

**ORLANDO HOUSING AUTHORITY**

**MOVING TO WORK (MTW)**

**REPORT FOR  
FY2014**

**APRIL 1, 2013 TO MARCH 31, 2014**



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Annual MTW Report for FY 2014  
 April 1, 2013 to March 31, 2014

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# SECTION I: INTRODUCTION

## A. Overview of the OHA's Short-Term and Long-Term Goals and Objectives

### MTW Activities

As an MTW agency, OHA is allowed flexibility to modify certain requirements in order to achieve one or more of the following MTW statutory objectives:

1. Reduce cost and achieve greater costs effectiveness in Federal expenditures;
2. 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
3. Increase housing choices for low-income families.

In its third year as an MTW Agency, OHA achieved significant success in the implementation of activities 1, 2, and 3. OHA's short term and long term goals shifted as it identified challenges to implementing its planned MTW activities and uses of funds. As a result of those challenges, OHA did not achieve some of the goals and objectives that were set forth for ongoing MTW activities and uses of funds.

All activities and uses of funds are discussed in detail in the report. For example, based on implementation, OHA decided to re-propose activity 2 to consolidate it with activity 3, eliminate interims (with exceptions) and change residents' flat rent options. In addition, the inability to effectively implement activities 4 and 7 encouraged OHA to close those activities at the end of the program year. OHA decided to close activity 3 and proposes to consolidate it with activity 2 for FY 2015. OHA experienced limited success with the implementation of activities 5 and 6.

OHA's long term goals for MTW activities may change as MTW is a demonstration program. As OHA assesses the needs of its residents and participants and align the needs with available resources, changes are anticipated.

### Non-MTW Activities

The OHA administers a number of non-MTW programs. Such programs include, but are not limited to, the following: (1) vouchers for non-elderly persons with disabilities, (2) HUD Veterans Affairs Supportive Housing (VAISH) vouchers, (3) vouchers for single-room occupancy, (4) resident opportunities and supportive services (ROSS) and non-public housing units. These programs are essential in their support and assistance to residents and participants that are not involved in MTW activities.

OHA's non-public housing units are located at West Oaks Apartments (180 one and two bedroom units), Antioch Manor (a project-based section 202 property consisting of 101 units for the elderly) and the 75 unit Jackson Court/Division Oaks Development. Jackson Court is a 58 unit, 3 story senior housing apartment complex with one bedroom units only. Division Oaks is a two story, 17 unit family apartment complex. The Jackson Court/Division Oaks Development operates without any public housing or project-based section 8 subsidy.

In addition, OHA maintains oversight of the Carver Park HOPE VI development, which includes the Landings at Carver Park and the Villas at Carver Park. The Landings at Carver Park is 56 units of affordable housing for families (26 tax credit and 30 tax credit/public housing hybrid). The Villas at Carver Park is a 64 unit tax credit/public housing hybrid apartment complex for the elderly.

OHA's long term plan for its non-MTW programs is to continue to manage its properties and to seek opportunities for OHA to increase its housing portfolio such that additional affordable housing options are available to the community. In addition, the OHA is committed to improving the quality of housing provided to its residents as funding permits.

#### *Sanford Housing Authority*

The OHA continues to manage the Sanford Housing Authority (SHA). The goals and objectives for SHA include demolition and redevelopment of the SHA public housing sites. OHA with SHA, plans to establish a community coalition, with the SHA Board of Commissioners to submit a Choice Neighborhoods application to HUD to request funding as part of the redevelopment process.

#### *Standard HUD Metrics*

HUD recently modified the MTW metrics. As such, OHA will modify the metrics submitted in its FY 2014 MTW plan to the Form 50900 format for this report.

# SECTION II: GENERAL HOUSING AUTHORITY OPERATING INFORMATION

## A. Housing Stock Information

New Housing Choice Vouchers that were Project-Based During the Fiscal Year			
Property Name	Anticipated Number of New Vouchers to be Project-Based	Actual Number of New Vouchers that were Project-Based	Description of Project
West Oaks	0	0	OHA will provide 50 project-based vouchers to support transitional housing to homeless households for up to 18 months.

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

50

Actual Total Number of New Vouchers that were Project-Based

3

Anticipated Total Number of Project-Based Vouchers Committed at the end of the Fiscal Year\*

20

Anticipated Total Number of Project-Based Vouchers Leased Up or Issued To a Potential Tenant at the end of the Fiscal Year\*

20

Actual Total Number of Project-Based Vouchers Committed at the end of the Fiscal Year

3

Actual Total Number of Project-Based Vouchers Leased Up or Issued To a Potential Tenant at the end of the Fiscal Year

3

### Other Changes to the Housing Stock that Occurred During the Fiscal Year

OHA received 110 VASH Vouchers in FY 2014

### General Description of Actual Capital Fund Expenditures During the Plan Year

OHA Agency-wide – computer upgrades (\$112,378); Griffin Park- attic insulation (\$22,127); Ivey Lane- parking lot paving (\$71,640); Lorna Doone - improve handicapped parking spaces (\$3,200); Meadow Lake – stripe parking lot (\$5,909); Citrus Square – install flooring (\$65,143); Marden Meadows – asphalt repair and new roofs (\$199,911); Hampton Park – improve

handicapped parking spaces (\$2,098); OHA annual debt repayment (\$857,478)

