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.

### **Supportive Housing Project-Based Activity**

- 1) 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 Section 9 opportunities in the Charlotte community.
- 2) 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. CHA encourages the use of Section 9 subsidies in these partnerships. In FY2015 CHA will provide 35 PBV units for Moore Place and 15 for Supportive Housing Communities.

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.

### Local Rental Subsidy Activity

- 1) The activity was approved in FY2011 as a second amendment to the Plan. The activity was implemented in FY2011. CHA partners with Charlotte Family Housing for this activity. CHA provides a housing subsidy of up to \$500 per month to homeless families receiving intensive supportive services.
- 2) Two collaborations are participating in the Local Rental Subsidy Program:
  - a. Charlotte Family Housing receives subsidies for 10 to 15 families that need employment and 35 to 40 for working households. Working households are expected to complete the self-sufficiency program within three years with a one year extension and non-working families are given a four year program requirement with a one year extension.

This is a 50-unit pilot program with similar requirements and processes as Charlotte Family Housing's current housing program. The program's criteria are required for each respective group; however, if those referred families are on CHA's waiting list, they will have preference. CFH established operating procedures, landlord relationships and administrative staff to deliver wrap-around services. The partnership enables delivery of supportive services at no cost to CHA.

The families are either working or participating in a self-sufficiency or educational program and earning less than 30% of the Area Median Income (AMI). The program targets families who are situationally or transitionally homeless. The program may also provide for the use of the subsidy to prevent homelessness by providing assistance to families ready for transition from local shelters. It is a collaborative effort that joins local agencies which are already providing services to this community with funds from the faith community, the corporate community and the public sector. CFH uses "the ability to pay" method which bases the tenants' rental portion on net income and actual expenses. Due to calculation discrepancies, CHA has implemented the 30% rule until CFH can provide an updated recalculation policy. CHA pays a subsidy of up to \$500 to help pay the remaining rental amount. 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.

- b. CHA is collaborating with A Childs Place, Charlotte-Mecklenburg School System, Mecklenburg County, and CHA to provide stability for homeless school children and their families.

CHA is exploring the voucher allocation for Charlotte Family Housing, due to inability to identify eligible families to utilize all 50 vouchers.

Metric	Baseline	FY2016 Benchmark	Final Projected Outcome
<b>Traditional PBV</b>			
<b>CE#1: Agency Cost Savings</b>			
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 FY2016 Moving Forward Annual Report
<b>CE#2: Staff Time Savings</b>			
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 FY2016 Moving Forward Annual Report
<b>CE#3: Decrease in Error Rate of Task Execution</b>			
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 FY2016 Moving Forward Annual Report
<b>Supportive Housing Project-Based Activity</b>			
<b>CE#4: Increase in Resources Leveraged</b>			
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 FY2016 Moving Forward Annual Report
<b>HC#5: Increase in Resident Mobility</b>			
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 FY2016 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 FY2016 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 FY2016 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 FY2016 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 FY2016 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 FY2016 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 0.	Expected head of households employed full time is 25.	To be reported in the FY2016 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 0.	Expected number of households receiving TANF is 0.	To be reported in the FY2016 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 FY2016 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 FY2016 Moving Forward Annual Report
SS#8: Households Transitioned to Self Sufficiency			
Increase in number of households transitioned to self sufficiency <sup>7</sup>	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 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 is 0.	Expected households able to move to a better unit and/or neighborhood of opportunity is 50.	To be reported in the FY2016 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.

<sup>7</sup> Positive Move Outs With No Subsidy

- 5) CHA does not require a different authorization from Attachment C or D for implementation other than when the activity was initially proposed.

### **2009 – 5 Moving Forward Supportive Services**

- 1) The Moving Forward Supportive Services (formerly Currents of Change) was approved in the FY2009 Annual Plan. Implementation began in FY2009. The activity promotes work and self sufficiency.
- 2) 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 twelve (12) months they are encouraged to become employed a minimum of 15 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).

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 twelve (12) 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.

