



MOVING TO WORK

ANNUAL REPORT FOR THE INITIAL DEMONSTRATION PERIOD

FISCAL YEAR 2012

ANNUAL PLAN - JANUARY 7, 2011 TO MARCH 31, 2012

ORLANDO HOUSING AUTHORITY (OHA)

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MTW ANNUAL REPORT FOR THE INITIAL DEMONSTRATION PERIOD
(1/7/11 TO 3/31/12)
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SECTION I. INTRODUCTION

Section I.-B: Overview of the Agency’s Ongoing Moving to Work (MTW) Goals/Objectives The initial demonstration period for the Orlando Housing Authority’s Moving to Work Demonstration (MTW) Plan, the Initial Demonstration Period, covered fifteen (15) months, from January 7, 2011 through March 31, 2012, following the execution of the Standard MTW Agreement with HUD on January 7, 2011.

All of the Orlando Housing Authority’s Moving to Work (MTW) goals and objectives relate to one or more of the Demonstration Program’s three statutory purposes:

- (A) increase cost effectiveness,
- (B) increase self-sufficiency, and
- (C) increase housing choices for low-income families.

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

Moving to Work Activity 1:

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

Moving to Work Activity 2:

Streamline the recertification process in the public housing and voucher programs; three year recertification of elderly and disabled clients. Statutory Purpose A.

Moving to Work Activity 3:

Streamline the rent calculation process in the public housing and voucher programs; modify the third-party verification and disregard assets less than \$25,000. Statutory Purpose A.

Moving to Work Activity 4:

Consolidate inspection and recertification requirements; to conduct unified recertification and inspection processes by geographic location rather than anniversary date. Statutory Purpose A.

Moving to Work Activity 5:

Provide interim voucher assistance and related counseling to prevent foreclosure; Serve up to 50 homeowners with six month interim vouchers at any given time. Statutory Purposes B and C.

Moving to Work Activity 6:

Partner with Central Florida Commission on Homelessness to provide a homeless/transitional housing facility to provide up to 50 one-bedroom units at West Oaks Apartments for homeless individuals for up to 18 months; five units will be provided in the first year. Statutory purposes B and C

Moving to Work Activity 7:

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

income elderly housing; redevelop Jackson Court/Division Oaks. Statutory Purpose C.

Moving to Work Use of Funds Action A

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

Moving to Work Use of Funds Action B:

Take every reasonable step to complete the greening of the Authority properties. All Statutory Purposes.

Moving to Work Use of Funds Action C:

Provide for effective evaluation of Moving to Work Initiatives; using single-fund flexibility. Annual Evaluation of Activities will be conducted by the University of Central Florida. All Statutory Purposes.

The Orlando Housing Authority has made progress in meeting the objectives of approved MTW Activities 1, 3 and Use of Funds Action A as described below:

MTW Activity 1 – “Phase-In Implementation of a Self-Sufficiency Rent Floor” The \$225 minimum self-sufficiency rent floor was implemented at two public housing sites at Ivey lane Homes and Citrus Square Apartments and for all new admissions to public housing, as planned in the Initial Demonstration Period. Households subject to the rent floor and unable to pay the minimum rent were required to participate in self-sufficiency activities provided by or arranged through the MTW Resource Center. This center was established utilizing funds designated through MTW Use of Funds Action A. The Resource Center staff provided the case management, needs assessment, job readiness, employability counseling, job referral and placement assistance services to a total of eighty-three (83) households that were referred to the MTW Resource Center for self-sufficiency services. Transportation and child care assistance was provided to assist program participants to enable them to secure and maintain employment.

Among the eighty-three (83) households served by the MTW Resource Center during the period, thirty-eight (38) households who were unable to pay the minimum rent of \$225 per month, were required to participate in MTW Resource Center activities. Details are provided below:

- 20 Are employed as of 3/31/12
- 5 Lost their jobs since entering the program and receiving new services
- 13 Were unemployed upon admission to the program, remain unemployed and are continuing to receive services

Details of the status of these thirty-eight (38) mandatory clients are discussed in Section VI.-B, MTW Activity 1 of this Report and are shown in Attachment VI.-B, MTW Activity 1.

No program participants were terminated because of failure to follow their individualized case plan. No requests for hardship waivers were received during the initial project period. Only one out of the eighty three (38 mandatory and 45 voluntary) clients referred to the MTW Resource Center did not follow-up on their referral.

Initial success meeting the objectives of MTW Activity 1 is directly related to the establishment and the effective and efficient operation of a comprehensive MTW Resource Center, as specified in Use of Funds A.

MTW Activity 2 - “**Streamline the recertification process in the public housing and voucher programs.**” Rather than starting the streamlined recertification process during the Initial Demonstration Period, the OHA completed full annual recertifications for all elderly and disabled public housing and Section 8 program participants. Streamlining commenced after the Initial Demonstration Period.

MTW Activity 3 - “**Streamline the rent calculation process in the public housing and Voucher programs.**” The modified third-party verification and asset disregard policies and procedures were implemented for all public housing residents, applicants and all voucher program participants.

The OHA made substantial progress toward achieving the goal of reducing staff time spent on rent calculations. MTW Activity 3 was implemented for all public housing and Section 8 households. However, the data collected, tracked and reported is only for elderly and disabled public housing residents and Section 8 voucher program participants, and non-elderly/non- disabled families at the Citrus Square Apartments and Ivey Lane Homes public housing communities. These sites are the first two public housing sites covered by the self-sufficiency rent floor to be phased-in at non-elderly/non-disabled public housing sites during the first three years of the Demonstration.

Implementation schedules for approved MTW Activities 4 through 7 identified below have been modified and extended into Year 2 of the Demonstration (4/1/12 to 3/31/13) to account for factors beyond the OHA’s control as described in Section V.-A. of this Report.

MTW Activity 4: - “**The consolidation of inspection and recertification requirements.**”

This Activity was designed to standardize the recertification and the inspection of public housing and Section 8 Program units. The OHA envisioned regional re-examinations and inspections of public housing and Section 8 dwelling units. In addition, the protocol that would be used for inspections of public housing units would not be the traditional Uniform Physical Condition Standard (UPCS). The Housing Quality Standard (HQS) protocol would be used for inspection of both public housing and Section 8 units.

During the Initial Demonstration Period, the OHA developed a draft plan to consolidate the inspection and recertification requirements for all public housing residents and Section 8 clients. The recertification process, based on geographic location, was implemented at all public housing sites.

MTW Activity 5: - “**Implementation of interim voucher assistance and related counseling to prevent foreclosure**” This Activity was designed to provide interim voucher assistance to eligible homeowners that received financial assistance through the City of Orlando’s foreclosure prevention program. The OHA completed initial planning steps during the Initial Demonstration Period, such as revision of the Section 8 Administrative Plan, establishment of criteria for participation and development of necessary forms, and identified the first five (5) households for implementation.

MTW Activity 6: - “**The provision of transitional housing units with supportive services for homeless households in case management**” The initiative will serve formerly homeless persons and households

in imminent danger of becoming homeless. During the Initial Demonstration period, a Memorandum of Understanding between the OHA and the Wayne Densch Center, the proposed service provider, was drafted and reviewed by attorneys for both parties.

MTW Activity 7: - “The use of project-based vouchers and other resources to develop City- donated property for low-income elderly housing, in conjunction with redevelopment of Jackson Court/Division Oaks” This initiative involves the relocation and redevelopment of the Orlando Housing Authority’s Jackson Court/Division Oaks property.

The Orlando Housing Authority has negotiated the terms of a Memorandum of Understanding with the Caver Theatre Developers with a commitment to provide a minimum of forty-five (45) Section 8 project-based vouchers for the seniors that would be displaced through the redevelopment plan. The Carver Theater Developers are currently seeking loans for construction financing for the project.

