

**RECOMMENDATIONS FROM AGENCY
PLAN RETREAT
August 23, 2002**

Current Mission Statement

“ To lead public-private partnerships in advocating and facilitating affordable housing in decent neighborhoods and self-sufficiency for deserving residents of Orlando and Orange County. Through housing development, housing management, supportive services and housing advocacy, the OHA fosters quality living environments with a choice of affordable housing options, and offers opportunities for economic independence for it’s program participants.”

Recommended/Revised Mission Statements

“To lead, advocate and facilitate safe, affordable and decent housing while promoting economic self-sufficiency for deserving residents of Orlando and Orange County.”

“ To increase the availability of decent, safe and affordable housing in Central Florida communities to allow resident self-sufficiency.”

“ To foster/offer a choice of safe, decent and affordable housing options and opportunities for economic independence for its program beneficiaries.”

HUD Five Year Strategic Goal: Increase the availability of decent, safe and affordable housing in American Communities (Planning Area I)

OHA Five-Year Goal:

(2) Produce 500 incremental units of quality, affordable mixed income housing for rental by lower to moderate-income individuals and families. Replace housing loss through conversion, demolition and disposition.

Goal for current Year Plan

- (1). Form strategic alliance and partnerships with for-profit and non-profit developers of affordable housing**
- (2). Develop resources and incentives for development of affordable housing, and advocate for set-asides of LIHTC (tax credits) allocations for public/private housing development**

Agency Plan Retreat Recommendations

- Purchase existing sub-standard properties, and rehab to retain affordability
- Build new projects
- Redeveloping existing public housing sites and add additional units (Reeves Terrace)
- Partner with faith-base organizations to develop small projects
- Utilize Project Base Vouchers
- Combine financing with OCHFPA and OHA
- Further define market/non-impacted areas
- Establish EDC, CDC, CHDO
- Purchase or build Assisted Living Facility (ALF)
- Pursue FHA foreclosures, purchase and renovate
- Purchase market rate housing and make some units more affordable
- Pursue retirement communities.

OHA Five-Year Goal:

(3). Create 90 units of affordable housing for ownership by low-income families to include 52 units under the current Hampton Park Hope VI and 10 through the Section 8 Homeownership Program

Suggested Clarification:

(3). Assist sixty(60) low-income households to become homeowners.

Goal for current Year Plan

- (1). Enter into formal partnerships with non-profit sponsors of affordable homeownership**
- (2). Evaluate a lease-purchase model that can be effectively implemented under prevailing conditions**

Agency Plan Retreat Recommendations

- Offer homebuyer club for after purchase support and group sessions.
- Offer interior design assistance
- Assist with short term mortgage payment assistance
- Switch from PHA to Section 8 if employment is loss
- Continue efforts to coordinate 2nd and 3rd mortgages
- Pursue underwriting mortgages
- Advocate for inclusive zoning
- Partner with City and County for infill programs
- Approach small builders
- Increase employability skills and earnings through training, education, and support services
- Encourage alternative to single family homes such as condos and town homes
- Aggressive partnerships with non-profits, faith-base and educational institutions
- Partnership with Workforce Central Florida
- Extensive homeownership counseling
- Enhance in-house homeownership process knowledge base
- Tax incentives

OHA Five-Year Goal:

(4). Preserve the affordable nature of subsidized housing complexes that are currently at risk from expired/expiring restrictions for use as low-income housing

Goals for Current Year Plan

- (1). Create mechanisms within OHA to collect and analyze expiring-use information and use this information to respond to expiring use issues
- (2). Establish or participate in a forum of community partners to develop strategies and identify resources to acquire, control or otherwise prevent properties from losing their low-income status
- (3). Develop formal partnerships with for-profit and/or non-profit owners of “at risk” properties to retain the affordable character of the properties

Agency Plan Retreat Recommendations

- Purchase existing sub-standard properties, and rehab to retain affordability
- Build new projects
- Redeveloping existing public housing sites and add additional units (Reeves Terrace)
- Partner with faith-base organizations to develop small projects
- Utilize Project Base Vouchers
- Combine financing with OCHFPA and OHA
- Further define market/non-impacted areas
- Establish EDC, CDC, CHDO
- Purchase or build Assisted Living Facility (ALF)
- Pursue FHA foreclosures, purchase and renovate
- Purchase market rate housing and make some units more affordable
- Pursue retirement communities