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

CHA (Claremont, Victoria Square)			
Metric	Baseline (April 2014)	FY2016 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 FY2016 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 100 hours monthly	To be reported in the FY2016 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 FY2016 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 FY2016 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 \$13,936	To be reported in the FY2016 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 \$1,532 (1%)	To be reported in the FY2016 Moving Forward Annual Report
SS#3: Increase in Positive Outcomes in Employment Status			
# Employed FT (32+)	23	23	To be reported in the FY2016 Moving Forward Annual Report
# Employed PT (1-31)	54	54	To be reported in the FY2016 Moving Forward Annual Report
Enrolled in an Educational Program	2	2	To be reported in the FY2016 Moving Forward Annual Report
Enrolled in Job Training Program	2	2	To be reported in the FY2016 Moving Forward Annual Report
Unemployed	≤23	≤23	To be reported in the FY2016 Moving Forward Annual Report
Other (workshop)	≤23	≤23	To be reported in the FY2016 Moving Forward Annual Report

<b>SS#4: Households Removed from TANF</b>			
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 FY2016 Moving Forward Annual Report
<b>SS#5: Households Assisted by Services that Increase Self Sufficiency</b>			
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 78	To be reported in the FY2016 Moving Forward Annual Report
<b>SS#6: Reducing per Unit Subsidy Costs for Participating Households</b>			
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 FY2016 Moving Forward Annual Report
<b>SS#7: Increase in Agency Rental Revenue</b>			
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 FY2016 Moving Forward Annual Report
<b>SS#8: Households Transitioned to Self Sufficiency</b>			
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 FY2016 Moving Forward Annual Report

Grace-Mar/Symmetry (Boulevard Homes Originals)			
Metric	Baseline (April 2014)	FY2016 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 \$2,300 per household	Expected cost of task is \$1,300 per household	To be reported in the FY2016 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 100 hours monthly	To be reported in the FY2016 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 ≤11%	Expected average error rate of task is ≤11%	To be reported in the FY2016 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 FY2016 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 \$13,078	Expected average earned income of households affected by this policy is \$13,143	To be reported in the FY2016 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 \$1,118	Expected average savings/escrow amount of households affected by this policy is \$1,123	To be reported in the FY2016 Moving Forward Annual Report
SS#3: Increase in Positive Outcomes in Employment Status			
# Employed FT (32+)	22	36	To be reported in the FY2016 Moving Forward Annual Report
# Employed PT (1-31)	37	74	To be reported in the FY2016 Moving Forward Annual Report
Enrolled in an educational program	3	5	To be reported in the FY2016 Moving Forward Annual Report
Enrolled in job training Program	3	5	To be reported in the FY2016 Moving Forward Annual Report
Unemployed	53	<96	To be reported in the FY2016 Moving Forward Annual Report
Other (workshop)	11	37	To be reported in the FY2016 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 0.	Expected number of households receiving TANF is 4.	To be reported in the FY2016 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 111	Households expected to receive self sufficiency services is 111	To be reported in the FY2016 Moving Forward Annual Report
SS#6: Reducing Per Unit Subsidy Costs for Participating Households			
Decrease average amount of Section 8 or 9 subsidy per household affected by this policy in dollars.	CHA is unable to measure average Section 8 or 9 for this group. The households are part of a HOPE VI revitalization which resulted in some being placed in public housing communities, recipients of a housing choice voucher and some have relocated back to the revitalized community (Renaissance).		To be reported in the FY2016 Moving Forward Annual Report
SS#7: Increase in Agency Rental Revenue			
Increase in rental revenue in dollars	Families in this group are part of the HOPE VI Revitalization and are spread across public housing, HCV and returned to the original site. There is no way to determine this information for this group.		To be reported in the FY2016 Moving Forward Annual Report
SS#8: Households Transitioned to Self Sufficiency			
Increase number of households transitioned to self sufficiency <sup>8</sup>	Households transitioned to self sufficiency (no subsidy) is 0	Expected households transitioned to self sufficiency is 1	To be reported in the FY2016 Moving Forward Annual Report
CHA (Cedar Knoll, Leafcrest, Tarlton Hills)			
Metric	Baseline (April 2014)	FY2016 Benchmark	Projected Final Outcome
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 FY2016 Moving Forward Annual Report

<sup>8</sup> Positive Move Outs with No Subsidy

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 100 hours monthly	To be reported in the FY2016 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 FY2016 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 FY2016 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 \$19,345	To be reported in the FY2016 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 \$551	To be reported in the FY2016 Moving Forward Annual Report

SS#3: Increase in Positive Outcomes in Employment Status			
# Employed FT (32+)	22	34	To be reported in the FY2016 Moving Forward Annual Report
# Employed PT (1-31)	37	71	To be reported in the FY2016 Moving Forward Annual Report
Enrolled in an Educational Program	11	5	To be reported in the FY2016 Moving Forward Annual Report
Enrolled in Job Training Program	11	5	To be reported in the FY2016 Moving Forward Annual Report
Unemployed	56	≤83	To be reported in the FY2016 Moving Forward Annual Report
Other (workshop)	2	≥31	To be reported in the FY2016 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 7	To be reported in the FY2016 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 106	To be reported in the FY2016 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 FY2016 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 FY2016 Moving Forward Annual Report
SS#8: Households Transitioned to Self Sufficiency			
Increase number of households transitioned to self sufficiency <sup>9</sup>	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 FY2016 Moving Forward Annual Report