MTW Use of Funds Action B: “Complete the Greening of the Authority.” Implementation of MTW Use of Funds Action B is underway, but not yet completed. -

MTW Use of Funds Action C: “Provide for effective evaluation of Moving to Work initiatives; using single-fund flexibility.” Evaluation by the University of Central Florida commenced, with a helpful initial report provided after the Initial Demonstration Period.

Section II: General Housing Authority Operating Information	
Section II.-A: Housing Stock Information:	
Number of public housing units at the end of the Plan year, discuss any changes over 10%;	ACC: 1,511 units (1,462 occupied, 34 vacancies, and 15 special use units)
Description of any significant capital expenditures by development (>30% of the Agency's total budgeted capital expenditures for the fiscal year);	None
Description of any new public housing units added during the year by development (specifying bedroom size, type, accessible features, if applicable);	None
Number of public housing units removed from the inventory during the year by development specifying the justification for the removal;	None
Number of MTW HCV authorized at the end of the Plan year, discuss any changes over 10%;	Total Units: 2,783 (ACC: 2,693 units + 90 Section 8 vouchers transferred from Sanford Housing Authority to OHA, effective 1/1/2011, - Change is less than 10%
Number of non-MTW HCV authorized at the end of the Plan year, discuss any changes over 10%;	ACC: 1,008 units*, An additional 50 VASH vouchers were awarded on 8/1/11. Change is less than 10%.
Non-Elderly/Disabled (NED): 100	
Veterans Affairs Supportive Housing Vouchers (VASH): 350*	
Single Room Occupancy (SRO): 100*	
Family Unification Program Vouchers (FUP): 100*	
Tenant Protection Vo PH Sites: (280 +78) = 358*	
TOTAL: 1,008	
Number of HCV units project-based during the Plan year, including description of each separate project, and: None	
Overview of other housing managed by the agency	
<p>Jackson Court/Division Oaks: Jackson Court is a 58 unit senior housing apartment complex located at 523 West Jackson Street. Jackson Court is a 3-story building with all 1-bedroom units. Division Oaks is a 2-story, 17 unit family apartment complex. The two properties operate without any public housing or project based Section 8 subsidy. West Oaks: West Oaks is a 3-story 280 unit family apartment complex located at 6900 West Colonial Drive, Orlando, FL. The complex has both 1 and 2-bedroom units that are non-subsidized and considered affordable market rate housing. The property will be incorporated within the Moving to Work (MTW) program in Year 2 of the Demonstration (4/1/12 to 3/31/13). Antioch Manor: Antioch Manor is a 2-story 101 unit project-based Section 8 facility located at 3850 W. D. Judge Drive, Orlando, FL. The property is designated as a seniors only complex.</p>	

Section II.-B. Leasing Information - Actual	
Total number of MTW PH units leased in Plan year;	1,462
Total number of non-MTW PH units leased in Plan year;	None
Total number of MTW HCV units leased in Plan year:	2,372
*Homeownership -	2
*MTW Vouchers -	2,203
*Port Outs -	167
Total -	2,372 units Utilization Rate is - 85.23% (2,372 - Actual / 2,783 - - Actual). At this point, OHA had reached 99% of its budget authorization.
Total number of non-MTW HCV units leased in Plan year:	821 units*
*Single Room Occupancy (SRO) Vouchers:	90
*Non-Elderly Disabled (NED) Vouchers:	89
*Veterans affairs Supportive Housing (VASH) Vouchers:	229
*Family Unification Program (FUP) Vouchers :	79
Tenant Protection Vouchers Issued to former Lake Monroe Terrace Residents:	72
*Tenant Protection (TP) Vouchers issued to former residents of 5 Sanford (SHA) P.H. Sites:	262
*TOTAL:	821
Description of any issues related to leasing of PH or HCVs	
Issues: Criminal Background Check Failures, Lack of Transportation, Frequency of Unit Turn-Over, and the Size and Location of Units	
Public Housing Leasing Issues: These issues have far more impact on public housing occupancy than on voucher program unitization. A substantial number of applicants for Public Housing fail criminal background checks at the time of admission, making it difficult to fill vacancies from the waiting list in a timely manner. The lack of public transportation from the available public housing unit to the applicant's place of employment often results in applicant's refusing the unit, which also extends the time required to fill vacancies. In addition, a significant number of public housing residents fail criminal background checks at the time of recertification resulting in their termination, which increases the number of vacant units which must be filled from the waiting list.	
Section 8/HCV Leasing Issues: Similarly, some Section 8 program participants fail criminal background checks at the time of recertification or moves, which may result in their termination. A sizeable number of Section 8 clients are also terminated for program violations. Other clients, primary elderly or disabled are hospitalized for extended periods or are in nursing homes and are no longer able to live in their unit through no fault of their own. OHA does not anticipate any significant delay in refilling these vouchers. Absorption of former Sanford Housing Authority tenant- protection vouchers will present an additional challenge. All tenant protection vouchers issued to former residents of the vacated Sanford Housing Authority (SHA) public housing sites will become OHA Plan Year 2. A number of these clients may be terminated for failed criminal background checks and/or program violations, resulting in a need to refill unencumbered vouchers from the SHA Section 8 waiting list, which was closed in 2001 and not maintained. Only 14 applicants remained on the Section 8 Waiting List when administration of the 90 voucher SHA Section 8 Program was transferred to the OHA on 1/1/2011.	
Leasing Issues related to OHA Non-MTW vouchers:	
Issues impacting the leasing of SRO units: 1) unexpected vacancies created by the deaths of clients due to illness, 2) frequent turn-overs due to the very small size of the units, and 3) the units are located in an undesirable neighborhood. These issues can result in some delay in refilling the units. Issues impacting the leasing of VASH Vouchers: Filling of VASH Program vouchers has been severely constrained due to an inadequate number and steady flow of referrals from the Veteran's Administration, which is a prerequisite for program participation.	
Number of project-based vouchers committed or in use at the end of the Plan year, describe project where any new vouchers are placed (include only vouchers where Agency has issued a letter of commitment in the Plan year). None	

C Waiting List Information

The OHA does not anticipate any changes in the structure, or the opening/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	6018	100%	1152	100%
Distribution by Income Level				
Extremely Low Income	4155	69%	605	53%

Very Low Income	1582	26%	419	36%
Low Income	267	5%	119	10%
Above Low Income	14	0%	9	1%

Distribution by Bedroom Size

0 Bedrooms	2615	43%	356	31%
1 Bedroom	213	5%	26	2%
2 Bedrooms	2136	35%	322	29%
3 Bedrooms	869	14%	323	29%
4 Bedrooms	117	3%	101	9%
5 Bedrooms	06	0%	11	0%
6+ Bedrooms	1	0%	03	0%

Distribution by Family Type

Elderly Disabled	371	6%	69	6%
Elderly Non-Disabled	441	7%	25	2%
Non-Elderly Disabled	1541	26%	259	22%
Non-Elderly Non-Disabled	3665	61%	798	70%

Distribution by Race of Head of Household

White	2174	36%	259	22%
Black/African American	3009	50%	772	69%
Asian	32	0%	5	0%
Native Hawaiian/Other Pacific Is.	101	1%	8	1%
Other/Unknown	641	10%	95	8%

Distribution by Ethnicity of Head of Household

Hispanic or Latino	2675	44%	325	28%
Not Hispanic or Latino	3343	56%	827	72%

Additional Related Information

The public housing waiting list is currently open. The Section 8/HCV waiting lists is currently closed. Both the Public Housing and Section 8/HCV waiting list are purged annually. The OHA assumed management control of the Sanford Housing Authority (SHA) in August 2010. The SHA Section 8 waiting list had been closed since 2001 and had not been maintained. Only fourteen (14) applicants remained on the Section 8 waiting list when administration of the ninety (90) voucher SHA Section 8 Program was transferred to the OHA on 1/1/2011.

In June 2012, the OHA completed a purge/update of the existing Section 8 waiting list. During the three day period (October 3-5, 2012), the OHA opened the Section 8 waiting list for new applicants, with the goal of creating a ready pool of prospective applicants to fill vacant vouchers designated for use in the City of Sanford/Seminole County jurisdiction for which funding is available.

