

Orlando Housing Authority
Year 2 Annual Moving to Work (MTW) Plan
(April 1, 2012 to March 31, 2013)
Draft for Public Comment issued November 15, 2011

Orlando Housing Authority
MTW Plan for Year 2
(April 1, 2012 to March 31, 2013)
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SECTION I. INTRODUCTION

B. Overview of the Agency's MTW Goals and Objectives for the Year

The Orlando Housing Authority (OHA) began implementation of its MTW Plan for the 15-month Initial Demonstration Period (1/1/11 to 3/31/12) in January 2011, following the execution of the Amended and Restated MTW Agreement with HUD on January 7, 2011. OHA's MTW Plan for Year 2, commencing 4/1/12, both builds upon the progress OHA made in the Initial Demonstration Period and recognizes the initial tasks yet to be accomplished. For example, in view of the very promising initial implementation of the \$225 self-sufficiency rent floor coupled with the self-sufficiency resource center, the phase-in of those activities in Year Two will continue as originally contemplated. On the other hand, OHA proposes no new MTW activities for Year Two, so that it can devote its attention to progress on the very ambitious group of activities laid out for Year One.

All of OHA's MTW goals and objectives relate to one or more of MTW's three statutory purposes: A) increase cost effectiveness, B) increase self-sufficiency, and C) increase housing choices for low-income families. OHA expects a number of approved MTW activities and uses of funds to evolve over time in response both to internal and external factors affecting implementation and as a result of ongoing assessments of effectiveness. Such factors may require the Agency to modify and or eliminate some of the initial established benchmarks/metrics or add new ones to more accurately assess the extent of the impact of the activity on the lives of residents and clients served and/or the operational efficiency of the Agency, as well as the degree to which statutory purpose(s) have been achieved.

The list below delineates MTW Activities and MTW Uses of Funds and identifies the statutory purpose(s) to which each relates.

MTW Activity 1:

Phase in implementation of a self-sufficiency rent floor (\$225) for households with non-elderly, non-disabled adults, with hardship exceptions linked to self-sufficiency activities. (statutory purposes A and B)

MTW Activity 2:

Streamline the recertification process in the public housing and voucher programs. (statutory purpose A)

MTW Activity 3:

Streamline the rent calculation process in the public housing and voucher programs. (statutory purpose A)

MTW Activity 4:

Consolidate inspection and recertification requirements. (statutory purpose A)

MTW Activity 5:

Provide Interim Voucher Assistance and Related Counseling to Prevent Foreclosure. (statutory purposes B and C)

MTW Activity 6:

Partner with Central Florida Commission on Homelessness to provide a homeless/transitional housing facility. (statutory purposes B and C)

MTW Activity 7:

Use project-based vouchers and other resources to develop City-donated property for low-income elderly housing. (statutory purpose C)

MTW Use of Funds A:

Provide a comprehensive OHA 1-stop self-sufficiency resource center to promote use of single-fund flexibility. (statutory purpose B)

MTW Use of Funds B:

Take every reasonable step to complete the greening of OHA. (all statutory purposes)

MTW Use of Funds C:

Provide for effective evaluation of MTW initiatives (using single-fund flexibility). (all statutory purposes)

Over the course of the past ten months, OHA has made progress toward meeting many of the goals and objectives for the initial project period (See Section VI. B--Status Update on Activities). Implementation timelines for some activities have been extended into Year 2 to account for external factors beyond the Agency's control, including changes in economic conditions and/or a need for additional approvals (Activities 4, 6 & 7); while start-up for several others activities was slightly delayed following a determination that additional planning and action steps were required to ensure effective execution (Activity 5 & Use of Funds B). Implementation of Use of Funds B, completion of the greening of OHA, is currently underway and the foreclosure prevention initiative (Activity 5) will begin in January 2012.

During Year 2 of our MTW Program, the agency plans to continue implementing the approved activities and uses of funds for the initial demonstration period listed above. This includes the planned phase-in of MTW Activity 1 (self-sufficiency rent floor linked to self-sufficiency activities for households with non-elderly, non-disabled adults, with hardship exceptions) at three more public housing sites: Reeves Terrace, Griffin Park Apartments, and Murchison Terrace. In addition, several activities, including streamlined recertification process (Activity 2) and provision of a transitional housing facility (Activity 6), should move from the planning phase to initial implementation.

SECTION II. GENERAL OPERATING INFORMATION

A. Housing Stock Information

| | |
|--|-------|
| Number of public housing units at the beginning of the year; | 1,485 |
| General description of any planned significant capital expenditures by development (>30% of the Agency's total budgeted capital expenditures for the fiscal year); | N/A |
| Description of any new public housing units to be added during the year by development (specifying bedroom size, type, accessible features, if applicable); | N/A |
| Number of public housing units to be removed from the inventory during the year by development specifying the justification for the removal; | 210* |
| Number of MTW Housing Choice Vouchers (HCV) units authorized; | 2,393 |
| Number of non-MTW HCV units authorized; and | 545 |
| Number of HCV units to be project-based during the Plan year, including description of each separate project. | 45 |

B. Leasing Information, Planned

| | |
|--|--|
| Anticipated total number of MTW PH units leased in the Plan year; | 1,485 |
| Anticipated total number of non-MTW PH units leased in the Plan year; | |
| Anticipated total number of MTW HCV units leased in the Plan year; | 2,543 |
| Anticipated total number of non-MTW HCV units leased in the Plan year; and | 395 |
| Description of anticipated issues relating to any potential difficulties in leasing units (HCV or PH). | Criminal backgrounds, lack of transportation |
| Number of project-based vouchers in use at the start of the Plan year: | 0 |

* Application to HUD requesting approval to demolish 210 units at Lake Mann Homes is pending.

C. Waiting List Information

OHA does not anticipate any changes in the structure, or the opening or closing, of its waiting lists.