**NOTES:**

1.All metrics are taken from the FY16 program metrics

- 3) CHA does not anticipate any non-significant changes or modifications to the activity during the Plan year.
- 4) 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.
- 5) CHA does not require a different authorization from Attachment C or D for implementation other than when the activity was initially proposed.

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

- 1) CHA received approval to implement increasing the acquisition/rehabilitation of existing multi-family properties; in the 2008 – 2009 MTW Annual Plan. Implementation began in FY2009. In FY12, CHA received approval to expand this initiative to acquire and rehabilitate existing multi-family properties in mixed-income communities.

<sup>9</sup> Positive Move Outs With No Subsidy

- 2) CHA is anticipating the purchase of expiring tax credits on the public housing, LIHTC and market rate units in HOPE VI developments (First Ward, Park at Oaklawn and Arbor Glen) in FY2016. There are 50 public housing units in Arbor Glen that will not be included because Horizon Properties, LLC owns these units and CHA provides the subsidy.

CHA has found acquisition 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. Current new construction is at \$120,000 or more per unit. Individuals who resided at the acquired properties were relocated as necessary in accordance with the Uniform Relocation Act. The remaining occupied units are filled through attrition with ACC units as they become vacant.

Metric	Baseline	FY2016 Benchmark	Final Projected Outcome
<b>CE#1: Agency Cost Savings</b>			
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 \$685 per unit	To be reported in the FY2016 Moving Forward Annual Report
<b>HC#1: Additional Units of Housing Made Available</b>			
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 719	To be reported in the FY2016 Moving Forward Annual Report
<b>HC#4: Displacement Prevention</b>			
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 FY2016	To be reported in the FY2016 Moving Forward Annual Report
<b>HC#5: Increase in Resident Mobility</b>			
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 FY2016	To be reported in the FY2016 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.

- 5) CHA does not require a different authorization from Attachment C or D for implementation other than when the activity was initially proposed.

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

- 1) The agency was approved to implement land acquisition for future affordable housing in FY2009. The activity was implemented in FY2009.



- 2) 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. CHA has a surplus of land in inventory; therefore acquiring additional land is not a priority at this time. Steele Creek Seniors has been developed; Krefeld Drive scenario is being assessed; and construction of a 92 one bedroom mid rise apartment complex for seniors at the corner of Park and Marsh Roads in South Charlotte will begin in the summer of 2015 with a target completion date of one year.

Metric	Baseline	FY2016 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 FY2016.	To be reported in the FY2016 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.
- 5) CHA does not require a different authorization from Attachment C or D for implementation other than when the activity was initially proposed.

**Local Non-Traditional Initiatives**

**2011 – 2 Convert Units to Public Housing**

- 1) CHA was approved to implement an activity to utilize public housing units to serve homeless families at Hampton Creste Apartments and to implement a supportive self-sufficiency program in a 2<sup>nd</sup> 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	FY2016 Benchmark	Final Projected Outcome
<b>CE#4: Increase in Resources Leveraged</b>			
Increase of funds leveraged in dollars	Amount leveraged prior to is \$0	Expected amount leveraged is \$160,000 annually	To be reported in the FY2016 Moving Forward Annual Report
<b>SS#1: Increase in Household Income</b>			
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 FY2016 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 FY2016 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 FY2016 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 FY2016 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 FY2016 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 <sup>10</sup>	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

<sup>10</sup> Positive Move Outs with No Subsidy

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

- 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.
- 5) CHA does not require a different authorization from Attachment C or D for implementation other than when the activity was initially proposed.

### **2011 – 3 New Construction of Affordable Units**

- 1) 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. 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.
- 2) There are currently two projects under this activity:
  - The Vistas at 707 is the final on-site component of the Seigle Point HOPE VI redevelopment of the former Piedmont Courts. However, HOPE VI funding is not included in this project. CHA broke ground on The Vistas at 707 in December 2012 and should begin leasing April 2015.