The OHA will continue to maintain a separate Section 8 waiting list for applicants for these vouchers. Any U.S Citizen will be able to apply regardless of place of residence, but the household must agree to initially lease-up and live within the City of Sanford or Seminole County jurisdiction for at least one (1) year.

Other Site-Based Waiting Lists Administered by OHA Admissions and Occupancy:

Villas at Hampton Park - 48 units for seniors only.

Villas at Carver Park - 64 units of public housing/tax credit

Landings at Carver Park - 30 public housing/ tax credit units

Site-based Waiting List Maintained by Management Company

Landings at Carver Park - 26 tax credit units

SECTION III.: NON MTW–RELATED HOUSING INFORMATION

A. Sources and Uses

A list of planned uses vs. actual sources and uses of other (non-MTW) HUD funds (excluding HOPE VI) follows. Some of the sources listed, notably the Capital Fund Formula, American Reinvestment and Recovery Act (ARRA) grant funding, has been expended and funding was non-recurring for FY 2012.

NON-MTW RELATED HOUSING	AUTHORITY	INFORMATION	
	FISCAL YEAR 2010	FISCAL YEAR 2012	
REVENUE (SOURCES)	BUDGET	BUDGET	ACTUAL
Vouchers for non-elderly persons with disabilities	\$ 740,124.00	\$ 804,704.00	\$ 623,843.00
HUD-VASH Vouchers	\$ 1,065,299.00	\$ 1,493,464.00	\$ 1,385,094.00
Vouchers for Single-Room Occupancy	\$ 391,212.00	\$ 415,901.00	\$ 412,202.00
FSS Coordinator	\$ 99,974.00	\$ -	\$ -
Capital Fund Formula ARRA funding (\$3,582,587 total grant award)	\$ 1,121,190.00	\$ 0.00	\$ 0.00
Resident Opportunities and Supportive Services	\$ 107,108.00	\$ 136,508.00	\$ 117,208.00
456 Non-public housing units	\$ 3,582,387.00	\$ 3,222,348.00	\$ 3,222,348.00
TOTAL REVENUE (Available for Non-MTW Activities)	\$ 7,107,294.00	\$ 6,072,925.00	\$ 5,760,695.00
EXPENSES (USES) General Administration/ Maintenance			

/Capital Improvements Projects	\$ 4,910,659.00	\$ 3,390,006.00	\$ 3,339,556.00
Housing Assistance Payments	\$ 2,196,635.00	\$ 2,402,919.50	\$ 2,389,989.00
TOTAL EXPENSE	\$ 7,107,294.00	\$ 5,792,925.00	\$ 5,729,545.00
NET INCOME/LOSS	\$ -	\$ 280,000.00	\$ 31,150.00

B. Description of Non-MTW Activities

The OHA administer the programs initiatives represented by the funding sources listed above. The 456 non-public housing low-income rental units consist of the 280-unit West Oaks development with one and two bedroom affordable housing units; the 101-unit Antioch Manor project-based Section 202 development designated 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 all one bedroom units. Division Oaks is a two story, 17-unit family apartment complex. The two properties operate without any public housing or project-based Section 8 subsidy.

The OHA also continues to oversee activities of the Carver Park HOPE VI Development, which includes The Landings at Carver Park, with 56 units of affordable housing units (26 tax credit and 30 public housing tax credit); and The Villas at Carver Park, a 64 unit public housing/tax credit apartment complex for the elderly.

During the Initial Demonstration Period, the OHA was asked by HUD to manage the severely distressed Sanford Housing Authority (SHA). While the OHA carried out this substantial undertaking successfully, the effort diverted valuable staff resources from the implementation of the MTW Program. The OHA expects the administration of the SHA to require less staff attention during Year Two of the MTW Demonstration (4/1/12 to 3/31/13), allowing the Agency to concentrate on the implementation of planned MTW Activities and Uses of Funds.

SECTION IV.: LONG-TERM MTW PLAN

A. Long-term Vision

The Orlando Housing Authority (OHA) will strive to achieve the maximum possible cost-effectiveness/efficiency in the delivery of services and increase resident self-sufficiency and housing choices, given the amount of resources available. The implementation of targeted activities and uses of funds supports this goal. With respect to cost-effectiveness, the 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. These funds can leverage additional resources that provide the community with expanded affordable housing options and opportunities for economic independence.

The OHA, with respect to self-sufficiency, is to implement a dynamic rent structure that will provide incentives for its families to sustain and increase earnings and employment, while retaining affordable housing units through the public housing and the Housing Choice Voucher programs. To accomplish this, the OHA will support a comprehensive MTW Resource Center that provides and leverages resources to link its residents/participants to services throughout Greater Orlando. The MTW Resource Center helps residents prepare for and find jobs, facilitates access to convenient transportation to job centers during relevant hours, and provides childcare during non-traditional hours in the evenings and on weekends. It is the OHA’s position that all residents and clients receiving housing assistance who can work, should receive the

necessary support which will enable them to do so.

The participants of the Housing Choice Voucher Program will have access to the same services and resources to increase their income. Access to a Housing Choice Voucher for foreclosure prevention is a special need in the Central Florida area. Orlando has been designated one of the most “vacant” communities in Florida because of the high rate of foreclosures. The use of a Section 8 Voucher will enable a family to remain in their home when there is a short-term crisis. The transitional housing will address the need for affordable housing while the homeless household re-enters the job and housing market. The City of Orlando, Orange County and the neighboring Seminole County need help making affordable housing available for homeless low-income households.

The OHA will take every reasonable step to complete the greening of the Authority’s properties providing residents with training on reducing utility consumption and ensuring a healthier living environment. The Housing Authority also entered into a partnership with the University of Central Florida for the evaluation of services, leading to timely improvement in the MTW Program throughout the course of the demonstration.

B. Current Strategies

The OHA’s strategy for achieving its vision considers local needs, opportunities and potential solutions with broad applicability.

The Agency will continue to implement programs that impact all three Moving to Work (MTW) statutory goals:

- Increase cost effectiveness,
- Increase self-sufficiency, and
- Increase housing choices for low-income families. The list below delineates Moving to Work Activities and Uses of Funds and identifies the statutory purpose(s) to which each relates.

Cost-Effectiveness Strategies

The following strategies will contribute to increased cost-effectiveness:

- Implement a self-sufficiency rent floor for households with non-elderly, non-disabled adults that is more cost-effective than the current system.
- Streamline the recertification processes and rent calculation by recertifying households with non-elderly, non-disabled adults every three years, disregarding the first \$25,000 of assets for rent calculation purposes and modifying written third-party verification requirements.
- Consolidate public housing and voucher recertification and inspection processes where possible to promote efficiency.
- During future MTW years, implement as appropriate, additional efficiency steps, such as streamlining of other processes regarding procurement, asset management, and utility billing, as well as streamlining other components of the rent calculation process.

Self-Sufficiency Strategies

The following strategies will contribute to increased self sufficiency:

- Implement a self-sufficiency rent floor that removes or reduces work disincentives, complete with required self-sufficiency activities for households subject to the rent floor.
- Provide a hardship exception mechanism that is sensitive to economic conditions, but also requires hardship households to participate in self-sufficiency activities.
- Develop a comprehensive, one-stop OHA self-sufficiency resource center to improve linkages with basic education, work readiness, training and employment opportunities; provide an off-hours day-care facility, enhance and improve coordination and development of existing partnerships for activities such as work readiness training, resident business development; build partnerships with major employers; and partner with the local public transportation system to support transportation to employment centers out of the downtown area and at non-traditional hours.