HUD Five Year Strategic Goal: Ensure equal opportunity in housing for all Americans (Planning Area II)

OHA Five-Year Goal:

(1). Achieve geographic diversity with the placement of 80% of new affordable units in areas with income levels above 50% of median income

Suggested clarification:

(1). Acquire or develop affordable units in areas with income levels above 50% of median income, other than those units associated with revitalization efforts, in an effort to achieve geographic diversity

Goal for Current Year Plan

- (1). Implement a marketing and public information program to increase public and corporate awareness and acceptance of the need for affordable housing**
- (2). Expand the OHA's role in the Non-profit Housing Roundtable**
- (3). Develop "housing support" partnerships with major corporations whose employees need conveniently located affordable housing**

Agency Plan Retreat Recommendations

- Develop strategies to "educate" the community for acceptance of affordable housing
- Position non-profits to develop and acquire units
- Analyze 2000 Census Data
- Develop strategy to identify properties needed
- Sell positive ideas of mixed-income neighborhoods to politicians and the community
- Advocate for inclusive zoning
- Sell the positive idea of mixed income neighborhoods

OHA Five-Year Goal:

(2). Increase the percentage of all Section 8 mover families with children who move to low-poverty census tracts 10% points higher than the percentage of Section 8 families with children residing in low poverty census tracts at the end of FY 1999

Suggested Goal Clarification:

(2). Increase the percentage of all Section 8 families with children who move to non-impacted census tracts by 2% per year

Goal for Current Year Plan

- (1). Identify the areas to be targeted for enhanced Section 8 program marketing
- (2). Develop partnership with service agency to help ease family's transition to occupancy in non-traditional areas
- (3). Develop and utilize revised orientation program for voucher-holders to emphasize their option to occupy units in non-impacted areas
- (4). Develop and implement landlord outreach and orientation program to attract owners of units in non-impacted areas.

Agency Plan Retreat Recommendations

- Develop strategies to “educate” the community for acceptance of affordable housing
- Position non-profits to develop and acquire units
- Analyze 2000 Census Data
- Develop strategy to identify properties needed
- Sell positive ideas of mixed-income neighborhoods to politicians and the community
- Advocate for inclusive zoning
- Sell the positive idea of mixed income neighborhoods

OHA Five-Year Goal:

(3). Achieve Mandatory income-mixes in public housing

Suggested Clarification:

(3). Maintain mandatory income-mixes in public housing

Goal for Current Year Plan

- (1). Identify properties for which deconcentration targets are to be established
- (2). Modify and implement admissions and unit assignment policies to facilitate income-mixing in applicable housing developments
- (3). Develop and implement rent incentives to attract and retain higher-income applicants, and encourage existing residents to work and increase income

Suggested Amendment

- (3)a. Develop and implement rent incentives to attract and retain higher-income applicants
- (3)b. Encourage existing residents to work and increase income
- (4). Provide amenities in OHA public Housing properties to attract and maintain higher-income residents
- (5). Develop and implement a marketing program to attract working families and recently laid-off workers for waitlist

Agency Plan Retreat Recommendations

- Continue acquisition
- Further define market/non-impacted areas
- Utilize OHA bonding capacity/match with Orange County Housing Finance Authority (OCHFA)
- Establish EDC, CDC, CHDO
- Promote local housing programs
- Continue flat rent implementation
- Make PH units comparable to market rate
- Rent incentives to attract higher income individuals and encourage employment of current residents

HUD Five Year Strategic Goal: Promote self-sufficiency and asset development of families and individuals (Planning Area III)

OHA Five-Year Goal:

- (1). Achieve employment of at least one non-elderly/non-disabled adult family member in all public housing households**

Suggested Clarification:

- (1). Promote employment of adults in public housing households***

Goal for Current Year Plan

- (1). Develop and implement tenant selection policies that place a priority on occupancy by families with members who are working**
- (2). Develop and implement rent determination and program policies that provide work incentives**
- (3). Partner with job training, education and supportive service agencies, facilitate job placements and employment of adults living in non-working households.**
- (4). Working in partnership with job training, education and supportive service agencies, facilitate job placement and employment of adults living in non-working households**