The project will include 190 units of which 80% will be for lease to individuals at 80% area AMI and below and 20% will be affordable. The overall Seigle Point community

has a 10,000 square foot community building, 204 tax credit apartments, 31 market rate townhomes, and an amenity area with a playground, tennis & basketball courts, greenway, and shelter area.

- CHA has partnered with Laurel Street Residential (LSR) to develop and build the residential units and community center on-site as part of the Boulevard Homes HOPE VI revitalization plan. The Retreat, a 110 unit independent living development for seniors, was completed and is fully leased.

The second and third phases, The Residences, consist of 224 units of rental housing for families. The residential buildings proposed include three story apartment buildings, two story direct access apartment buildings and two story townhomes, configured in one- to three-bedroom units. Phase II is complete and fully leased. The third and final phase of the residential units is projected to start construction in the fall of 2014. There will be 150 units available in FY2016.

- Charlotte-Mecklenburg Schools is in the planning phase for the prek-8 grade school that will be built on-site. The school is projected to open in time for the 2017 – 2018 school term.
- The on-site Community Center is completed and is open. It houses the leasing office and the offices for the non-profit Renaissance West Community Initiative.

Metric	Baseline	FY2016 Benchmark	Projected Final Outcome
<b>HC#1: Additional Units of Housing Made Available</b>			
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 340	To be reported in the FY2016 Moving Forward Annual Report
<b>HC#5: Increase in Resident Mobility</b>			
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 FY2016 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.
- 5) CHA does not require a different authorization from Attachment C or D for implementation other than when the activity was initially proposed.



## B. Not Yet Implemented Activities

None to report

## C. Activities On Hold

### ***Acquisition of General Partnership Interest***

- 1) *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).
- 2) 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.
- 3) Once a plan for services has been approved, appropriate baselines, benchmarks, and measures will be developed and implemented.
- 4) See #3.
- 5) There may be modifications to the baselines, benchmarks and measures in the future.

## D. Closed Activities

### ***Biennial Review Process***

- 1) 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.
- 2) 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.
- 3) The activity was closed out FYE 2013.

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

- 1) 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.
- 2) 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 3<sup>rd</sup> offers in FY2013.
- 3) This activity was closed out effective FYE 2013.

### ***Good Neighbor Training***

- 1) 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.
- 2) 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.
- 3) 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**

- 1) 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.

- 2) 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.
- 3) 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.

## V. 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 prepopulated. CHA has a source (revenue) that is not listed as an option in the listed items. 2) The difference of expenditures over revenue is funded through reserves. 3) This is a 9 month budget (April 2015 – December 2015). CHA will begin operating on a calendar year January 2016.

### 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	3041420
70600	HUD PHA Operating Grants	42402984
70610	Capital Grants	4147027
70700 (70710+70720+70730+70740+70750)	Total Fee Revenue	243422
71100+72000	Interest Income	42980
71600	Gain or Loss on Sale of Capital Assets	\$0
71200+71300+71310+71400+71500	Other Income	10625950
<b>70000</b>	<b>Total Revenue</b>	<b>60503783</b>

**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	7076446
91300+91310+92000	Management Fee Expense	2203597
91810	Allocated Overhead	0
92500 (92100+92200+92300+92400)	Total Tenant Services	3295636
93000 (93100+93600+93200+93300+93400+93800)	Total Utilities	2342831
93500+93700	Labor	0
94000 (94100+94200+94300+94500)	Total Ordinary Maintenance	7728504
95000 (95100+95200+95300+95500)	Total Protective Services	698675
96100 (96110+96120+96130+96140)	Total insurance Premiums	311687
96000 (96200+96210+96300+96400+96500+96600+96800 )	Total Other General Expenses	4851752
96700 (96710+96720+96730)	Total Interest Expense and Amortization Cost	1141554
97100+97200	Total Extraordinary Maintenance	200000
97300+97350	Housing Assistance Payments + HAP Portability-In	34147916
97400	Depreciation Expense	0
97500+97600+97700+97800	All Other Expenses	0
<b>90000</b>	<b>Total Expenses</b>	<b>63998598</b>

**Describe the Activities that Will Use Only MTW Single Fund Flexibility**

**Center for Employment Services (CES)** - During the time period of January – December 2014, CES has placed 110 CHA residents in jobs. In 2014, CES extended services to several communities of CHA. The selected communities were Southside Homes, Dillehay Courts and Gladedale. CES provides outreach and recruitment for all CHA properties; however, the three stated communities served as a test to develop future strategies for services to be extended to communities that current do not receive structured supportive services.