Housing Choice Strategies

The following strategies will contribute to increased housing choice:

- Work in partnership with local certified housing counseling agencies, to implement a Foreclosure Prevention Program, providing interim voucher assistance and expanding a successful foreclosure prevention counseling program beyond the OHA's public housing homeownership clients.
- Work in partnership with the Central Florida Commission on Homelessness and the Wayne Densch Center and provide public housing operating subsidy Annual Contributions Contract (ACC) for the OHA's West Oaks Apartment community, allowing the Agency to combine housing assistance with case management and supportive services from partnering agencies to provide transitional housing for homeless individuals.

All Statutory Purposes

The following strategies will contribute to achievement of all three statutory purposes:

- Take additional steps to promote greening OHA properties through efforts to reduce utility consumption and costs and improve air quality, environmental conditions to produce healthier housing for residents of the OHA's public housing communities.
- Partner with the University of Central Florida (UCF), which will conduct ongoing, independent evaluations of the OHA's MTW activities and Uses of Funds on an annual basis over the course of the agency's Moving to Work Agreement. The OHA will address all of the UCF's program recommendations within three months of receipt of an evaluation report. This initiative will facilitate timely changes in programming, making planned activities and uses of funds more effective in meeting statutory purposes of the MTW Demonstration Program - increasing self-sufficiency, increasing cost effectiveness, and increasing housing choices for low-income families.

C. Future Plans/Strategies

The OHA will continue to implement the all currently-approved Activities and Uses of Funds. The Housing Authority's MTW activities proposed a multi-year implementation schedule. The University of Central Florida's evaluation will determine the success of each Activity. Changes may be made based on UCF's evaluation report as needed.

The MTW strategies will continue to evolve over the course of the Demonstration. The OHA will refine rent reform and self-sufficiency strategies to incorporate lessons learned through experience and to reflect changes in the economy. Initiatives to expand housing options will be dependent upon funding realities affecting the OHA's capacity and ability to forge new

partnerships to access non-traditional sources of funding. Planning efforts will incorporate an in- depth review and analysis of successful approaches elsewhere in the nation, as well as a review of changes in laws and regulations, and opportunities to leverage existing funds. New initiatives, such as those that would provide further assistance for the OHA's substantial disabled population, may be able to be undertaken.

There are two additional activities that the OHA proposed in its MTW application and hopes to implement in a future 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 (Statutory Objective - housing choice)
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 (Statutory Objectives - housing choice; cost effectiveness).

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

The OHA currently assists a number of frail elderly individuals who need assisted living services. The 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 income to pay for the assisted living package. 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. The OHA will prioritize assistance for individuals now living in public housing who clearly need additional assistance with daily living tasks.

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

To the extent opportunities and resources become available, the OHA would use public housing Annual

Contributions Contract 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 expansions would be within the statutory cap.

The OHA will continue to examine additional long-term strategies for achieving the goals and statutory purposes of the MTW Demonstration Program. As a starting point, the OHA will review the results of a survey of potential MTW program components contained in its Application to HUD for MTW Designation. Responders to the survey indentified 36 potential program components, some of which were adopted and incorporated in the MTW Plan for the Initial Demonstration Period.

Some of the options that were proposed but not yet implemented included rent calculation simplification for medical expense and child care deductions, streamlining of additional business processes (i.e., biennial recertifications for families), and time limits for HCV participations, except for elderly and disabled. Another idea explored in preparing the MTW application involved working in coordination with the School Officials/Department of Education to reduce truancy and encouraging public housing and Section 8 residents by using the Family Self- Sufficiency or similar model.

The OHA will also examine the potential impact of eliminating the earned income disallowance, placing limitations on the number of moves among Section 8/HCV program participants during a given period of time, and requiring all non-elderly, non disabled adult household members, to work a minimum of 25 hours per week or be actively seeking employment through the participation in MTW Resource Center self-sufficiency program, and/or be a full time student or participant in a training program leading to employment.

Section V.A: - Description of any Activities proposed in the Plan, approved by HUD, but not implemented, including a discussion of why these Activities were not implemented.

The OHA made varying degrees of progress in implementing each of the seven (7) approved MTW Activities and three (3) Uses of Funds Actions contained in its Annual MTW Plan for the Initial Demonstration Period. All Activities are ongoing and all are carried over in the Agency's approved MTW Plan for Year 2 (4/1/12 to 3/31/13). Many of these activities and uses of funds have multiple components to be phased-in. All involve follow-up activities and all will require evaluation over multiple fiscal years to determine if established benchmark/metrics and statutory purposes of the demonstration program have been met.

MTW Activities 2, and 4 through 7 are included in this section because implementation did not reach the point that the OHA's operating processes, assisted households or applicants or housing stock were affected. Activity 2 was not scheduled to reach that point during the Initial Demonstration Period. For Activities 4, 5, 6 and 7, setbacks occurred for specific reasons as explained below. In each case, staff efforts resulted in progress to lay groundwork for implementation. These staff efforts occurred while the OHA simultaneously grappled with the additional challenges, resulting from administration, at HUD's request, of the distressed Sanford Housing Authority.

MTW Activity 2: "Streamlined recertification process for elderly and disabled clients." OHA chose not to implement the streamlined recertifications during the Initial Demonstration Period. The OHA instead established a full baseline of households whose recertifications benefitted from implementation of Activity 3, modified third-party verification and disregard of assets less than

\$25,000.

MTW Activity 4: “Consolidation of inspection and recertification requirements.”

Implementation of this Activity was delayed following a determination that additional program planning and action steps were required. These included addressing logistical considerations involved in incorporating and scheduling approximately 500 Section 8 clients from the City of Sanford and Seminole County. These clients were relocated former Sanford Housing Authority Public Housing residents that were issued Section 8 vouchers. These vouchers are now administered by the OHA.

This Activity was designed to standardize the recertification and the inspection of public housing and Section 8 Program units. The OHA envisioned regional re-examinations and inspections of public housing and Section 8 dwelling units. In addition, the protocol that would be used for inspections of public housing units would not be the traditional Uniform Physical Condition Standard (UPCS). The Housing Quality Standard (HQS) protocol would be used for inspection of the both public housing and Section 8 units.

During the Initial Demonstration Period, the OHA developed a draft plan to consolidate the inspection and recertification requirements for all public housing residents and Section 8 clients. The recertification process, based on geographic location, was implemented at all public housing sites. -

MTW Activity 5: “Interim voucher assistance and related counseling to prevent foreclosure.”

Implementation of MTW Activity 5 was delayed and carried over into future years, following a determination that additional program planning was necessary, including building additional community partnerships and program procedures to ensure effective execution.

Most importantly, the delay was caused by an unexpected loss of the planned partnership with the City of Orlando. Initially, the OHA intended to provide interim voucher assistance to eligible homeowners that received financial assistance through the City of Orlando’s foreclosure prevention program. -

The OHA completed planning steps during the Initial Demonstration Period, such as revision of the Section 8 Administrative Plan, establishment of criteria for participation and development of necessary forms, and identified the first five (5) households for implementation.

MTW Activity 6: “Provision of transitional housing units with supportive services for homeless households in case management-

During the Initial Demonstration Period, a Memorandum of Understanding between the OHA and the Wayne Densch Center was drafted and reviewed by attorneys for both parties.

MTW Activity 7: “Use of project-based vouchers and other resources to develop City- donated property for low-income elderly housing; redevelop Jackson Court/Division Oaks.”

Implementation was delayed because of the need to obtain government approval and secure funding or an alternative site from the City of Orlando, and the need to find a private sector community business partner to ensure the financial feasibility of the project.

During the Initial Demonstration Period, OHA negotiated a Memorandum of Understanding with the Carver Theatre developers with a commitment to provide a minimum of 45 Section 8 project- based vouchers for the seniors that would be displaced through the redevelopment plan. These 45 vouchers will come from OHA’s existing Section 8 voucher allocations at the time the newly redeveloped housing units are ready for occupancy.

Section VI. - A: List of Activities Continued from the Prior Plan year(s) The

OHA’s Approved MTW Activities and Uses of Funds

All of the MTW Activities and Uses of Funds Actions, which were listed in Section I.B of this Report, were included in the OHA’s HUD-approved MTW Plan for the Initial Demonstration Period.