Overview of Other Housing Owned and/or Managed by the PHA at Fiscal Year End		
Housing Program*	Total Units	Overview of the Program
Tax Credit	26	Private market housing that includes affordable rental housing.
Non-MTW HUD	456	HUD subsidized housing not included in the MTW block grant
Managing Developments for Other non-MTW PHAs	6	Housing units managed by OHA for the Sanford Housing Authority
	488	

\* Selected Housing Program from: Tax-Credit, State Funded, Locally Funded, Market-Rate, Non-MTW HUD Funded, Managing Developments for Other Non-MTW Public Housing Authorities, or Other

If Other, please describe:

### B. Leasing Information

Actual Number of Households Served at the End of the Fiscal Year		
Housing Program	Number of Households Served	
	Planned	Actual
Number of Units that were Occupied/Leased Through Local, Non-Traditional, MTW Funded, Property-Based Assistance Programs**	1402	1383
Number of Units that were Occupied/Leased through Local, Non-Traditional, MTW Funded, Tenant-Based Assistance Programs**	2668	3412
Port-In Vouchers (not absorbed)	N/A	146
<b>Total Projected and Actual Households Served</b>	<b>4070</b>	<b>4941</b>

\* Calculated by dividing the plan/actual 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 served, the PHA should estimate the number of households served.

Actual Number of Households Served at the End of the Fiscal Year		
Housing Program	Unit Months/Occupied/Leased****	
	Planned	Actual
Number of Units that were Occupied/Leased Through Local, Non-Traditional, MTW Funded, Property-Based Assistance Programs***	16824	16596
Number of Units that were Occupied/Leased through Local, Non-Traditional, MTW Funded, Tenant-Based Assistance Programs***	32016	40944
Port-In Vouchers (not absorbed)	N/A	1752
<b>Total Projected and Annual Units Months Occupied/Leased</b>	<b>48840</b>	<b>59292</b>

For the Project-Based Assistance Program, the planned number of units for leasing, 1456, represented in the FY 2014 Plan was an error. Only 1402 units were available for leasing.

For the Tenant-Based Assistance Program, OHA absorbed more portable vouchers than normal in an effort to increase its lease-up rate to 90% or better.

\*\*\* In instances when a local, non-traditional program provides a certain subsidy level, but does not specify a number of units/households served, the PHA should estimate the number of households served.

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

	Average Number of Households Served Per Month	Total Number of Households Served During the Year
Households Served through Local, Non-Traditional Services Only	N/A	N/A

**Reporting Compliance with Statutory MTW Requirements: 75% of Families Assisted are Very Low-Income**

Fiscal Year:	2011	2012	2013	2014
Total Number of Local, Non-Traditional MTW Households Assisted	N/A	N/A	N/A	4413
Number of Local, Non-Traditional MTW Households with Incomes Below 50% of the Area Median Income	N/A	N/A	N/A	4226
Percentage of Local, Non-Traditional MTW Households with Incomes Below 50% of the Area Median Income	N/A	N/A	N/A	96%

**Reporting Compliance with Statutory MTW Requirements: Maintain Comparable Mix**

**Baseline for the Mix of Family Sizes Served**

Family Size:	Occupied Number of Public Housing Units by Household Size When PHA Entered MTW	Utilized Number of Section 8 Vouchers by Household Size When PHA Entered MTW	Non-MTW Adjustments to the Distribution of Household Sizes	Baseline Number of Household Sizes to be Maintained	Baseline Percentage of Family Sizes to be Maintained
1 Person	505*	1308*	N/A	1813	45%
2 Person	447	370	N/A	817	20%
3 Person	386	745	N/A	1131	28%
4 Person	96	144	N/A	240	1%
5 Person	27	9	N/A	36	0%
6+ Person	2	2	N/A	4	0%
Totals	1463	2578	N/A	4041	94%

\*Sum of 0 and 1 bedroom units

Explanation for the

N/A

Baseline Adjustments to  
The Distribution of  
Household Sizes  
Utilized

<b>Mix of Families Served</b>							
	1 Person	2 Person	3 Person	4 Person	5 Person	6+ Person	Totals
Baseline Percentages of Household Sizes to be Maintained**	45	20	28	1	0	0	94%
Number of Households Served by Family Size this Fiscal Year***	1199	1862	1276	235	30	4	4636
Percentage of Households Served by Household Size this Fiscal Year****	26	40	28	0	0	0	94%
Percentage Change	19	20	0	1	0	0	40%

Justification and Explanation for Family Size Variations of Over 5% from the Baseline Percentages

The percentage changes for 1, and 2 person households reflect the changes in OHA's tenant based population as (1) OHA has absorbed a significant amount of port-ins (2) expanded its voucher program to serve residents of Seminole County and (3) used new VASH vouchers.

\* “Non-MTW adjustments to the distribution of family sizes” are defined as factors that are outside the control of the PHA. Acceptable “non-MTW adjustments” include, but are not limited to, demographic changes in the community’s population. If the PHA includes non-MTW adjustments, HUD expects the explanation of the factors to be thorough and to include information substantiating the numbers used.