Demographic Information

The following chart summarizes the number and characteristics of households on the public housing and section 8 HCV waiting lists at the end of the plan year:

| | Public Housing | | Housing Choice Vouchers | |
|---|-----------------------|------|--------------------------------|------|
| Total Number On The Waiting List | 4018 | 100% | 1920 | 100% |
| Distribution by Income Level | | | | |
| Extremely Low Income | 2524 | 63% | 721 | 38% |
| Very Low Income | 1258 | 31% | 639 | 33% |
| Low Income | 224 | 6% | 235 | 12% |
| Above Low Income | 12 | 0% | 325 | 17% |
| Distribution by Bedroom Size | | | | |
| 0 Bedrooms | 1773 | 44% | 524 | 27% |
| 1 Bedroom | 153 | 4% | 199 | 11% |
| 2 Bedrooms | 1414 | 35% | 493 | 26% |
| 3 Bedrooms | 577 | 14% | 521 | 27% |
| 4 Bedrooms | 90 | 3% | 160 | 8% |
| 5 Bedrooms | 10 | 0% | 17 | 1% |
| 6+ Bedrooms | 1 | 0% | 6 | 0% |
| Distribution by Family Type | | | | |
| Elderly Disabled | 287 | 7% | 124 | 6% |
| Elderly Non-Disabled | 258 | 6% | 85 | 4% |
| Non-Elderly Disabled | 1253 | 32% | 456 | 24% |
| Non-Elderly Non-Disabled | 2220 | 55% | 1255 | 66% |
| Distribution by Race of Head of Household | | | | |
| White | 1731 | 43% | 484 | 25% |
| Black/African American | 2117 | 54% | 1344 | 70% |
| Asian | 22 | 0% | 6 | 0% |
| Native Hawaiian/Other Pacific Is. | 80 | 2% | 12 | 1% |
| Other/Unknown | 68 | 1% | 74 | 4% |
| Distribution by Ethnicity of Head of Household | | | | |
| Hispanic or Latino | 1840 | 46% | 469 | 24% |
| Not Hispanic or Latino | 2178 | 54% | 1451 | 76% |

SECTION III. NON MTW-RELATED HOUSING INFORMATION

A. Sources and Uses [*Update the numbers*]

A list of planned sources of other (non-MTW) HUD funds (excluding HOPE VI) follows. The uses of the funds are evident based upon the sources. Current-year funding is stated, because OHA does not have different estimates for the coming year at this point. Some of the sources listed, notably the Capital Fund formula American Reinvestment and Recovery Act (ARRA) funding, will not be recurring awards for 2012.

Vouchers for non-elderly persons with disabilities, \$

HUD-VASH vouchers, \$

Vouchers for Single-Room Occupancy, \$ (OHA is contract administrator)

FSS Coordinator, \$

Resident Opportunities and Supportive Services (ROSS), \$

Capital Fund formula ARRA funding, \$

Operation of 456 low-income housing units other than public housing, \$ (gross potential rent)

B. Description of Non-MTW Activities

OHA operates the initiatives represented by the funding sources listed above. The 456 non-public housing low-income housing units are all rental housing, are described further below and consist of the 280-unit West Oaks development, the 101-unit Antioch Manor Section 202/8 development for the elderly, and the 75-unit Jackson Square/Division Oaks development. OHA also continues activities with respect to the Carver Park HOPE VI and has a pending \$22 million application for HOPE VI for its Lake Mann development.

During the Initial Demonstration Period, OHA was asked by HUD to manage the distressed Sanford Housing Authority (SHA). While OHA undertook this substantial effort successfully, the effort diverted valuable staff resources from the MTW implementation effort. OHA expects SHA administration to demand less staff attention during Year Two, allowing for additional concentration on the implementation of MTW.

SECTION IV. LONG -TERM MTW PLAN

Through the implementation of targeted activities and uses of funds, OHA will strive to achieve the maximum possible cost-effectiveness in the delivery of services and increase resident self-sufficiency and housing choices, given the amount of resources available.

With respect to cost-effectiveness, OHA's vision is to ensure that the valuable federal resources it receives are put to the best possible use - providing the most and highest-quality affordable housing and related services to the residents of the city of Orlando and Orange County, leveraging additional resources to provide the community with expanded affordable housing options and opportunities for economic independence. In addition to the current activities, future activities may include further rent simplification such as simplification of the medical expense deduction and streamlining of other processes such as procurement, asset management and utility billing.

With respect to self-sufficiency, OHA's vision is to implement a dynamic rent structure providing incentives for its families to sustain and increase earnings and employment, while retaining affordability. To accomplish this, OHA will support a comprehensive one-stop self-sufficiency resource center that provides and leverages resources to link its residents/clients to services throughout greater Orlando, helps residents prepare for and find jobs, facilitates access to convenient transportation to job centers during relevant hours, and provide childcare during non-traditional hours (evenings/nights/weekends). OHA's position is that all residents and clients receiving housing assistance who can work should receive the necessary support that will enable them to do so. A major challenge for OHA's MTW program will be to continue and expand upon the initial success of the self-sufficiency resource center, documented below, as coverage is expanded over the coming years to the full public housing and voucher programs.

With respect to housing choice, OHA will take advantage of every potential resource to increase access to low-income housing and help to address particular community needs such as foreclosure prevention and transitional housing for the homeless, in addition to fulfilling its historic role as outstanding provider of public housing and vouchers for low-income households.

With respect to all three MTW statutory goals, OHA will take every reasonable step to complete the greening of the Authority providing residents with training on reduced utility bills and ensuring a healthier living environment. OHA will also capitalize upon its partnership with the University of Central Florida for the evaluation of MTW progress, leading to timely improvement in MTW program throughout the course of the demonstration.