Section VI. – B: Provide detailed information on the impact of the activity and compare against the proposed benchmarks, and metrics to assess outcomes, including if activity is on schedule. For rent reform initiatives, describe the result of any hardship requests.

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

This Activity was implemented in accordance with the approved phase-in schedule and program requirements identified below:

Required Action	Status
Initial year: implement rent floor for new family public housing admissions and at two sites, Ivey Lane and Citrus Square (\$225) and for new admissions	Completed
Require participation of households subject to the rent floor in self-sufficiency activities	Completed
Provide hardship exemption process sensitive to economic conditions:	Completed
Establish hardship panel	Completed
Establish rules and schedules	Completed

The data for MTW Activity 1 indicates that overall earned income for all clients required to participate in self-sufficiency services provided or arranged through the OHA MTW Resource Center increased by thirty-eight (38%) as of the end of the Initial Demonstration Period. In the MTW Plan, the OHA established a benchmark to increase the total earnings of families with non-elderly and non-disabled

adults by five percent (5%) each year starting in the third MTW Year.

Data for the Initial 15-Month Demonstration Period indicates that the OHA has greatly exceeded this goal, despite a continuing difficult job market. However, the achievements of individual program participants varied widely and the initial success enjoyed by some of the program participants needs to be sustained over time, while other program participants will need additional case management, job readiness and skills training, employability counseling, job referral and placement assistance to help them meet individual and program objectives.

Program participant success can be attributed to the counseling, job referral/placement and support services they received through the MTW Resource Center. At the MTW Resource Center, participating households received services to help them obtain employment or to increase their incomes. Funding for the Resource Center was provided through funds identified in the MTW Use of Funds Action A. (See Section VII- Sources and Uses of Funds.)

The Resource Center staff provided case management, needs assessment, job readiness, employability counseling, job referral and placement assistance services to a total 83 households that were referred to the Center for self-sufficiency services. Transportation and child care assistance was provided to assist program participants to enable them to secure and maintain employment.

Impact of Rent Floor and Resource Center

The clients who were served at the Resource Center have agreed to a Plan of Action with the MTW staff. The clients have 24 months to receive services in the Resource Center.

Thirty-eight (38) households were mandatory program participants because they were unable pay the self-sufficiency rent floor of \$225 per month and were required to participate in Resource Center activities. During the Initial Demonstration Period, no program participants were terminated because of failure to follow their Individualized Service Plan (ISP). No requests for hardship waivers were received during the Initial Demonstration Period.

Resource Center Households: Initial Demonstration Period

<u>Number</u>	<u>Percent</u>	<u>Status</u>
15	39%	Households that were employed on the MTW Year 1 start date, January 7, 2011.
10	26%	Achieved Employment.
13	34%	Not employed
38		Total

<u>Number</u>	<u>Percent</u>	<u>Status</u>
15	39%	Households had earned income increases.
13	34%	No changes in earned income; these households were not employed.
8	21%	Decreases in earned income; 21%; one client is in college.
2	5%	Earned income did not change.
38		Total

Of the 38 households receiving services through the Resource Center, thirty-nine percent (39%) or fifteen (15) households were employed at the time of their referral. During the Initial Demonstration Period, an additional 10 households achieved employment; five lost employment. At the end of the Initial Demonstration Period, 20 of 38 participating households or 52.5% were employed.

There were notable increases in the incomes of the households that received services in the Resource Center. Thirty nine percent (39%), or 15 households had increases in earned income.

Thirteen (13) of the 38 or 34%, of program participants were unemployed at the time of referral and remained unemployed at the end of the Initial Demonstration Period, having no earned income during the 15-month period.

Twenty-one percent (21%) or eight (8) households had decreases in earned income. One client showing a decrease is attending college. Two households or 5% had no changes in their earned income.

One household that had no earned income on January 7, 2011, obtained employment and moved out of public housing February 13, 2012. This family moved into private market housing with no forwarding address.

When public housing residents were referred to the Resource Center, all thirty-eight households were paying less than \$225 per month in rent. After the first 15 months of participating in year of the Self Sufficiency Resource Center, 19 or fifty percent (50%) of the households paid more than \$225 per month in rent. See Attachment Section VI.-B, MTW Activity 1.

As stated above, successful implementation of the objectives of MTW Activity 1 is directly related to the establishment of the Self-Sufficiency Resource Center. Section VII. - MTW Use of Funds Action A. See Section VII. – MTW Use of Funds Action A.

The operation of the Resource Center would not be possible without the funding flexibility provided in the Moving to Work demonstration. The details of program performance during the Initial Demonstration Period is provided in tracking matrix below:

MTW ACTIVITY 1			
Metrics	Baseline	Benchmarks	Data Collection
Amount of income and earnings	<p>Total earnings of families with non-elderly, non-disabled adults initially covered by Rent Floor</p> <p>Covered Initial Demonstration Period year: 38 clients from Ivey, Citrus, New admissions</p> <p>Initial Earned Income: \$188,515</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>\$231,506 - Initial number of required program participants: 20</p> <p>Total Number of Mandatory Program participants during the Initial Demonstration Period: 38</p> <p>Earned Income as of 3/31/12 \$259,389 (38% increase)</p>

MTW ACTIVITY 1			
Metrics	Baseline	Benchmarks	Data Collection
Number of working adults and heads of households	<p>Number of working adults and heads of household</p> <p>All families: 396/388</p> <p>Covered initial year: 102/98</p>	<p>Increase number of working adults and heads of household by 5% each year, starting in the third MTW year</p>	<p>All families: 537/447</p> <p>New lease on: 136/120</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%	One (1)
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	This Activity was not tracked.
Number of staff minutes spent on recertifications	All families: 229,730 for public housing Covered initial year: 36,563	Reduce staff minutes spent on annual recertifications by 10%	All families: 42,359 Non-Elderly/Non Disabled: 16,616 Citrus/Ivey: All families - 11,805 Non-Elderly/Non Disabled - 11,480

MTW ACTIVITY 1			
Metrics	Baseline	Benchmarks	Data Collection
Average earnings of families with non-elderly, non-disabled adults initially covered by Rent Floor	All families: \$3,000 Covered initial year: \$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	All families: \$10,523 New Lease-Ups Average - \$14,105

Section VI. – C: If benchmarks were not achieved or if the activity was determined ineffective, provide a narrative explanation of the challenges, and, if possible, identify potential new strategies that might be more effective for each MTW Activity.

Only one change has been implemented. At the beginning of the Initial Demonstration Period, the OHA determined that the initial baseline for undeclared occupants was greatly overestimated; and that it was virtually impossible to track these individuals because residents refused to voluntarily identify them and a finding of permanent resident rather than guest status was difficult to prove. Accordingly, the OHA decided to delete this benchmark from the Implementation Plan for MTW Activity 1.

Section VI. – D: If benchmarks or metrics have been revised; identify any new indicator(s) of activities status and impact for each MTW Activity.

No revisions were made.

Section VI. – E: If data collection methodology has changed, describe original data collection methodology and any revisions to the process or change in data collected for each MTW Activity.

Please see the discussion regarding tracking of recertification time under Activity 3.

Section VI. – F: If a different authorization from Attachment C or D was used than was proposed in the Plan, provide the new authorization and describe why the change was necessary for each MTW Activity.

Not Applicable.

Section VI. – G: Cite the specific provision(s) of the Act or regulation that is waived under MTW (as detailed in Attachment C or D of this Restated Agreement) that authorized the Agency to make the change, and briefly describe if and how the waived section of the Act or regulation was necessary to achieve the MTW activity.

Authorization Cited - Attachment C Authorizations:

Section C.11 - authorizes alternative rent policies and term limits for public housing,

Section C.4 - authorizes alternative initial, annual and interim income review process for public housing,

Section D.2.a. -authorizes alternative rent policies and term limits for vouchers,

Section D. 1.c.- authorizes alternative re-examination process for vouchers.