\*\* The numbers in this row will be the same numbers in the chart above listed under the column “baseline percentages of family sizes to be maintained.”

\*\*\* The methodology used to obtain these figures will be the same methodology used to determine the “occupied number of public housing units by family size when PHA entered MTW” and “Utilized number of section 8 vouchers by family size when PHA entered MTW” in the table immediately above.

\*\*\*\* The “Percentages of families served by family size this fiscal year” will reflect adjustments to the mix of families served that are directly due to decisions the PHA has made. HUD expects that in the course of the demonstration, PHAs will make decisions that may alter the number of families served.

Description of any Issues Related to the Leasing of Public Housing, Housing Choice Vouchers or Local, Non-Traditional Units and Solutions at Fiscal Year End	
Housing Program	Description of Any Issues Related to leasing of Public Housing, Housing Choice Vouchers or Local, Non-Traditional Units and Solutions at Fiscal Year End
Public Housing	<p>The chief issue related to leasing public housing units was the substantial number of applicants that failed the criminal background checks at the time of admission, making it difficult to fill vacancies from the waiting list in a timely manner. In addition, a significant number of public housing residents failed criminal background checks at the time of re-certification, resulting in their termination. This further increased the number of vacant units, which must be filled from the waiting list. OHA reduced the criminal background check eligibility period from ten years to five years, but this has not totally resolved the issue. Unfortunately, the criminal background of applicants is not a matter for which OHA has direct control.</p> <p>Adequate public transportation was also an issue. The lack of public transportation from the available public housing units to the applicant's place of employment often resulted in the applicant refusing the housing unit, which extended the time required to fill vacancies. Again, this issue is not a matter for which OHA has direct control.</p>
Housing Choice Voucher	<p>The chief issue relative to the leasing of HCVs was OHA's ability to pay the amount of the rent that an owner would accept. Typically, one of two scenarios occurred: (1) the amount of rent that an owner requested was not reasonable or (2) at the initial lease up, the client was required to pay more than 40% of their adjusted income, which made the home unaffordable. In some instances, owners were willing to work with clients and accept a lesser rent. However, some owners preferred not to rent unless they received the amount of rent they requested. OHA attempted to negotiate with owners to bring the rent in line with the rent reasonableness standards and up to 40% of the participant's income.</p> <p>Funding is also a potential issue for the HCV program. OHA is concerned that it may not have enough subsidy money and/or administrative support to comply with HUD's leasing requirements.</p>
Changes to Improve Leasing for both programs	<p>OHA has previously sought to provide rental assistance to non-elderly, non-disabled households where the head of household has been employed for a period of 12 months. Given the current status of Central Florida job market, OHA reduced the period of required employment from 12 months to 6 months.</p> <p>In addition, over the past year, many public housing residents and voucher participants have had their number of hours worked per week reduced by their employers. Previously 30 hours of work per week constituted full time employment. Currently, many employers are reducing OHA residents and participants to a maximum of 28 hours per week. Consequently, OHA amended its Administrative Plan and its Admissions and Continued Occupancy Policy (ACOP) to change its definition of full time employment to 28 hours per week.</p>

	As noted earlier, in FY 2014, OHA began to increase its absorption of port-in vouchers as a strategy to increase its leasing rate.
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Number of Households Transitioned to Self-Sufficiency by Fiscal Year End		
Activity Name/#	# of Households Transitioned*	Agency Definition of Self-Sufficiency
\$225 Rent Floor for Non-Elderly & disabled households	29	Resident is able to pay \$225/month for rent

Households Duplicated Across Activities/Definitions	0
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ANNUAL TOTAL NUMBER OF HOUSEHOLDS TRANSITIONED TO SELF-SUFFICIENCY	29
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**C. Wait List Information**

Wait List Information at Fiscal Year End				
Housing Program(s)*	Wait List Type**	Number of Households on Wait List	Wait List Open, Partially Open or Closed***	Was the Wait List Opened During the Fiscal Year
Federal MTW Public Housing	Community Wide	14175	Open	Yes
Federal MTW Housing Choice Voucher Program	Community Wide	678	Closed	No
Federal MTW Public Housing Units	Site-Based* *This includes Hampton, Carver – Villas & Landings	2204	Closed	No

<b>Partially Open Wait Lists</b>
N/A
<b>Local, Non-Traditional Housing Program</b>
N/A

<b>Other Wait List Types</b>
N/A

Changes to the Wait List or Policy Changes Regarding the Wait List	
Public Housing	An issue related to difficulties with waiting list vacancies was a requirement in OHA’s ACOP that stated that “applicants must have 12 months of continuous fulltime employment in order to establish a preference on the waiting list.” This created difficulty for OHA to fill vacancies because many applicants did not have twelve months of continuous full-time employment. OHA addressed this issue by reducing the continuous full-time employment requirement from twelve (12) months to six (6) months.