The goals of this special outreach were to:

- 1) Educate residents on the services offered at CES
- 2) Connect residents to the job readiness, GED and job placement programs
- 3) Test the ability to conduct special training programs on the selected sites

Here are a few of the outcomes:

- 1) Job counseling was provided onsite on a weekly basis for residents to assist with basic job searching activities (resume development, interview techniques, etc.) (Dillehay and Southside)
- 2) ServeSafe food service training) was conducted at Southside Homes with 3 individuals employed after completion. (Have a great story here)
- 3) At Dillehay, Getting Ahead in a Just Getting by World was conducted with 18 graduates.
- 4) 3 residents at Gladedale completed CNA and Phlebotomy training after a health services outreach was conducted onsite with a local training provider.

Overall, CES has identified ways to bring services to communities throughout the portfolio. Adequate space will limit the ability for some communities to host onsite event, however, advanced planning will help in the future engagement of resident residing in close proximity to selected sites.

**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. To date, there have been 15 classes completed with a total of 524 participants coming thru the program. Since January 2014, WEHL has hosted classes at Southside, Parktowne Terrace, Tarlton Hills, Steele Creek, Autumn Place and the Carole Hoefener Community Center. The total number of graduates in 2014 was 103.

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 method. 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.

**MAXimize Your Potential Tutoring Program** - The Charlotte Housing Authority has 28 youth participating in this new all encompassing youth development program that aims to provide the skills needed to prepare 9th and 10th graders for academic success in high school, college and beyond. Over the course of 8 weeks, students will participate in stimulating workshops and activities designed to develop intrinsic motivation and the confidence students need to be successful. To help improve their academic performance, students will receive tutoring in Math and English via one-on-one and group sessions and the use of innovative online learning resources such as Khan Academy and Quizlet. These measures combined ensure that we MAXimize our student's potential.

**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.

Overall Part 1 Crime Stats for Charlotte Housing Authority communities resulted into a (-30% decrease) in comparison to the same time frame for over a three year average. The Third-Party communities had a (-23% decrease) in Part 1 Crimes. One point of reference is that both CHA managed and Third-Party managed sites crime trends are parallel to each other over a five year time period. Analyzing and monitoring Part 1 Crime Statistics give us the ability to gain a snap shot of the pulse of the communities.

**V.2.Plan.Local Asset Management Plan**

**B. MTW Plan: Local Asset Management Plan**

Is the PHA allocating costs within statute?

Y	o	
	r	
	o	N
	r	

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

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?

or  No

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

## VI. Administrative

- A. A resolution is attached as Appendix B.
- B. The Charlotte Housing Authority's draft FY2016 Annual MTW Plan was posted on October 16, 2014 through November 17, 2014 at the CHA's Administrative office at 400 East Boulevard, all CHA managed properties, the agency website, the main branch of Charlotte-Mecklenburg's Public Library System, and the offices of City Hall. Notice of the Plan's viewing availability and public hearing date was posted at the CHA Administrative office, all CHA managed sites and the following newspapers: La Noticia, Charlotte Post, and the Charlotte Observer. MTW staff attended community meetings for the Public Housing program to announce the MTW plan viewing dates. Notice was also attached to rent invoices and community newsletter of the public housing residents.

The Authority's draft FY2016 Annual MTW Plan public hearing was held on November 18, 2014 at 5:00 pm at CHA's Board of Commissioners monthly meeting at 400 East Boulevard, Charlotte NC 28203. See Appendix A for comments received during the Public Hearing.

- C. 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 FY2015 Annual Report.



## **VII. Appendices**

**Appendix A Public Review and Comment Documentation**

**Appendix B CHA Board Resolution**

**Appendix C HUD Certification of Compliance**

**Appendix D Listing of CHA Ongoing Moving Forward Initiatives**

**Appendix E Listing of Developments with Public Housing and Project-Based Units**

**Appendix F Hardship Policy**

**Appendix G Work Requirement Policy**

**Appendix H Rent Reform Overview**

**Appendix I Sample Bedroom Rent Bands**

**Appendix J Community Service Policy**

**Appendix K Violence Against Women Act**

**Appendix L Community Based Rental Assistance Policy**

**Appendix M Other Agency Activity**

**Appendix N Demolition/Disposition Activity**

**Appendix O Planned Capital Improvements**

**Appendix P 2014 Capital Fund ACC Amendment**

**Appendix Q Homeownership Hardship Policy**

**Appendix R Statement of Family Obligations for Homeownership Program**

**Appendix S HUD Approval of VASH Participation in Biennial Reexamination**