Notes: The authorizations cover the full implementation of this activity. Re-examination authorizations are cited in case the OHA can further simplify any re-examination functions for households who will remain at the Rent Floor.

No.	A B		C Transfers / New Admissions	D Active In Resource Ctr. Demo Per.	E F G			H Move Out Date	I Earned Income Amount Jan. 1, 2011	J Had Earned Income Jan. 1, 2011	K No Earned Income Jan. 1, 2011	L Earned Income as of Mar. 31, 2012	M Income Increase	N Initial Rent	O Current Rent	P Earned Inc. Increase Mar. 31, 2012	Q No Earned Income Jan. 1, 2011 - Mar. 31,	R No Change in Earned Income	S Income Decrease	T College/ Voc. Training			
	MTW Sites				Employment Status																		
	Ivey Lane	Citrus Sq.			Employed Jan. 1, 2011	Achieved Employment Demo Per.	Not Employed Demo Per.																
1	1			1	1			\$8,635	1		\$0	-\$8,635	\$113	\$113				1	1				
2	1			1	1			\$14,040	1		\$14,482	\$442	\$145	\$264	1								
3	1			1			1	\$0		1	\$0	\$0	\$592	\$592		1							
4	1			1	1			\$13,195	1		\$0		\$133	\$128					1				
5	1			1	1			\$11,544	1		\$0		\$291	\$128					1				
6	1			1	1			\$15,447	1		\$0		\$128	\$128					1				
7	1			1			1	\$0		1	\$0	\$0	\$185	\$100		1							
8	1			1				\$0		1	\$17,072	\$17,072	\$140	\$592	1								
9	1			1				\$0		1	\$11,544	\$11,544	\$542	\$542	1								
10	1			1			1	\$0		1	\$0	\$0	\$542	\$542		1							
11			1*	1	1			\$8,400	1		\$10,036	\$1,636	\$130	\$130	1								
12	1			1	1			\$6,090	1		\$6,090	\$0	\$147	\$128				1					
13	1			1	1			\$16,640	1		\$0		\$267	\$267					1				
14			1**	1	1			\$9,600	1		\$12,090	\$2,490	\$133	\$169	1								
15	1			1			1	\$0		1	\$0	\$0	\$257	\$289		1							
16	1			1	1			\$12,324	1		\$11,461	-\$863	\$133	\$128					1				
17	1			1				\$0		1	\$15,348	\$15,348	\$215	\$212	1								
18	1			1				\$0		1	\$15,887	\$15,887	\$103	\$542	1								
19	1			1				\$0		1	\$9,360	\$9,360	\$396	\$420	1								
20	1			1			1	\$0		1	\$0	\$0	\$133	\$128		1							
21	1			1	1			\$14,258	1		\$15,030	\$772	\$171	\$254	1								
22	1			1			1	\$0		1	\$0	\$0	\$339	\$348		1							
23	1			1			1	\$0		1	\$0	\$0	\$470	\$470		1							
24	1			1	1			\$16,052	1		\$15,640	-\$412	\$205	\$199					1				
25	1			1				\$0		1	\$12,777	\$12,777	\$107	\$542	1								
26	1			1				\$0		1	\$7,488	\$7,488	\$126	\$113	1								
27	1			1			1	\$0		1	\$0	\$0	\$470	\$470		1							
28	1			1				\$0		1	\$15,015	\$15,015	\$102	\$350	1								
29	1			1	1			\$14,040	1		\$14,040	\$0	\$211	\$277				1					
30	1			1			1	\$0		1	\$0	\$0	\$470	\$470		1							
31	1			1				\$0		1	\$16,120	\$16,120	\$225	\$282	1								
32	1			1			2/13/12	\$0		1	\$11,737	\$11,737	\$133	\$128	1								
33		1		1	1			\$17,956	1		\$16,129	-\$1,827	\$139	\$139					1				
34	1			1				\$0		1	\$0	\$0	\$117	\$122		1							
35	1			1				\$0		1	\$0	\$0	\$161	\$166		1							
36	1			1				\$0		1	\$0	\$0	\$100	\$100		1							
37	1			1				\$0		1	\$0	\$0	\$382	\$394		1							
38	1			1	1			\$10,294	1		\$12,043	\$1,749	\$113	\$113	1								
	35	1	2	38	15	10	13	1	\$188,515	15	23	\$259,389			15	13	2	8	1				
	Total Percentage Increase in Earned Income											38%											
*	Client transferred from Ivey Lane Homes to Reeves Terrace but was admitted to the program while residing at Ivey															Bold = Flat Rent							

Section VI.-B: Provide detailed information on the impact of the activity and compare against the proposed benchmarks, and metrics to assess outcomes, including if activity is on schedule.

MTW Activity 3: Streamlined the Rent Calculation Process in Public Housing and Voucher Programs

MTW Activity 3 was implemented for all public housing and Section 8 households. However, the data collected, tracked and reported is only for elderly and disabled public housing residents and Section 8 voucher program participants, and for non-elderly/non-disabled families at the Citrus Square Apts. and Ivey Lane Homes public housing communities – the first two public housing sites covered by the self-sufficiency rent floor to be phased-in at other non-elderly/non disabled public housing sites during the first three years of the Demonstration (see Section VI., MTW Activity 1)

Under MTW Activity 3, the baseline time for completion of the recertification process was 90 days and the benchmark goal was to reduce the time required to complete the process to 60 days. Data collected and tracked thus far for the household populations identified above shows that the OHA has been able to reduce the average number of days required to complete the recertification process from 90 days to 57 days.

Since the data tracked and reported for the Initial Demonstration Period did not include non- elderly and non-disabled families at the other public housing sites operated by the OHA, nor non-elderly and non-disabled Section 8 voucher program participants, the full impact of this Activity is not yet known.

Tracking and reporting on the impact of this activity will parallel the approved phase-in schedule of the self-sufficiency rent floor for non-elderly and non-disabled residents of our public housing sites over a three year period, and for non-elderly and non-disabled Section 8 program participants in Year 4 of the Demonstration.

The OHA will track and report on the impact of Activity 3 for non-elderly and non-disabled households at three more of its public housing sites in Year 2 of the Demonstration, and for non- elderly and non-disabled households at the remaining three affected public housing sites in Year 3 of the Demonstration. Data on the impact of Activity 3 will then be available for all public housing residents.

MTW Metrics for MTW Activity 3 and limited tracking data available to date is provided in the tracking matrix below:

MTW ACTIVITY 3			
Metrics	Baseline	Benchmarks	Data Collection

Number of staff minutes spent on rent calculations and recertifications for public housing and voucher programs	338,730 minutes	Reduce staff minutes spent on rent calculations and recertifications by 50% for elderly and disabled households and by 10% for other households	All: 128,375 minutes Partial Reporting Elderly/Disabled: 106,387 Partial Reporting Non Elderly/Non Disabled: 21,988 minutes Partial Reporting
Number of staff minutes spent on third-party verifications:	124,980 minutes	Reduce staff minutes spent on third party verifications by 50%	Ongoing
Time to complete recertifications	90 days	Reduce to 60 days	57*

* Data collected, tracked and reported is limited to elderly and disabled public housing residents and Section 8 voucher program participants, and for non-elderly/non-disabled families at two OHA public housing sites - the Citrus Square Apartments and Ivey Lane Homes' communities.

Section VI. – C: If benchmarks were not achieved or if the activity was determined ineffective, provide a narrative explanation of the challenges, and, if possible, identify potential new strategies that might be more effective for each MTW Activity.

All benchmarks were achieved during this reporting period and all activities were effective.

Section VI. – D: If benchmarks or metrics have been revised; identify any new indicator(s) of activities status and impact for each MTW Activity.

No benchmarks or metrics were revised during this reporting period.

Section VI. – E: If data collection methodology has changed, describe original data collection methodology and any revisions to the process or change in data collected for each MTW Activity.