	<p>OHA staff would like to more strongly adhere to its mission to offer a choice of safe and affordable housing options and opportunities for economic independence for residents of Orlando and Orange County. The OHA ACOP did not establish a public housing admissions wait list preference for applicants that live, work or have a verifiable offer for employment within Orange County, FL. OHA has resolved this issue by including a local preference for applicants that live, work or have a verifiable offer for employment in Orange County, FL.</p> <p>OHA has changed its wait list policy to offer eligible applicants two unit assignments instead of one. Applicants that refuse both unit assignments will be withdrawn from the Low Rent Public Housing Wait List and not allowed to reapply for one year.</p>
<p>Housing Choice Voucher</p>	<p>An issue related to difficulties with waiting list vacancies is that the OHA Section 8 Administrative Plan states that “applicants must have 12 months of continuous full-time employment in order to establish a preference on the waiting list.” This created difficulty for OHA to fill vacancies because many applicants do not have twelve months of continuous full-time employment. OHA addressed this issue by reducing the continuous fulltime employment requirement from twelve (12) months to six (6) months.</p> <p>OHA staff would like to more strongly adhere to its mission to offer a choice of safe and affordable housing options and opportunities for economic independence for residents of Orange county. The OHA Section 8 Administrative Plan did not establish a Section 8 admissions wait list preference for applicants that live, work or have a verifiable offer for employment within Orange County, FL. OHA has resolved this issue by including a local preference for applicants that live, work or have a verifiable offer for employment in Orange County, FL.</p>

## **SECTION III: PROPOSED MTW ACTIVITIES**

All proposed activities that are granted approval by HUD are reported on in Section IV as “Approved Activities.”

## SECTION IV: APPROVED MTW ACTIVITIES: HUD APPROVAL PREVIOUSLY GRANTED

### A. Implemented Activities

#### **Activity 1: \$225 Rent Floor for Non-Elderly and Non-Disabled Households**

1. Approval & Implementation Year: Activity 1 was first approved in FY 2012. The phased in implementation began in the Initial Demonstration Period.
2. Description: Phase in the implementation of a self-sufficiency rent floor of \$225 for households that are not elderly and not disabled. The implementation of the rent floor includes a referral to the MTW Resource Center for non-elderly and non-disabled households not paying \$225 at the time the public housing complex that they live in was added to the MTW program.

The MTW Resource Center provides self sufficiency services including but not limited to case management, needs assessments, employability counseling, and job referral/placement assistance services for a maximum of two years for each adult referred to the MTW Resource Center. Use of a computer lab, transportation (bus passes) and child care assistance is provided to help participants secure and maintain employment. OHA monitors the progress of households subject to the rent floor relative to reaching a point that they can pay the rent floor and/or are accomplishing the goals identified in their self sufficiency plan.

During FY 2014, OHA referred sixty-eight (68) residents from three (3) of its public housing sites to the MTW Resource Center. The addition of Lake Mann Homes, Omega Apartments and Marden Meadows complete the phase-in of all OHA public housing residents for this activity. At the time of the referral, these residents were not paying the \$225 rent floor. These residents added to the existing participants, resulted in a total of 106 being served at the end of the Plan Year. Twenty-nine (29) participants (27% of active participants) transitioned to self sufficiency as defined by the Orlando Housing Authority. This activity is on schedule.

During FY 2014, three (3) households submitted hardship request. All three were approved.

The Resource Center staff collaborated with Universal Studios Orlando for the first time. Universal offered twenty-five (25) food boxes to needy households each month. The Resource Center also re-engaged its relationship with CareerSource (formerly Work Force Center Florida), to bring employability workshops to the Ivey lane Homes site using its mobile unit.

This was the first year that the Resource Center staff coordinated tax preparation on site. It allowed working households to apply for the Earned Income Tax Credit. In conjunction with the receipt of the tax returns, staff invited Credibility, a credit counseling organization, to help residents to budget their refunds and develop a savings plan.

The Resource Center Job Recruiter facilitated a relationship with Orlando Vocational School that opened opportunities for participants to earn GEDs and participate in English as a Second Language (ESOL) classes. The Job Recruiter also referred Resource Center participants to more than twelve (12) job fairs throughout Central Florida.

One household was able to transition from public housing to home ownership.

3. Benchmarks Achieved: Yes. However, OHA did not collect data to support measurement of Part 2 of Metric SS#3.
4. Benchmarks Revised: No
5. Change in Data Collection methodology: No

<b>Self Sufficiency</b>				
<b>SS # 1: Increase in Household Income</b>				
<i>Unit of Measurement</i>	<i>Baseline</i>	<i>Benchmark</i>	<i>Outcome</i>	<i>Benchmark Achieved?</i>
Average earned income of households affected by this policy in dollars (increase).	Public Housing: \$4,210*  *This data is taken from the earned income of <i>active</i> residents of the MTW Resource Center as of 1/7/11	Public Housing: \$210 increase  5% increase for FY 2014	\$6,281	Yes
<b>SS # 3: Increase in Positive Outcomes in Employment Status</b>				
<i>Unit of Measurement (Head of Household-HOH)</i>	<i>Baseline</i>	<i>Benchmark</i>	<i>Outcome</i>	<i>Benchmark Achieved?</i>
(1) Employed Full-Time* (2) Employed Part-Time* (3) Enrolled in an Educational Program (4) Enrolled in Job Training Program (5) Unemployed (6) Other  *The Resource Center only tracks whether participants/residents are employed. The Resource Center does not track whether they are employed full-time or part-time.	(1) Employed - 0 (2) Employed - 0 (3) Enrolled in an Educational Program – 0* (4) Enrolled in Job Training Program – 0* (5) Unemployed - 0 (6) Other  This data reflects data for active residents of the MTW Resource Center as of 1/7/11	For FY2014:  (1) Increase of 0 HOH  (2) Increase of 0 HOH  (3) Increase of 0 HOH  (4) Increase of 0 HOH  (5) Decrease of 0 HOH  (6) N/A	(1)Employed - 54* (2) Employed -54* (3) Enrolled in an Educational Program-35 (4) Enrolled in Job Training Program-6 (5) Unemployed-52 (6) Other	Yes
	(1) Employed –	For FY 2014:	N/A	N/A