OHA's currently-approved MTW activities will contribute greatly to the achievement of this vision. In addition, there are two activities that OHA hopes to begin implementing during the third MTW year:

1. Provide a mechanism for elderly residents to obtain needed assisted living services with vouchers where possible, by allowing more flexibility in the rent rules so that residents can pay for services that for them are basic living expenses

2. Take advantage of the potential to use ACC resources, project-based vouchers or other resources to support strategic additions to the low-income stock

Activity 1: Expand assisted living options by allowing voucher-holders to pay more than 40% of their incomes

A. Description – OHA currently assists a number of frail elderly individuals who need assisted living services. OHA would give such individuals greater ability to obtain such services, by allowing them to expend more than 40% of their incomes for rent (including services) in assisted living facilities. Studies have shown that because assisted living facilities provide additional assistance such as meals, individuals can expend a much higher percentage of their incomes to pay for the assisted living package than 40%. The vouchers typically would be used in this manner in conjunction with Medicaid waivers used to pay for additional medical services; both resources, along with the tenant pay rents that would be authorized by this activity, are expected to be needed for access to assisted living and adequate services. Congress annually has authorized such an experiment in several Michigan counties for more than five years, but OHA is not aware that it has been tried elsewhere. OHA will prioritize assistance for individuals now living in public housing who clearly need additional assistance with daily living tasks.

B. Statutory Objective – Housing Choice.

C. Anticipated Impacts – To the extent vouchers can be used successfully in this manner, elderly individuals will be provided services they need. In some cases, their relocation to assisted living also will resolve difficult management problems in their former public housing developments. Concerns include the ability of individuals who need this service to afford and access assisted living facilities even with the proposed regulatory relief.

D./ E. Baseline and Benchmarks; Data Collection Metrics and Protocols

| METRICS/PROTOCOLS | BASELINE | BENCHMARK |
|---|--|---|
| OHA will track the number of waivers it grants so that vouchers can be used for assisted living facilities and the number of assisted living facilities involved, and will require residents to report additional services received and satisfaction with the facilities annually | No vouchers are now used for assisted living | Serve 25 households in this manner by the fifth year of MTW |

OHA also will track both the level of resident payments and its voucher costs associated with this activity.

F. Schedule - Within the first nine months of MTW Year 3, the Agency will take preliminary steps, including consultations with the Medicaid agency to obtain necessary waivers and outreach to individuals who may need services and assisted living facilities. A timetable and work plan for implementation will be based on the results of these and other fact finding and outreach efforts. The benchmark would be attained gradually over the three-year period.

Activity 2. Take advantage of reduced real-estate prices to acquire property for additional low-income housing

A. Description – To the extent opportunities and resources become available, OHA would use public housing ACC authority, project-based vouchers or MTW seed money to finance the acquisition and operation of additional low-income housing. Where possible, other funding sources such as low-income housing tax credits would be leveraged. Any acquisition or public housing units would be within the statutory cap.

B. Statutory Objective – housing choice; cost effectiveness

C. Anticipated Impacts – The anticipated impact will depend upon resources that become available.

D./ E. Baseline and Benchmarks; Data Collection Metrics and Protocols

| METRICS/PROTOCOLS | BASELINE | BENCHMARK |
|---|---|---|
| OHA will track the number of units acquired for affordable housing and the public housing, voucher or MTW resources used for such acquisitions, as well as other funds leveraged by this activity | No public housing or voucher funding has been used to purchase affordable housing | At least 15 units over three years (to be adjusted as potential resources become available) |
| Cost savings through streamlined processes | No cost savings | Cost savings to be set depending on the specific processes used |

F. Schedule - OHA will plan for an initiative over a three-year MTW period that could produce at least 15 units. In the first MTW year of the activity, OHA will estimate development period time and expenses saved by use of MTW authorizations. OHA will review all potential resources and develop a plan for the maximum amount of acquisitions, taking into account other OHA resource commitments. OHA will endeavor to use all ACC authority for this purpose that is not otherwise committed.

SECTION V. PROPOSED MTW ACTIVITIES: HUD APPROVAL REQUESTED

OHA proposes no new MTW activities for Year Two. During Year Two, the Agency plans to continue implementing the approved Activities and Uses of Funds for the Initial Demonstration Period (see Section VI. A.), all of which are considered to be ongoing, many with multiple components to be phased in, and all involving follow-up activities and requiring evaluation over multiple fiscal years to determine whether established benchmarks/metrics and statutory purposes are being met. Section VI. B provides a status update on MTW Year 1 Activities and Uses of Funds, all of which are expected to be continued during Year 2.

SECTION VI. ONGOING MTW ACTIVITIES: HUD APPROVAL PREVIOUSLY GRANTED.

Section VI. A. List activities continued from the prior plan year(s): specify the plan year in which the activity was first identified and implemented.

OHA MTW Activities and Uses of Funds

All of OHA's MTW Activities and Use of Funds actions, listed again below for convenience, were identified in the HUD-approved MTW Plan for the Initial Demonstration Period (January 1, 2011 to March 31, 2012).

MTW Activity 1:

Phase in implementation of a self-sufficiency rent floor (\$225) for households with non-elderly, non-disabled adults, with hardship exceptions linked to self-sufficiency activities.

MTW Activity 2:

Streamline the recertification process in the public housing and voucher programs.

MTW Activity 3:

Streamline the rent calculation process in the public housing and voucher programs.

MTW Activity 4:

Consolidate inspection and recertification requirements.

MTW Activity 5:

Provide Interim Voucher Assistance and Related Counseling to Prevent Foreclosure.

MTW Activity 6:

Partner with Central Florida Commission on Homelessness to provide a homeless/transitional housing facility.

MTW Activity 7:

Use project-based vouchers and other resources to develop City-donated property for low-income elderly housing.

MTW Use of Funds A:

Provide a comprehensive OHA 1-stop self-sufficiency resource center to promote use of single-fund flexibility.

MTW Use of Funds B:

Take every reasonable step to complete the greening of OHA.

MTW Use of Funds C

Provide for effective evaluation of MTW initiatives.

SECTION VI. B: PROVIDE AN UPDATE ON THE STATUS OF EACH ACTIVITY

Please see the following MTW Activity Tracking Matrix, coupled with narratives for some activities.