The OHA originally planned to estimate the number of staff minutes spent on recertifications through staff studies. Instead, the OHA Information Technology Department designed and implemented an automated program for recording and tracking the amount of time expended for each of the major steps involved in the recertification process for Section 8 (7 steps) and Public Housing clients (9 steps). The computer system was designed to precisely and objectively calculate the amount of time spent on each of the major steps in the recertification process, while avoiding manual entries by staff which can be subjective, based on individual interpretation and

personal recollections. However, some staff found it difficult to use effectively because routine daily interruptions in their work flow/schedule made use of the running time clock format difficult. Program Managers have met with staff and the OHA's Information Technology Department to identify and implement ways to improve efficiency in the data recording and tracking processes.

Section VI. – F: If a different authorization from Attachment C or D was used than was proposed in the Plan, provide the new authorization and describe why the change was necessary for each MTW Activity.

Not applicable.

Section VI. – G: Cite the specific provision(s) of the Act or regulation that is waived under MTW (as detailed in Attachment C or D of this Restated Agreement) that authorized the Agency to make the change, and briefly describe if and how the waived section of the Act or regulation was necessary to achieve the MTW activity.

Authorization Cited – Attachment C Authorizations: Section C. 11 (authorizes alternative rent policies and term limits for public housing), C.4 (Authorizes alternative initial, annual and interim income review process for public housing), D.2.a. (Authorizes alternative rent policies and term limits for vouchers), D.1.c. (Authorizes alternative re-examination process for vouchers). (Note: The authorizations would cover the full implementation of this activity.)

Section VII. SOURCES AND USES OF FUNDING

Section VII.-A. Planned vs. Actual Sources and Uses of MTW Funds

CONSOLIDATED SOURCES AND USES OF MTW FUNDS					
REVENUE (SOURCES)	FISCAL YEAR 2010	MTW INITIAL 15-MONTH DEMONSTRATION PERIOD (1/7/2011 to 3/31/2012)			
	BUDGET				ACTUAL
		1/7/2011 ~ 3/31/2011	4/1/2011 ~ 3/31/2012	TOTAL	
PH Operating Subsidy and Rent	\$ 5,218,030	\$ 1,946,560	\$ 8,440,514	\$10,387,074	\$ 10,743,575
Public Housing Capital Fund Program	\$ 3,326,845	\$ 753,315	\$ 2,503,775	\$ 3,257,090	\$ 2,860,211
Housing Choice Vouchers (not special purpose)	\$ 19,397,456	\$ 5,425,990	\$22,942,679	\$28,368,669	\$ 26,124,954
TOTAL REVENUE (Available for MTW)	\$ 27,942,331	\$ 8,125,865	\$33,886,968	\$42,012,833	\$ 39,728,740

EXPENSES (USES)					
General Administration/Maintenance	\$ 5,218,030	\$ 3,657,621	\$12,109,074	\$15,766,695	\$ 15,563,827
Public Housing Capital/Expenditure	\$ 3,326,845	\$ 266,153	\$ 1,482,906	\$ 1,749,059	\$ 1,443,457
Housing Assistance Payments	\$ 18,637,456	\$ 4,012,091	\$19,154,988	\$23,167,079	\$ 21,799,344
MTW activities (maximum amount; specific uses are enumerated below)	\$ 760,000	\$ 190,000	\$ 760,000	\$ 950,000	\$ 501,129
Foreclosure Prevention, Activity 5 (up to 50 vouchers)	\$ -	\$ -	\$ 380,000	\$ 380,000	\$ -
TOTAL EXPENSE	\$ 27,942,331	\$ 8,125,865	\$33,886,968	\$42,012,833	\$ 39,307,757
NET INCOME/LOSS	\$ -	\$ -	\$ -	\$ -	\$ 420,983

* The original budget of \$19,154,988 included \$987,313 for 90 vouchers transferred from the Sanford Housing Authority. This amount subsequently was removed from the MTW block grant budget. In addition, Section 8 administrative fees revenue was estimated at 92% but final funding was based on 82%, resulting in a loss of approximately \$500,000 in revenue.

The above statement is based on FY 2012 activities. All vouchers transferred from Sanford Housing Authority will be included in the OHA's FY 2013 budget.

Section VII-B. Planned vs. Actual Sources and Uses of State/Local Funds

The OHA does not receive or administer state or local funds. However, the linchpin of the OHA's efforts to promote self-sufficiency and rent reform, the Resource Center and the phased implementation of a self-sufficiency rent floor (\$225 per month) for households with non-elderly and non disabled adults, as well as several of other major initiatives such as provision of transitional housing assistance for homeless households in case management and the greening of the Authority involve strong linkages with other state, local or federal initiatives.

The Resource Center's efforts began to be integrated with other local self-sufficiency efforts, such as those of Work Force Central Florida, Life Stride, Orange County Public Schools, Goodwill Industries, Vocational/Technical schools, and the Department of Families and Children, and will build upon the collaborations already developed with other agencies by the OHA's Family Services Department.

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

OHA will continue to use cost allocation method to allocate COCC revenue and expenses to various programs/projects.

Section VII.-D. Alternative Cost Allocation or Fee for Service

Methodology Not applicable.

Section VII.-E. Use of Single-Fund Flexibility

The OHA carefully reviewed its potential sources and uses of funds for MTW activities for the Initial Demonstration Period. The Authority will continue to commit funding for up to 100 Section 8 vouchers to fund the MTW Resource Center in Year 2 of the Demonstration Program (4/1/12 to 3/31/13). The OHA made a determination that funding MTW activities from this source would provide the greatest overall benefit for all households in need of its services, fostering greater self-sufficiency among clients served. The funding will provide for supportive services needed by clients to secure and maintain employment and helps the Agency to leverage in-kind supportive services offered by public and private sector partner organizations. The OHA anticipates that it will continue to rely on this source of funding for self-sufficiency services, as needed, and will assess the impact of services provided on an annual basis to determine effectiveness in meeting program objectives and desired outcomes.

The OHA 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. The number of families OHA serves in the voucher program has been dropping as a result of an extraordinary number of reasonable accommodations requests, which requires a higher amount of subsidy expended per household. If the growth in such requests continues, the number of families served will likely be reduced irrespective of any impact of the MTW Program.

USES OF SINGLE-FUND FLEXIBILITY					
REVENUE (SOURCES)	FISCAL YEAR 2010	MTW INITIAL 15-MONTH DEMONSTRATION PERIOD (1/7/2011 to 3/31/2012)			ACTUAL (15-Months)
	BUDGET	BUDGET		TOTAL	
		1/7/2011 ~ 3/31/2011	4/1/2011 ~ 3/31/2012		
Funding for 100 vouchers	\$ 760,000	\$ 190,000	\$ 760,000	\$ 950,000	\$ 678,371
TOTAL REVENUE	\$ 760,000	\$ 190,000	\$ 760,000	\$ 950,000	\$ 678,371

EXPENSES (USES)

MTW Resource Center:

Center Non-Dwelling Equipment	\$ 60,000	\$ -	\$ 60,000	\$ 60,000	\$ 48,603	*
Center Expenses	\$ 20,000	\$ 5,000	\$ 20,000	\$ 25,000	\$ 53,579	
Center Staffing						
MTW Director	\$ 80,000	\$ 20,000	\$ 80,000	\$ 100,000	\$ 129,163	
CSS Counselor/Recruiter	\$ 62,400	\$ 15,600	\$ 62,400	\$ 78,000	\$ 108,346	
Case Manager		\$ 15,600	\$ 62,400	\$ 78,000	\$ 82,433	
CSS Counselor	\$ 62,400	\$ -	\$ -	\$ -	\$ -	
FSS/Section 3	\$ 50,000	\$ 12,500	\$ 50,000	\$ 62,500	\$ -	
Support Services						
/Transportation	\$ 47,000	\$ 11,750	\$ 47,000	\$ 58,750	\$ 69,753	
IT/Computer	\$ -	\$ -	\$ -	\$ -	\$ 47,540	
Grant Writer/Technical Assistance						
Financial Analyst	\$ -	\$ -	\$ -	\$ -	\$ 9,041	
Receptionist/Admin. Assistant	\$ 30,000	\$ 7,500	\$ 30,000	\$ 37,500	\$ 47,780	
Partnerships	\$ 143,200	\$ -	\$ 143,200	\$ 143,200	\$ -	
MTW Evaluation	\$ 30,000	\$ -	\$ 30,000	\$ 30,000	\$ -	**
Day Care Center	\$ 60,000	\$ -	\$ 60,000	\$ 60,000	\$ -	
Energy Conservation	\$ 40,000	\$ -	\$ 40,000	\$ 40,000	\$ 9,650	
MTW Consultant	\$ 75,000	\$ -	\$ 75,000	\$ 75,000	\$ 33,432	**
					*	
TOTAL EXPENSE	\$ 760,000	\$ 87,950	\$ 760,000	\$ 847,950	\$ 678,371	

* \$48,602.93 was for Resource Center furniture paid from 2010 Capital Fund Program Grant on 12/16/2010.