	0% (2) Employed – 0% (3) Enrolled in an Educational Program – 0% (4) Enrolled in Job Training Program – 0% (5) Unemployed – 0%  OHA did not establish a baseline percentage for this metric	(1) 0% of HOHs  (2) 0% of HOHs  (3) 0% of HOHs  (4) 0% of HOHs  (5) 0% of HOHs  (6) N/A		
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**SS # 5: Households Assisted by Services that Increase Self Sufficiency**

<i>Unit of Measurement</i>	<i>Baseline</i>	<i>Benchmark</i>	<i>Outcome</i>	<i>Benchmark Achieved?</i>
Number of households receiving services aimed to increase self sufficiency (increase)*  * Services aimed to increase self sufficiency are defined as the services associated with activity 1	0*  * This data reflects data for active residents of the MTW Resource Center as of 1/7/11	Increase by 1 or 1% increase for FY 2014	106	Yes

**SS # 8: Households Transitioned to Self Sufficiency**

<i>Unit of Measurement</i>	<i>Baseline</i>	<i>Benchmark</i>	<i>Outcome</i>	<i>Benchmark Achieved?</i>
Number of households transitioned to self sufficiency (increase).  The PHA definition for “self sufficiency” is to be paying \$225 in monthly rent.	0*  This data reflects active residents of the MTW Resource Center as of 1/7/11	Increase by 5% for FY 2014	29  (Outcome for FY 2013 was 10 households)	Yes

**Activity 2: Streamline the Recertification Process in the Public Housing and Voucher Programs**

1. Approval & Implementation Year: Activity 2 was first approved in FY 2012. Implementation of Activity 2 began in the Initial Demonstration Period.

2. Description: The activity involves three (3) year recertifications of all elderly/disabled households residing in public housing and participating in the Voucher program, with

automatic annual adjustments for fixed income programs (e.g., social security or supplemental security income) cost of living increases. This activity was designed to increase cost effectiveness in the administration of both Public Housing and Section 8 Voucher programs. The goal of this Activity was to reduce the amount of staff time spent on recertification of elderly and disabled households by 50%. This activity is on schedule.

3. Benchmark Achieved: Yes

4. Benchmarks Revised: Benchmarks were converted from minutes to hours to comply with the new Form 50900 unit of measurement for cost effectiveness.

5. Change in Data Collection Methodology: No

<b>Cost Effectiveness</b>				
<b>CE # 1: Agency Cost Savings</b>				
<i>Unit of Measurement</i>	<i>Baseline</i>	<i>Benchmark</i>	<i>Outcome</i>	<i>Benchmark Achieved?</i>
Total cost of task in dollars (decrease).	\$90,523*  3,736 hours/year X \$24.23 (average hourly wage)  *This data represents an average wage for staff for both public housing and section 8. OHA did not separate the wages for each program	\$45,262    50% decrease for FY 2014	887 hours X \$24.23 = \$21,498	Yes
<b>CE # 2: Staff Time Savings</b>				
<i>Unit of Measurement</i>	<i>Baseline</i>	<i>Benchmark</i>	<i>Outcome</i>	<i>Benchmark Achieved?</i>
Total time to complete the task in staff hours (decrease).	3736 hours	1868 hours  50% decrease for FY 2014	887 hours	Yes

**Activity 3: Streamline the Rent Calculation Process in the Public Housing & Housing Choice Voucher Programs**

1. Approval and Implementation Year: Activity 3 was first approved in FY 2012. Implementation of Activity 3 began in the Initial Demonstration Period.

2. Description: Similar to MTW Activity 2, OHA believed it would be cost effective to change the requirements for third party verification. In addition, OHA increased the threshold for calculating assets to \$25,000. The rationale was that OHA’s elderly and disabled population did not experience significant annual changes, and the changes could be easily verified. Consequently, staff only needed to verify income and household populations. Since the elderly and disabled comprise approximately 60% of OHA’s population, it was believed that staff would save time during the

recertification process by eliminating third party verifications and not calculating assets of less than \$25,000. This activity is on schedule.