MTW Activities Tracking Matrix

Initial Demonstration Period (January 1, 2011 to March 31, 2012)

MTW Activity 1:

Phase in implementation of a self-sufficiency rent floor (\$225) for households with non-elderly, non-disabled adults, with hardship exceptions linked to self-sufficiency activities

| <u>OHA Implementation Steps</u> | <u>Timetable</u> | <u>Status and Year 2 Expectation</u> |
|---|---|---|
| Initial year: implement rent floor for new family public housing admissions and at two sites, Ivey Lane and Citrus Square (\$225) | 1/1/11 - new PH admission 2/1/11 - current PH sites | Implemented on schedule |
| Phase in over three years for public housing and in the fourth year for the voucher program, with adjustments as warranted by experience and analysis | Yr. 2 (4/2012)- Reeves (171), Griffin (171), Murchison (188), New PH Admissions Yr. 3 (4/2013) - Lake Mann (207), Omega (73), Marden Meadows (45), Carver Park (Villas-64, Landings -56), New PH Admissions Yr 4 (4/2014) - All Section 8 Participants and all new PH and Section 8 Admissions | The Year 2 challenge will be to expand the program to three more public housing developments. OHA is identifying residents that will be become subject to the next floor and shortly will begin the notification process to affected households |
| Require participation of households subject to the rent floor in self-sufficiency activities | Implement through self-sufficiency center as new households are subject to the rent floor | |

OHA Implementation Steps

Timetable

Status and Year 2 Expectation

Provide hardship exemption process sensitive to economic conditions:

1/1/11

Completed

Establish hardship panel --
D. Council (or designee), R. Pierce (or designee), Resident Commissioner (Ms. Bruni Alfaro) or designated Resident Association President

Establish rules and schedules

Additional steps OHA is undertaking to accommodate expansion of this initiative include likely impact of expanded rent floor: current information indicates that ____ households at the developments to become covered by the self-sufficiency rent floor (Rent Floor) on April 1, 2012 will be subject to the Rent Floor. Information regarding these households follows: *[Insert]*

| Metrics | Baseline (FY 09; from Year One Plan) | Benchmarks | Data Collection/Analysis Methods | Preliminary comments; may be discussed further in Annual MTW Report |
|--|---|--|--|--|
| Amount of income and earnings | <p>Total earnings of families with non-elderly, non-disabled adults initially covered by Rent Floor</p> <p>All public housing families: \$350,943*</p> <p>Covered Initial Year: \$159,978</p> <p>Covered Year Two (added January 2012): \$_____</p> | <p>Increase total earnings of families with non-elderly, non-disabled adults initially covered by Rent Floor by 5% each year, starting in the third MTW year</p> | <p>Will be collected from certification and recertification data</p> | <p>No impact expected yet</p> |
| Number of working adults and heads of households | <p>Number of working adults and heads of household</p> <p>All public housing families: 396 (Individuals) 388 (HOH)</p> <p>Covered Initial Year: 102 (Individuals) 98 (HOH)</p> | <p>Increase number of working adults and heads of household by 5% each year, starting in the third MTW year</p> | <p>Will be collected from certification and recertification data</p> | <p>No impact expected yet</p> |

| | | | | |
|--|---|---|---|---|
| Voluntary loss of employment | Number of heads of household of families with non-elderly, non-disabled adults with voluntary loss of employment within first year of occupancy All move-ins: 26 (21%) | Decrease number of heads of household with voluntary loss of employment each year by 50% | Will be determined from recertification after the first year of occupancy | Initial numbers show few voluntary employment losses in the Initial Demonstration Period |
| Number of undeclared occupants who sign leases | Estimated number of undeclared occupants: 1 for every 2 households All families: 289 Covered initial year: 109 | Reduce number of undeclared occupants by 10% annually | Will be tracked as this occurs and through annual recertifications | OHA is having difficulty tracking this and is considering changing the metric in the MTW Report, possibly to new adult household numbers other than the head of household who identify themselves |
| Number of staff minutes spent on recertifications | All families: 229,730 for public housing Covered Initial Year: 36,563 | Reduce staff minutes spent on recertifications by 10% | Will be estimated by staff studies | |
| Average earnings of families with non-elderly, non-disabled adults initially covered by Rent Floor | All families: \$3,000* Covered Initial Year: Citrus & Ivey \$4,102 | Increase average earnings of families with non-elderly, non-disabled adults initially covered by Rent Floor by 5% each year, starting in the third MTW year | Will be collected from certification and recertification data | |

*Does not include Carver development

**For Carver development, only earnings regarding heads of household is available.

MTW Activity 2:

Streamline the recertification process in the public housing and voucher programs

OHA Implementation Steps

Recertify elderly/disabled - all sites every three years, with annual adjustments for fixed-income program cost of living increases

Timetable

Initial Year 2011 (15 months): - all sites
Recertify Yr. 4 (4/2014) and Yr. 7 (4/2017)

Status and Year 2 Expectation

Initial recertifications are completed for public housing residents and in progress for voucher program participants.

Year 2 will be the first year in which elderly and disabled households are not recertified, and staffing adjustments are made accordingly

| Metrics | Baseline (FY 09; from Year One Plan) | Benchmarks | Data Collection/Analysis Methods | Preliminary comments; may be discussed further in Annual Report |
|--|---|---|--|---|
| Number of staff minutes spent on rent calculations and recertifications for public housing and voucher programs with elderly and-disabled households | 224,182 minutes | Reduce staff minutes spent on rent calculations and recertifications by 50% for households with no non-elderly, non-disabled adults (limited savings in the first year) | Staff studies; also, total incomes to be examined at full reexamination dates to determine differences relative to interim estimates | Savings will occur commencing in Year 2, when recertifications of elderly and disabled households begin to be limited |

MTW Activity 3:

Streamline the rent calculation process in the public housing and voucher programs

OHA Implementation Steps

Timetable

Status and Year 2 Expectation

Disregard first \$25,000 in assets

Initial MTW Year

Implemented 2/1/11 for public housing, 4/1/11 for Section 8

Modify written third-party verification process except on a limited audit basis (5%)