Agency Plan Retreat Recommendations

- Improve communications with city and OHA to implement Section 3 (US Housing Act 1968)
- Partner with educational institutions/promote vocational/tech education
- Focus on transportation for persons working non-traditional hours
- Enforce stipulations and consequences
- Provide additional incentives (reduced rent, free rent etc.)
- Create pilot/FSS program in Public Housing
- Expand Tenant Integrity Program
- Provide additional job/employability skills training & credit counseling
- Conduct survey to determine types of job training residents want

- Highlight success stories
- Partner with faith-based organizations
- Provide mentors
- Promote resident owned businesses (incubator, small businesses)
- Allow residents to assist in marketing products/services to non-PHA clients
- Bid list
- Pursue grants for health care insurance and develop health care options
- Develop stop-gap task group

OHA Five-Year Goal:

(2). Reduce the rate of unemployment among adult Section 8 beneficiaries by 2% per year

Goal for Current Year Plan

- (1). Develop and implement tenant selection policies that place a priority on occupancy by families with members who are working
- (2). Revise and implement an enhanced program marketing effort to achieve full utilization of all Family Self-Sufficiency (FSS) slots
- (3). Create and implement incentives to encourage participants to complete their FSS participation
- (4). Strengthen existing and create new partnerships for continued implementation of the Family Self-sufficiency Program

Agency Plan Retreat Recommendations

- Expand Tenant Integrity Program
- Provide additional job/employability skills training & credit counseling
- Partner with educational institutions
- Partner with faith-base organizations
- Highlight success stories
- Promote resident owned businesses
- Promote vocational/technical education/training
- Provide additional incentives (free rent, reduced rent)

OHA Five-Year Goal:

(3). Enable 10 beneficiaries of Section 8 assistance to become homeowners

Suggested Clarifications:

(3). Enable 10 beneficiaries of Section 8 assistance to become homeowners and assist them in maintaining homeownership

Goal for Current Year Plan

- (1). Develop and implement a Section 8 Homeownership Program
- (2). Establish and implement mechanisms to identify Section 8 homeownership candidates
- (3). Continue partnerships with organizations that provide homebuyer training and counseling and facilitate the provision of these services to homeownership candidates

Agency Plan Retreat Recommendations

- Offer homebuyer club for after purchase support and group sessions.
- Offer interior design assistance
- Assist with short term mortgage payment assistance
- Continue efforts to coordinate 2nd and 3rd mortgages
- Pursue underwriting mortgages
- Advocate for inclusive zoning
- Partner with City and County for infill programs
- Approach small builders
- Increase employability skills and earnings through training, education, and support services.
- Encourage alternative to single family homes such as condos and town homes.
- Aggressive partnerships with non-profits, faith-base and educational institutions.
- Partnership with Workforce Central Florida
- Extensive homeownership counseling
- Enhance in-house homeownership process knowledge base.
- Tax incentives

OHA Five-Year Goal:

(4). Enable 10 public housing families to active homeownership

Suggested Clarification:

(4). Identify 10 public housing families capable of achieving homeownership

Goal for Current Year Plan

- (1). Establish and implement mechanisms to identify public housing homeownership candidates
- (2). Enter into partnerships with organizations that provide homebuyer training and counseling and facilitate the provision of these services to homeownership candidates
- (3). Enroll income-eligible candidates into the homeownership counseling program
- (4). Establish and implement financial mechanisms (Emergency Assistance Fund) to assist eligible families with verifiable household emergencies

Agency Plan Retreat Recommendations

- Implement FSS Program for public housing residents
- Switch from PH to section 8 if employment loss
- Assist with short term mortgage payment assistance
- Continue efforts to coordinate 2nd and 3rd mortgages
- Pursue underwriting mortgages
- Advocate for inclusive zoning
- Partner with City and County for infill programs
- Approach small builders
- Increase employability skills and earnings through training, education, and support services
- Encourage alternative to single family homes such as condos and town homes
- Aggressive partnerships with non-profits, faith-base and educational institutions
- Partnership with Workforce Central Florida
- Extensive homeownership counseling

HUD Five Year Strategic Goal: Improve quality of life (for residents) and economic viability (for housing authority) (Planning Area IV)

OHA Five-Year Goal:

(2). Improve the physical condition of existing OHA-owned or OHA-managed housing units to achieve rent comparability with standard quality housing in the local market

Goal for Current Year Plan

- (1). Prepare for and conduct strategic asset analysis of all OHA properties
- (2). Adopt Recommendations of asset analysis for improving properties' competitive positions
- (3). Prepare a multi-year capital improvement plan

Agency Plan Retreat Recommendations

- Focus on additional beautification efforts (hire specialist for landscaping etc.)
- Install irrigation system for landscaping
- Larger closet spaces in units
- Increase marketing efforts of OHA properties
- Additional lighting
- Fencing
- Pavilions (covered)
- Permanent BBQ grills
- Additional recreation areas (playgrounds, basketball ct. etc.)
- Washer/Dryer installation
- Eliminate clotheslines
- Window treatments/blinds
- Clubhouses/updated community rooms

OHA Five-Year Goal:

3). Increase effective resident involvement in improvement initiatives

Goal for Current Year Plan

- (1). Increase the effectiveness of resident organizations by assisting 3 resident association in obtaining 501 © 3 designation
- (2). Increase participation in resident initiatives by 10%
- (3). Increase resident involvement in OHA planning and operations by establishing formal mechanisms for input and incentives for participation
- (4). Increase the opportunity of OHA staff participation in resident council meetings by instituting a policy requiring the attendance of a key staff member upon invitation by resident council

Agency Plan Retreat Recommendations

- Provide incentives for participation
- Target males for involvement in programs/amnesty program for male in households
- Partnership with Green-Up Orlando
- Early involvement of residents in planning
- Improve communication between resident and site manager
- Advance notice of repairs
- Highlight programs/improvement initiatives
- Network with other PHAs and Resident Associations
- Build relationships through meetings, special events, social events, and intergenerational programs.
- Special recognitions for individuals/complexes (yard of the month etc.)
- Promote pride of ownership through decals
- Continue training programs (H.A.S.H, management trainee)
- Showcase resident initiatives

OHA Five-Year Goal:

(4). Increase the economic viability of OHA by reducing the need for HUD funding by 10%

Goal for Current Year Plan

- (1). Reduce OHA per-service unit expenditures by 5% (adjusted for inflation) over the next 5 years by achieving economies through improvements in efficiency, reduction in utility consumption and cost controls
- (2). Increase internally generated income by 5% through changes in admissions policies and facilitation of employment and training programs
- (3). Identify and secure alternatives funding sources to reduce need for HUD funding

Agency Plan Retreat Recommendations

- Tax credit properties (do tax credit compliance, sell our service)
- Utility allowances survey (charge reasonable cost)
- Housing development/management (ALF, asset management, retirement facilities)
- Acquire Project Base Section 8
- Identify properties to purchase/renovate
- Look for property development/LIHTC
- Issue bond for other developers

OHA Five-Year Goal:

(5). Increase by 10% the number of local residents with a favorable image of the OHA and its program beneficiaries

Suggested Clarification:

(5). Facilitate a favorable image of the OHA and its program beneficiaries

Goal for Current Year Plan

(1). Improve the image of Orlando Housing Authority by generating positive publicity

Agency Plan Retreat Recommendations

- Improved OHA Logo
- Promos/Orange TV
- Public Service Announcement (PSA)
- Media (print, TV, radio)
- Improve/update internet
- “Toot our own horn”
- Recognition for success stories
- Direct tie between favorable image and economic viability
- Keep up good appearance of properties

FOUR Year Visioning Process

I. Education

- Establish a OHA Foundation/provide scholarships
- Seek corporate sponsorships/scholarships
- Provide staff for computer labs for adult/child computer literacy programs
- FCAT module on-site
- Partner with Orange County schools for tutors
- Promote parental accountability through required participation

II. Good Citizenship

- Voters registration
- Use absentee ballots
- Target 18 year-olds

III. Economic Independence for the HA

- Tax credit properties-do tax credit compliance, “sell our service”
- Utility allowances survey (charge reasonable cost)
- Housing development/management (ALF, asset management, retirement facilities)
- Acquire Project Base Section 8
- Identify properties to purchase/renovate
- Look for property development/LIHTC
- Issue bond for other developers

III. Homeownership/Employment Training

See planning area III (Goals 3 & 4) Agency Plan Retreat Recommendations