3. Benchmarks Achieved: Yes
4. Benchmarks Revised: Benchmarks were converted from minutes to hours to comply with the new Form 50900 unit of measurement for cost effectiveness.
5. Change in Data Collection Methodology: No

<b>Cost Effectiveness</b>				
<b>CE # 1: Agency Cost Savings</b>				
<i>Unit of Measurement</i>	<i>Baseline</i>	<i>Benchmark</i>	<i>Outcome</i>	<i>Benchmark Achieved?</i>
Total cost of task in dollars (decrease).	\$90,523*  3,736 hours/year X \$24.23 (average hourly wage)  *This data represents an average wage for staff for both public housing and section 8. OHA did not separate the wages for each program	\$45,262     These amounts represent a 50% decrease for FY 2014	367 hours X \$24.23= \$8,892	Yes
<b>CE # 2: Staff Time Savings</b>				
<i>Unit of Measurement</i>	<i>Baseline</i>	<i>Benchmark</i>	<i>Outcome</i>	<i>Benchmark Achieved?</i>
Total time to complete the task in staff hours (decrease).	2083 hours*	1042 hours  50% decrease for FY 2014	367 hours	Yes

**Activity 5: Supporting up to 50 Homeowners for Six (6) Months Each by Providing Interim Financial Assistance (vouchers) and Counseling to Prevent Foreclosures**

1. Approval & Implementation Year: Activity 5 was first approved in FY 2012. The phased in implementation began in FY 2014.
2. Description: Activity 5 is planned to support up to 50 homeowners for six months by providing interim financial assistance (vouchers) and counseling to prevent foreclosures.
3. Benchmarks Achieved: No. The climate for homeowners facing foreclosure has changed significantly from 2009, when this activity was first proposed. OHA has identified a huge challenge in finding homeowners that will be “made whole” by providing six (6) months of financial assistance. The current households that meet the eligibility requirement all need more money than the voucher program will offer. Therefore, OHA will revise the program; and

in some instances will provide a lump sum payment to the lender on behalf of an eligible program approved applicant to bring their mortgage loan current, in order to move forward with program short-term (voucher) foreclosure assistance.

4. Benchmarks Revised: No

5. Change in Data Collection Methodology: No

<b>Housing Choice</b>				
<b>HC # 2: Units of Housing Preserved</b>				
<i>Unit of Measurement</i>	<i>Baseline</i>	<i>Benchmark</i>	<i>Outcome</i>	<i>Benchmark Achieved?</i>
Number of housing units preserved for households at or below 80% AMI that would otherwise not be available (increase). Units currently have delinquent mortgages	0	Increase by 5 households in FY 2014*  *Reaching this benchmark will be determined by households not having a foreclosure lawsuit filed or pending against the homeowner one (1) year after the end of the voucher period	1	No
<b>HC # 4: Displacement Prevention</b>				
<i>Unit of Measurement</i>	<i>Baseline</i>	<i>Benchmark</i>	<i>Outcome</i>	<i>Benchmark Achieved?</i>
Number of households (homeless) at or below 80% AMI that would lose assistance or need to move (decrease). If units reach a specific type of household, give that type in this box.	50 households	Decrease by 5 households in FY 2014*  *Reaching this benchmark will be determined by households not having a foreclosure lawsuit filed or pending against the homeowner one (1) year after the end of the voucher period	1	No

**Activity 6: Provide up to 50 One Bedroom Units and Supportive Services at West Oaks Apartments for up to 18 Months for Homeless Individuals**

1. Approval & Implementation Year: Activity 6 was first approved in FY 2012. The phased in implementation began in FY 2014.
2. Description: Activity 6 was planned to provide up to 50 one bedroom units and supportive services for up to 18 months to homeless individuals at West Oaks Apartments, a 280 unit market rate multifamily property owned by OHA.

3. Benchmarks Achieved: No. From late FY 2012, all of FY 2013, and part of FY 2014. OHA tried to meet all of the HUD requirements for a project-based voucher program. The challenge was to find an independent agent to administer the project-based program. Finally, during FY 2014, HUD gave its approval for OHA to administer the program. At the end of the fiscal year, OHA had enrolled three (3) participants. As enrollment began, OHA recognized that many potential participants are not single member households. Therefore, apartments larger than one bedroom are needed. OHA will re-propose this Activity to change the exclusive use of “floating 1 bedroom units” to one and two bedroom units.
4. Revised Benchmarks: No
5. Changes in Data Collection methodology: No:

<b>Housing Choice</b>				
<b>HC # 1: Additional Units of Housing Made Available</b>				
<i>Unit of Measurement</i>	<i>Baseline</i>	<i>Benchmark</i>	<i>Outcome</i>	<i>Benchmark Achieved?</i>
Number of new housing units made available for households (homeless) at or below 80% AMI as a result of the activity (increase). If units reach a specific type of household give that type in this box.	0	20 households  40% in FY 2014	3	No
<b>HC # 5: Increase in Resident Mobility</b>				
<i>Unit of Measurement</i>	<i>Baseline</i>	<i>Benchmark</i>	<i>Outcome</i>	<i>Benchmark Achieved?</i>
Number of households able to move to a better unit and/or neighborhood of opportunity as a result of the activity (increase).	0	Up to 20 households for FY 2014	3	Yes
<b>HC # 7: Households Assisted by Services that Increase Housing Choice</b>				
<i>Unit of Measurement</i>	<i>Baseline</i>	<i>Benchmark</i>	<i>Outcome</i>	<i>Benchmark Achieved?</i>

**B. Not Yet Implemented Activities**

NONE

**C. Activities on Hold**

NONE

#### D. Closed Out Activities

##### **Activity 3: Streamline the Rent Calculation Process in the Public Housing & Housing Choice Voucher Programs**

Approval and Implementation Year: Activity 3 was first approved in FY 2012. Implementation of Activity 3 began in OHA's Initial Demonstration Period.