Completed; the verification policy was modified by _____ [Describe]

Define acceptable means of verification

These modifications will be applied fully throughout Year Two

| Metrics | Baseline (FY'09 from Year One Plan) | Benchmarks | Data Collection/Analysis Methods | Preliminary comments; may be discussed further in Annual Report |
|--|--|---|---|--|
| Number of staff minutes spent on rent calculations and recertifications for public housing and voucher programs with elderly and-disabled households | 338,730 minutes | Reduce staff minutes spent on rent calculations and recertifications by 50% for households with no non-elderly, non-disabled adults and by 10% for other households | Staff studies; financial reports to indicate revenue loss from income disregard | |
| Number of staff minutes spent on third-party verifications: | 124,980 minutes | Reduce staff minutes spent on third party verifications by 50% | | |
| Time to complete recertifications | 90 days | Reduce to 60 days | | Average time appears to have dropped; will be reported upon in Annual MTW Report |

MTW Activity 4:

Consolidate inspection and recertification requirements

OHA Implementation Steps

Timetable

Status and Year Two Expectation

Use Housing Quality Standards as housing condition evaluation standard for both the public housing and the voucher programs, following HUD approval of protocol for modifying HQS (develop a rating standard without losing eligibility for Capital Fund bonus for PHAS high performers)

Recertification: implement in 2012

A plan for consolidated for recertifications of all public housing residents and elderly/disabled Section 8 clients based on geographic location has been developed

With respect to inspections, a consultant is to be hired 2/12 to develop a protocol

Use inspection and recertification schedules for both programs based on geographic location, rather than date of initial receipt of assistance

Inspections (TBD)

This Activity will be implemented following receipt of HUD approval of the modified inspection protocol/forms

| Metrics | Baseline (FY'09 from Year One Plan) | Benchmarks | Data Collection/Analysis Methods | Preliminary comments; may be discussed further in Annual Report |
|---|--|---|---|---|
| Number of staff minutes spent on the following: recertifications inspections, or contract costs | <p>Recertifications (staff minutes): 383,730</p> <p>Inspections-- Staff minutes for vouchers (annual inspections: 154,500)</p> <p>UPCS contract costs for public housing: \$15,874</p> | Reduce staff minutes (Section 8) or contract costs (UPCS-public Housing) spent on recertifications and inspections by 20% | <p>Staff minutes/days spent on recertifications will be estimated by staff studies</p> <p>Inspection contract and/or staff costs will be tracked directly</p> | MTW PHAs' effort to develop alternative evaluation system may be relevant to implementation |

MTW Activity 5:

Provide Interim Voucher Assistance and Related Counseling to Prevent Foreclosure

| <u>OHA Implementation Steps</u> | <u>Timetable</u> | <u>Status and Year 2 Expectation</u> |
|--|-------------------------------------|---|
| Amend the Section 8 Housing Choice Voucher Administrative Plan to include allocation of fifty interim vouchers (six months) for Foreclosure Prevention Program | May 20, 2011 | Completed |
| Meet with local government housing staff to discuss MTW Foreclosure Prevention Program, procedures and guidelines | March 2010 | Completed |
| Contact other HUD Certified Counseling Agencies for possible participation in the MTW Foreclosure Prevention Program | August 10, 2011 October 13, 2011 | Ongoing |
| Establish criteria for selection of Interim HCV recipients | March 2010 | The implementation phase of this Activity is scheduled to commence January 15, 2012. Thus, implementation will be occurring throughout Year 2. OHA now anticipates partnerships with non-profit agencies rather than the City of Orlando, which has no more funding available for the program |
| Establish procedures and guidelines for implementation, monitoring and counseling for Foreclosure Prevention Program | November 15, 2011 | |
| Develop standard forms to assist in implementation (referral forms, HCV forms) | November 15, 2011 | |
| Commence offering vouchers | January 15, 2012 | |

| Metrics | Baseline (FY'09 from Year One Plan) | Benchmarks | Data Collection/Analysis Methods | Preliminary comments; may be discussed further in Annual Report |
|--|--|--|--|--|
| Number of homeowners assisted with interim vouchers and counseling | Number of homeowners currently provided foreclosure prevention interim vouchers and counseling by OHA: 0 | Assist 50 homeowners at any time; prevent foreclosure in 40 cases . (likely a few in the first year) | OHA will track the number and percentage of foreclosures among the assisted households for one year after interim assistance ends | |
| | | | The percentage of foreclosures will be compared with that of unassisted homeowners in similar situations to the extent data is available | |

MTW Activity 6:

Partner with Central Florida Commission on Homelessness to provide homeless/transitional housing facility (50 1-bedroom public housing units with supportive services to be phased in at West Oaks development, for transitional housing of up to eighteen months)

| <u>OHA Implementation Steps</u> | <u>Timetable</u> | <u>Status and Year 2 Expectation</u> |
|--|------------------|---|
| Complete MOU with services provider, specifying responsibilities of OHA and the provider | 6/30/12 | The MOU has been drafted and discussed with the expected provider, Wayne Densch Center |
| Agree with HUD on streamlined process for adding public housing units, relying on MTW authorization for public housing site acquisition without prior HUD approval | 1/31/12 | OHA has proposed a streamlined process to HUD and awaits field office response |
| Arrange for subordination of current lien to provide for public housing Declaration of Trust in first position | 1/31/12 | OHA has provided the loan servicer, Wells Fargo, requested information regarding its plans. Wells Fargo has procured Velocity Consulting to perform a physical needs assessment. Upon completion, OHA and Wells Fargo must petition the lien-holder (Fannie Mae) to allow subordination |
| Implement public housing development process | 6/30/12 | HUD must agree to the process, sign a public housing Annual Contributions Contract for the new units, etc. These steps are anticipated to be completed so that the initial five public housing units can be made available during Year Two |

| Metrics | Baseline (FY'09 from Year One Plan) | Benchmarks | Data Collection/Analysis Methods | Preliminary comments; may be discussed further in Annual Report |
|--|---|---|---|--|
| Admission rates for the households | Number of transitional units for the homeless currently provided by OHA: 0 | Complete the conversion of 50 units to public housing and have supportive services in place to serve 50 households; serving at least 5 by 6/30/12 | Will be tracked by OHA (housing) or the Commission (services) | |
| Number of working adults Average household earnings | Number of assisted households that obtain employment and/or increased earnings: 0 | At least 80% of households obtain employment and/or increase earnings prior to termination of housing assistance | Will be collected by certification and recertification data | |
| | | | <p>OHA will require that households report housing and employment/earnings status for two years after the transitional period (service provider to track households)</p> <p>OHA also will track times to reach development milestones, public housing development costs and services provided to households</p> | |

MTW Activity 7:

Use project-based vouchers and other resources to develop City-donated property for low-income elderly housing

| <u>OHA Implementation Steps</u> | <u>Timetable</u> | <u>Status and Year 2 Expectation</u> |
|---|---|---|
| Agree upon a site | 6/30/12 | In discussions with City of Orlando regarding possible options, including a partnership with Carver Theater Developers. See notes below |
| City of Orlando agreement on disposition of Jackson Court | 12/31/2012 | |
| Architectural Planning | All of these dates are to be determined | |
| Development/Financing Planning | | |
| Closing | | |
| Commit 45 Project-Based Vouchers (PBV) | | |
| Construction period | | |
| Begin occupancy | | |

OHA and the City of Orlando (City) have been in discussion regarding two possible sites for the redevelopment of Jackson Court: redevelopment of the existing site of Jackson Court and development of a new structure at the corner of the Parramore and Church Streets, as part of the Black Business Investment Fund (BBIF) Carver Theater Restoration Project in downtown Orlando.

The President/CEO of the OHA has met with officials of the City and BBIF to discuss incorporating the redevelopment of Jackson Court into their Carver Theatre project. If the Carver Theatre site is deemed suitable, OHA staff recommends the following steps: (1) a Letter of Intent be sent to BBIF, (2) discussions occur with the City to determine the level of compensation the City would provide for the existing Jackson Court site, and (3) an MOU or Partner Agreement be executed with the BBIF to formalize OHA's role as a participant in the project. OHA then could proceed to consider project financing and timing.

These preliminary issues regarding the redevelopment site should be resolved and further progress made during Year 2.

| Metrics | Baseline (FY'09 from Year One Plan) | Benchmarks | Data Collection/Analysis Methods | Preliminary comments; may be discussed further in Annual Report |
|---|--|--|---|--|
| | Number of units in present building: 75 | Increase number of units by approximately 20 units; complete new development, including approximately 45 units with project-based vouchers. Successfully relocate current residents (complete within three years) | Staff will track | |
| Cost savings from eliminating PBV competitive process | No cost savings | Estimated staff and related costs of PBV competitive process: \$50,000 | Staff estimate | |

MTW Use of Funds A:

Provide comprehensive OHA 1-stop self-sufficiency resource center to promote use of single-fund flexibility

| <u>OHA Implementation Steps</u> | <u>Timetable</u> | <u>Status and Year 2 Expectation</u> |
|---|---------------------------|--|
| Refurbish building as needed and operate the center | Commence initial MTW year | Completed 1/1/11 |
| Hire a Job Recruiter, assisted by counselors, to assist with overcoming employment barriers and job placement and to facilitate use of local services | Commence Initial MTW year | Recruiter hired 1/1/11 |
| Offer job readiness services including linkages with basic education resources | Commence Initial MTW year | Commenced 1/1/11 OHA has developed and maintains partnership with the following agencies to provide job readiness services, including linkages with basic education resources: <ol style="list-style-type: none"> 1. Life Stride – Orlando County Public School (OCPS) 2. Orlando Vocational Tech. 3. Mid Florida Vocational Tech. 4. Goodwill Industries (Job Club) 5. ESOL Programs (Orlando Vocational Tech) |
| Complete specific arrangements with childcare providers | Commence Initial MTW Year | Commenced 01/30/2011 The Orlando Housing Authority (OHA) has developed partnerships with the following providers: <ol style="list-style-type: none"> 1. Academy 200 Inc. 2. Florida Children’s Academy 3. Advanced Beginnings Childcare Development Center Inc. (ABCD) Childcare Center 4. RAE’S Kidz & Little RAE’S Inc. |

Develop partnership with Central Florida Regional Transportation Authority (LYNX) to provide off-hour transportation to major job sites, particularly where not centrally located

Initial MTW
Year

Staff has had initial discussions with LYNX

Potential implementation to provide off-hours transportation. Projected completion of MOU date is March 2012. Thus, this initiative should be fully implemented for Year 2. The MTW program continues to provide bus tickets to MTW participants

Bring in additional services from current partners

The Orlando Housing Authority (OHA) has developed partnerships with several local service providers, such as Harbor House (Domestic Abuse program). OHA will continue seeking and partnering with additional local social services agencies to continue finding creative new ways and meaningful opportunities for participants to advance educationally, economically and socially

Develop specific linkages and programs with large employers

The OHA has developed and maintains partnership with the following Business Partners:

1. Lowes Hotel
2. Peabody Hotel Orlando
3. Rosen Hotel & Resorts
4. Panera Bread Company
5. Wet n Wild
6. Select Staffing
7. Sheet Metal Workers Local Union # 15
8. CFL Pizza Hut
- 9 .ARAMARK
10. Central Florida
11. Employment Council
12. Christian Help
13. Dade Paper
14. Expedia Local Expert Destination Services
15. Goodwill Industries of Central Florida, Inc.
16. Hilton Grand Vacations
17. Mc Donald's
18. Nickelodeon Suites
19. Orange County Sheriff's Office
20. Top Talent Staffing
21. Workforce of Central Florida (Job Vantage)