Reason for Closing Out the Activity: The two variables that activity #3 measured the cost effectiveness of not conducting third party verification and not calculating assets of less than \$25,000 as a part of the overall rent calculation for the elderly and disabled. OHA determined that there was no need to separate these variables from the rent calculation process to assess cost effectiveness. Although this activity was on schedule, OHA has decided to combine this activity with former Activity #2 as a re-proposed activity for FY 2015.

Year Activity was Closed Out: This activity was closed at the end of the OHA FY 2014.

Need for Statutory Exceptions: No statutory exceptions outside of the current MTW flexibilities would have provided additional benefit to OHA.

Outcomes: Outcomes for Activity #3 for FY 2012, FY 2013 and FY 2014 are listed below.

<b>Cost Effectiveness</b>				
<b>CE # 2: Staff Time Savings</b>				
<i>Unit of Measurement</i>	<i>Baseline</i>	<i>FY 2012 Outcome</i>	<i>FY 2013 Outcome</i>	<i>FY 2014 Outcome</i>
Total time to complete the task in staff hours (decrease).	2083 hours* or 50% decrease	1773**	475	367
	*Data was collected in minutes and converted to hours as required by the new HUD Form 50900.	15% decrease  **All elderly/disabled were recertified during this fiscal year	79% decrease	82 % decrease

##### **4: Consolidation of Inspection and Recertification Requirements to Establish an Inspection Process Based on Geographic Location**

Approval and Implementation Year: Activity 4 was first approved in FY 2012. Implementation of Activity 4 was terminated in FY 2013 when OHA learned that HUD would not approve its proposed consolidated inspection process. This Activity was not a part of the MTW program in FY 2014.

Reason for Closing Out Activity: A key part of Activity 4 was to have a unified public housing and voucher inspection mechanism based on HQS standards. Activity 4 was closed out because HUD will continue to undertake UPCS public housing REAC inspections, thereby effectively

causing OHA also to use UPCS inspections for public housing. OHA's plan to undertake its inspections on geographic location has also been discontinued.

Year Activity was Closed Out: FY 2013

Need for Statutory Exceptions: OHA requested that HUD allow it to implement a single inspection protocol, Housing Quality Standards (HQS), for both Section 8 and Public Housing, HUD denied OHA's request.

Outcomes:

Since Activity 4 was never implemented. There are no outcomes.

**Activity 7: Use of Project-Based Vouchers and Other Resources to Develop Low-Income City Donated Property for Low-Income Elderly Housing, in Conjunction with the Redevelopment of Jackson Court/Division Oaks**

Approval and Implementation Year: Activity 7 was first approved in FY 2012.

Reason for Closing Out Activity: Activity 7 was closed out as it did not move beyond its planning stages. OHA and the City of Orlando unsuccessfully attempted to determine whether land and funding were available for the redevelopment of Jackson Court/Division Oaks. Although OHA executed a Memorandum of Understanding with the Carver Theatre Developers, their inability to procure loans for construction financing prevented the activity from moving forward.

Year Activity was Closed Out: FY 2014

Need for Statutory Exceptions: No statutory exceptions outside of the current MTW flexibilities would have provided additional benefit to OHA.

Outcomes:

Since Activity 7 was never implemented. There are no outcomes.

# SECTION V: SOURCES AND USES OF FUNDS

## A. Sources and Uses of Funds

Actual Sources and Uses of MTW Funding for the Fiscal Year
The OHA FASPHA was submitted to HUD on June 30, 2014

Describe the Activities that Used Only MTW Single Fund Flexibility
In addition to the activities described above, OHA continues to use the MTW Single Fund Flexibility to support Uses of Funds A, B, and C.

<u>Use of Funds A: Comprehensive One-Stop Self-Sufficiency Resource Center</u>
<p>Use of Funds A is to provide a Comprehensive One-Stop Self-Sufficiency Resource Center. The MTW Resource Center is linked to MTW Activity 1 – Phase in the implementation of a self-sufficiency rent floor of \$225 for households which are not elderly and not disabled. In FY 2014, sixty-eight (68) heads of households were referred to the MTW Resource Center. The implementation of the rent floor includes a referral to the MTW Resource Center for non-elderly and non-disabled households not paying \$225 at the time the rent floor is implemented. The implementation of the \$225 rent floor provides hardship exceptions linked to self sufficiency activities conducted at the MTW Resource Center.</p> <p>The MTW Resource Center provides self sufficiency services, including but not limited to, case management, needs assessments, employability counseling, and job referral/placement assistance services for a maximum of two years for each adult referred to the MTW Resource Center. Use of a computer lab, transportation (bus passes) and child care assistance is provided to help participants secure and maintain employment. OHA monitors the progress of households subject to the rent floor relative to accomplishing the goals identified in their self sufficiency plan.</p> <p>Heads of households are transitioned to self-sufficiency when they are able to pay the rent floor of \$225 per month. In FY 2014, twenty-nine (29) heads of households transitioned to self sufficiency.</p>