Require families subject to rent floor to participate in self-sufficiency activities

MTW participants are referred by site managers for the self-sufficiency assessment and case management

Moving To Work 2011 Quarterly Reports:

JANUARY 2011-March 2011

- | | |
|---|----|
| 1. Total MTW clients case-managed during this period: | 39 |
| 2. Total MTW clients employed during this period: | 07 |

APRIL 2011-JUNE 2011

- | | |
|---|----|
| 1. Total MTW clients case-managed during this period: | 83 |
| 2. Total MTW clients employed during this period: | 13 |

JULY 2011- SEPTEMBER 2011

- | | |
|---|----|
| 1. Total MTW clients case-managed during this period: | 90 |
| 2. Total MTW clients employed during this period: | 20 |

The quarterly reports show numerically the great progress made by the self-sufficiency resource center; discussions with the affected residents give a better sense of the dramatic impact this initiative is making. As highlighted earlier, the Year 2 challenge will be to increase this success proportionately with the coverage by the Rent Floor of three additional public housing developments.

MTW Use of Funds B:

Take every reasonable step to complete the greening of OHA

| <u>OHA Implementation Steps</u> | <u>Timetable</u> | <u>Status and Year 2 Expectation</u> |
|---|---|--|
| Work with Enterprise Community Partners to identify remaining steps | Start Initial MTW Year (1/1/11-3/31/12) | Staff has had initial discussion with Enterprise Potential implementation measures include training of residents in energy conservation (annually), conduct of further energy audit assessments, testing for radon and mold to determine health of environment within public housing units, and use of solar energy to offset costs and reduce consumption OHA has issued a Purchase Order/Contract to Elite Mold Services, Inc. to conduct Air Quality Testing at all OHA Public Housing Sites. |
| Consult with Architects Unlimited on research and analyses completed for OHA sites | | At minimum, OHA during Year 2 will implement as feasible any steps indicated to be necessary by the air quality testing, as well as the resident energy conservation education program |
| Review existing energy efficiency/conservation analyses completed for OHA sites | | |
| Develop strategy to improve energy efficiency at OHA sites | | |
| Assess status of mold issues at OHA sites (past reports, resident complaints, etc.) | | |
| Develop a energy conservation education program for residents | | |

Seek grants to fund energy conservation initiatives

Secure baseline utility bill information on targeted OHA sites and/or sampling of units

Implement educational program

Track annual utility consumption of residents

Investigate green practices for OHA administration (e.g., paperless information sharing, paper, can/bottle recycling program, etc.)

MTW Use of Funds C:

Provide for effective evaluation of MTW initiatives (use of single-fund flexibility)

OHA Implementation Steps

Timetable

Status and Year 2 Expectation

Meet with University of Central Florida (UCF) officials to clarify baseline data and benchmarks and to develop evaluation plan (criteria, protocols & timelines)

Complete by 10/1/11

OHA has held three meetings (6/11, 7/11, 9/11) with representatives of UCF's Sociology Department to review the proposed baseline data and benchmarks and MTW Plan activities and summarize progress. The July 2011 meeting included a review of a proposed MOU between OHA and UCF establishing evaluation criteria, protocols and processes and other elements of conducting the evaluation and preparing reports on OHA's MTW progress

A UCF Evaluation Team member attended the 10/25/2011 HUD MTW site visit

The UCF Department of Sociology evaluation team completed its review of planned MTW Activities/Uses of Funds, baseline, benchmarks, data elements and Activity Track. On 9/27/11, OHA received a letter from the UCF Evaluation Team indicating that these program elements provided a "comprehensive, manageable framework, appropriate for use in evaluating the MTW Demonstration Program to be implemented at OHA."

Receive annual evaluation and recommendations from University of Central Florida

The Memorandum of Understanding (MOA) with UCF for Evaluation of MTW Activities 1-7 and Use of Funds Actions A & B was executed 9/14/2011. The report covering the Initial Demonstration Period is due May 24, 2012

Promptly implement recommendations as appropriate

OHA's key activity for Year 2 will be to respond to the initial Evaluation Report. Depending on the recommendations, OHA may need to refine data collection and evaluation methods or make more fundamental changes, possibly including revisions to MTW activities that could require amendments to the current or future MTW Plans.

Section VI. C: For the Plan Year, indicate if the Agency anticipates any changes, modifications or additions to Attachment C Authorizations

Not Applicable. No such changes or new authorizations are being requested.

Section VI. D: Describe if the agency is using outside evaluators

As stated in our application to HUD for designation as a Moving to Work (MTW) agency, in our approved MTW plan for the Initial Demonstration Period and above, OHA is partnering with the University of Central Florida (UCF) to have UCF reviewers conduct an objective external evaluation of planned MTW activities and uses of funds. OHA has obligated \$30,000 for the conduct of the initial independent evaluation by UCF reviewers covered by OHA's Memorandum of Agreement (MOA) with UCF for the Evaluation of MTW Activities 1 through 7 and Use of Funds Actions A and B. OHA expects to review and update the MOA annually.

As stated above, the MOA stipulates that UCF will complete its evaluation and submit a report of findings, along with recommendations for changes in programming to OHA on or before May 24, 2012. The report will contain an overall assessment of progress made by OHA in meeting established program benchmarks for the seven MTW Activities and MTW Use of Funds Actions A and B to be implemented during the initial 15-month demonstration period. The evaluation report also will contain an assessment of the impact of program changes on self-sufficiency resource center participants.

OHA will address all of UCF's program recommendations within three months of receipt of the Evaluation Report. This initiative is designed to encourage timely changes in programming to make planned activities and uses of funds more effective in meeting OHA goals and statutory purposes of the MTW Demonstration Program.

SECTION VII. SOURCES AND USES OF FUNDS

A. Planned Sources and Uses of MTW Funds

| CONSOLIDATED SOURCES AND USES OF MTW FUNDS | |
|---|---------------------|
| REVENUE (SOURCES) | |
| PH Operating Subsidy and Rent | \$8,440,514 |
| Public Housing Capital Fund Program | \$ 2,503,775 |
| Housing Choice Vouchers (not special purpose) | \$22,942,679 |
| TOTAL REVENUE (available for MTW) | \$33,886,968 |
| EXPENSE (USES) | |
| General Administration/Maintenance | \$12,109,074 |
| Public Housing Capital Expenditure | \$ 1,482,906 |
| Housing Assistance Payments | \$19,154,988 |
| MTW activities (maximum amount; specific uses are enumerated below) | \$ 760,000 |
| Foreclosure Prevention, Activity 5 (up to 50 vouchers) | \$ 380,000 |
| TOTAL EXPENSE | \$33,886,968 |
| NET INCOME/LOSS | \$0 |

The above statement is based on CY 2011 funding level. All vouchers transferred from Sanford Housing Authority are included.

B. Planned Sources and Uses of State or Local Funds

OHA does not receive or administer state or local funds. Several elements of OHA’s MTW Plan, however, have strong linkages with other state, local or federal initiatives. The self-sufficiency resource center’s efforts will be fully integrated with other local self-sufficiency efforts, such as those of the local Workforce Investment Act entity, Work Force Central Florida; the local welfare department; the Department of Families and Children; and the Orange County Public Schools; and will build upon the collaborations already developed with other agencies by OHA’s Family Services Department. The foreclosure prevention assistance initiative and the homeless/transitional housing initiative will complement the previous City’s foreclosure prevention efforts, and the homeless/transitional housing will rely on supportive services to be provided through the Central Florida Commission on Homelessness. The new low-income

housing for the elderly is anticipated to be developed partly through use of low-income housing tax credits allocated through the Florida Housing Finance Corporation.

OHA's application for MTW designation explained in depth the role of thirteen OHA partners in planned MTW Activities and Uses of Funds. These partners are listed below; the self-sufficiency resource center has developed additional partnerships since the commencement of implementation:

Florida Department of Children and Families

Workforce Central Florida

Goodwill Industries of Central Florida

Frontline Outreach

Community Coordinated Child Care

Florida Department of Health

City of Orlando

Central Florida Commission on Homelessness

University of Central Florida

Central Florida Regional Transportation Authority (LYNX)

Orange County Public Schools

Valencia Community College

Enterprise Community Partners

C. Planned Sources and Uses of Central Office Cost Center (COCC)

OHA will continue to use COCC funds for public housing.

D. Alternative Cost Allocation or Fee for Service Methodology

Not applicable.

E. Use of Single-Fund Flexibility

OHA carefully has reviewed its potential sources and uses of funds for MTW activities. OHA will continue to commit funding for up to 100 vouchers to fund the self-sufficiency resource center in the second year of MTW. The funding will be made available through attrition from the voucher program.

OHA is acutely aware of the serious tradeoffs involved in not using these funds to serve 100 families with vouchers, and has made the judgment that MTW activities it can fund from these sources will provide greater benefit for the households in need of OHA's services. Emphasis will be on activities related to self-sufficiency that have leveraging or leveraging potential, as well as a contingency for green-related activities such as resident training. OHA anticipates the use of these funding sources for MTW activities would continue on an annual basis if needed and if the MTW activities are effective.

OHA also is aware of its MTW obligation to continue to assist substantially the same total number of eligible low income families as would have been served had funding amounts not been combined. In that connection, OHA again brings to HUD's attention that its number of families served in the voucher program has been dropping as a result of an extraordinary number of reasonable accommodations requests, which result in additional subsidy expended per family. If the growth in such requests continues, the number of families served will be reduced irrespective of any impact of MTW.

The currently-budgeted MTW activities include contingencies for partnership-related and green activities. If not all of the budgeted funds are needed, OHA may use the remaining funds for additional vouchers. On the other hand, if more funds than \$760,000 are needed, OHA could decide to use up to \$333,829 in fiscal 2009 Replacement Housing Factor funds if available.

OHA also has committed that any increases in its rental income resulting from the Rent Floor will be used for the self-sufficiency resource center. Because the Rent Floor is new and being phased in, OHA has not yet budgeted funding from this source.

| USES OF SINGLE-FUND FLEXIBILITY | | |
|---|----------|------------------|
| REVENUE (SOURCES) | | |
| Funding for 100 vouchers--otherwise restricted to voucher subsidies | | \$760,000 |
| TOTAL REVENUE | | \$760,000 |
| Self-Sufficiency Resource Center: | | |
| Center Expenses | | \$60,000 |
| Center Staffing | | |
| MTW Director | \$86,386 | |
| CSS Counselor/Recruiter | \$54,915 | |
| CSS Counselors/Hearings | \$69,190 | |
| MTW Counselor | \$62,400 | |
| Support Services | \$49,100 | |
| Financial Analyst (1/3) | \$20,093 | |
| Receptionist | \$34,000 | \$376,084 |

| | |
|--|--|
| Partnerships | \$116,316 |
| MTW Evaluation | \$30,000 |
| Day Care Center | \$60,000 |
| Energy Conservation | \$38,300 |
| Bus Pass Tickets | \$4,300 |
| MTW Consultant Services | \$75,000 |
| Section 8 Voucher (50 vouchers; \$7,600 per voucher per year) | |
| | \$380,000 Foreclosure Prevention, Activity 5 (up to 50 vouchers) |

F. Optional - List Reserve Balances at beginning of the Plan Year

Not provided.

G. Optional - In the Plan appendix, provide sources and uses by AMP

Not provided.

SECTION VIII. ADMINISTRATIVE

Section VIII.A: Board Resolution/Annual MTW Plan Certification of Compliance

See attached resolution and Annual MTW Plan Certification of Compliance

Section VIII.B: Description of any planned or ongoing Agency-directed evaluations of the demonstration, if applicable

As previously stated in our response to Section VI.D, OHA is partnering with the University of Central Florida (UCF) to have UCF reviewers conduct an objective external evaluation of planned MTW activities and uses of funds.