<u>Use of Funds B: The Greening of OHA</u>
<p>As part of Use of Funds B, OHA conducted the following:</p> <p><i>Energy Conservation Workshops</i></p> <p>In FY 2014, the OHA, in collaboration the Orlando Utilities Commission (OUC) and Duke Energy held the first MTW Green- Energy Conservation Workshop at Ivey Lane Homes in June 2013. OHA conducted additional energy conservation workshops with Duke Energy on February 13, 2014 at Marden Meadows and March 11, 2014 at Omega Apartments. The workshops were to provide useful tools to reduce residents’ energy bills and energy consumption. OHA also continued to collect workshop participants’ signed authorizations to permit the OHA to track their individual energy usage and make personalized recommendations for additional energy conservation measures, if indicated.</p> <p>OHA compiled additional information (i.e., average number of persons per bedroom size unit and unit square footage) from its resident/property database to aid in the analysis of energy usage. OHA will use this specific data to provide a useful tool for residents and staff to gauge the effectiveness of energy conservation workshops and to develop effective energy conservation methods. OHA will repeat these workshops for all sites as additional workshops are scheduled and energy data is collected.</p>

*HUD Green Physical Needs Assessment (GPNA)*

In FY 2013, the OHA contracted with Architects Unlimited to conduct the comprehensive GPNA of its public housing inventory. The completed GPNA will serve as the blueprint for implementation of the OHA's capital improvements for the next 5- years and beyond. The GPNA includes recommendations on energy efficiency measures. The GPNA Report is expected in June 2014.

**Use of Funds C: Effective Evaluation of MTW Initiatives**

Use of Funds Action C is to provide for an effective evaluation of MTW Initiatives. The evaluation of OHA's FY 2013 was conducted by the University of Central Florida (UCF)'s Institute for Social and Behavioral Science. The summary of the evaluation stated, "OHA made significant progress on many activities in their MTW agreement. Although many have continued to face delays, there has been progress made across the board. Key highlights: the new rent plan and recertification process has shown a continued reduction in the staff minutes spent in these processes. The One-Stop MTW Resource Center has expanded its client base."

OHA has utilized the recommendations of the FY 2013 evaluation to improve its MTW program.

**B. Local Asset Management Plan**

Local Asset Management Plan	
Sources	
Has the PHA allocated costs within statute during the plan year?	Yes
Has the PHA implemented a local asset management plan (LAMP)?	No
Has the PHA provided a LAMP in the appendix?	No
There are no changes in the LAMP since OHA is not implementing a LAMP	

**C. Commitment of Unspent Funds**

Account	Planned Expenditure	Obligated Funds	Committed Funds
<b>Total Obligated or Committed Funds:</b>			

N/A

## **SECTION VI: ADMINISTRATIVE**

### **A. General description of any HUD reviews, audits or physical inspection issues that require the agency to take action to address the issue;**

During FY 2013 (January 14-18, 2013), the U. S. Department of Housing and Urban Development Office of Fair Housing and Equal Opportunity (FHEO) conducted a compliance review of the Orlando Housing Authority. The review focused on compliance with Section 3, Section 504 of the Rehabilitation Act, and Title II of the Americans with Disabilities Act.

Shortly after the end of the FY 2014, April 8, 2014 to be exact, OHA received a response from HUD to the Compliance Review. OHA submitted a written request to HUD for an extension, to the end of August 2014, to respond to the review. As of the submission of this report, OHA has not received a response from HUD relative to its request for an extension.

### **B. Results of Latest PHA-directed evaluations of the demonstration, as applicable; and**

The agency evaluation for FY 2013 was completed by the University of Central Florida Institute of Social and Behavioral Science. The evaluation summary states, “OHA made significant progress on many of the activities in their MTW agreement. Although many have continued to face delays, there has been progress made across the board. Key highlights: the new rent plan and recertification process have shown a continued reduction in the staff minutes spent in these processes. The one-stop MTW Resource Center has expanded its client base.”

OHA’s response to the evaluation summary has been captured in this report through the discussion of its overall operations and specifically the status of its MTW activities.

### **C. Certification Statement**

The Certification Statement is on Page 25.



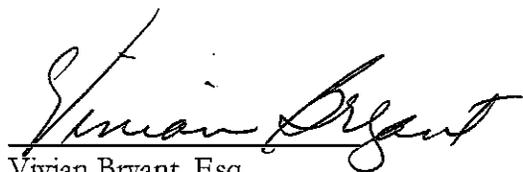
ORLANDO HOUSING AUTHORITY

MOVING TO WORK (MTW) FOR YEAR 2  
(APRIL 1, 2013 TO MARCH 31, 2014)

Section VI.C  
Certification Statement

The Housing Authority of City of Orlando, Florida (OHA) hereby certifies that the Agency has met the following three statutory requirement of the Moving to Work Demonstration Program:

- 1) At least 75 percent of families assisted by the agency are very low income families;
- 2) The agency continues to assist substantially the same total number of eligible low income families as would have been served had the amounts not been combined; and
- 3) The agency maintains a comparable mix of families (by family size), as would have been provided had the amounts not been used under the Demonstration Program.

  
 Vivian Bryant, Esq.  
 President/CEO

6/30/14  
 Date