** \$30,000 was obligated and anticipated to be expended on receipt of the Evaluation Report from UCF.

*** \$75,000 was obligated and anticipated to be expended on receipt of the invoices from the consultant.

A summary of progress made in implementing **Use of Funds Action A:** “Provide a Comprehensive OHA 1-stop Self-Sufficiency Resource Center to promote use of Single-Fund Flexibility”; **Use of Funds Action B:** “The Greening of the Authority”; and **Use of Funds Action C:** “Provide for Effective Evaluation of MTW Initiatives” is provided below:

MTW Use of Funds Action A: “Provide a Comprehensive OHA One-Stop Self-Sufficiency Resource Center to Promote Use of Single-Fund Flexibility.”

Linked to 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”), the Use of Funds Action A designates funding to establish a comprehensive One-Stop Self-Sufficiency Resource Center to link residents who are unable to meet the minimum rent floor of \$225 per month to a range of services to

promote greater self- sufficiency. The Resource Center was established to provide a place where these residents could receive counseling, case management and other services needed to promote greater self sufficiency among program participants. The Resource Center invites service providers to meet with residents on-site and hosts job fairs quarterly. The Resource Center provides a computer lab with in-house training, affording clients access to job vacancy postings and on-line employment applications. To assist families in securing and maintaining employment, the Resource Center helped to facilitate the establishment of a non-traditional child care facility at the OHA's Reeves Terrace public housing community located on the near east side of the City. The Resource Center also provides bus tickets to MTW participants to assist them with transportation to job interviews and related appointments, and to provide transportation to their place of employment.

During the Initial Demonstration Period, 38 clients were required to participate in Resource Center activities (30 women and 8 men). In accordance with the phase-in program implementation schedule, the initial public housing residents required to participate in the Resource Center program included new admissions and residents of Ivey Lanes Homes and Citrus Square Apartments who could not pay the minimum rent. Thirty-five (92.1%) of the participants are residents of Ivey Lane, one (2.6%) is a resident of Citrus Square Apts., and two (5.3%) are residents of the Reeves Terrace public housing community (one new admission to Reeves Terrace and one transfer from Ivey Lane to Reeves Terrace). Results thus far are very encouraging, far surpassing initial expectations, despite a continuing difficult job market.

As noted in Section VI.B, data collected for MTW Activity 1 indicates that overall earned income for all clients required to participate in self-sufficiency services provided or arranged through the OHA MTW Resource Center increased from \$188,515 to \$259,389, or by thirty- eight (38%) as of the end of the Initial Demonstrations Period. The established goal (benchmark) for this Activity is to increase the total earnings of families with non-elderly and

non-disabled adults by five percent (5%) each year starting in the third MTW Year. While aggregate data suggests that during the period the OHA made substantial progress in meeting the overall goal of increasing family income, achievements of individual program participants vary widely and initial success enjoyed by some of the program participants needs to be sustained over time. Details on the status of the 38 mandatory program participants are described in Section VI.-B, Activity 1 and the related spreadsheet (Attachment VI.-B, MTW Activity 1).

The most common barriers to employment cited by program participants were lack of adequate education and job experience, lack of reliable transportation, and/or a lack of affordable childcare. While the overall employment picture for catchment area (Orlando and Orange County) improved slightly over the course of the Initial Demonstration Period, improvement has been staggered and tenuous, with sporadic layoffs and frequent reductions in hours continuing.

The Resource Center will continue to forge partnerships with public and private organizations to design and implement services to address identified barriers to achieving greater self-sufficiency among program participants. A second non-traditional child care center with expanded hours of operation is being planned and will be located at the OHA's Ivey Lane Homes public housing community. The OHA will renew negotiations with LYNX, Orlando/Orange County's Public Transportation System Authority to devise a plan to provide greater access to job opportunities for MTW Resource Center program participants through expansion in the hours of operation of public transportation system to include some late evening and night time hours. The goal is to make affordable transportation available when it is needed. In the interim, the Resource Center will continue to provide bus tickets to MTW participants to assist them with access to transportation to jobs.

For additional details on community partnerships, please refer to the Tracking Matrix found in Attachment VII.-A. While this report in general covers only the Initial Demonstration Period, information regarding Resource Center plans for Year 2 are included in view of the magnitude of partners and rapidly expanding activities.

MTW Use of Funds Action B: “Take every reasonable step to complete the greening of OHA.”

Full implementation of this initiative was delayed to allow time to assess prior energy audits and environmental assessments before undertaking additional projects and expenditures. However, the OHA has begun to explore opportunities for implementing greening initiative of the Agency as a whole. The initial assessment began with evaluating all living and non-living (common) spaces at each site public housing site to assess any environmental issues within each unit. The cost of the assessment prepared by Elite Mold Services, Inc., was slightly less than \$10,000. The results of the assessment varied from unit to unit depending upon the number/types of occupants (family composition), size, age, and condition of the unit. After the Initial Demonstration Period, the OHA issued a task order to an architectural firm to begin the development of design improvements that will address the environmental issues identified in the environmental assessment report. Once the design documents have been completed, OHA will work with Enterprise Community Partners to seek funding for the improvements.

Use of Funds Action C: “Provide for Effective Evaluation of MTW Initiatives

The University of Central Florida's Institute for Social and Behavioral Sciences (ISBS) conducted an evaluation of the Orlando Housing Authority's Moving to Work (MTW) Program during the Initial 15-month Demonstration Period. Findings and recommendations are contained in an Evaluation Report completed on July 9, 2012. The UCF/ISBS Evaluation Team was led by Dr. Amy Donley and Dr. James Wright. The evaluation of the OHA MTW Program focused on the success the OHA has experienced in meeting the established goals and the impact these changes have had on staff, residents and program participants.

This initiative is ongoing. External objective evaluations of the impact of the OHA’s MTW Program Activities and Uses of Funds will be conducted annually, with the scope and complexity of the assessments increasing over time as program initiatives become fully implemented.

The findings and recommendations of the evaluation are discussed in detail in Section VIII.-B of this Report.

Section VII.-F. (Optional) List of Reserve Balances at the Beginning of the Plan Year.

Not provided.

Section VII.-G. (Optional) In the Plan Appendix, provide Sources and Uses by AMP.

Not provided.

ATTACHMENT VII. –A: MTW USE OF FUNDS ACTION A:		
OHA Implementation Steps	Timetable	Status and Year 2 Expectation
Refurbish building as needed and operate the Center.	Commence initial MTW year	Completed 1/7/11
Hire a Job Recruiter, assisted by counselors, to assist with overcoming employment barriers and job placement and to facilitate the use of local services.	Commence Initial MTW year	Completed - Recruiter hired 1/7/11

<p>Offer job readiness services including linkages with basic education resources</p>	<p>Commence Initial MTW Year</p>	<p>During the Initial Demonstration Period, Work Force Central (WCF) Florida Mobile Computer Unit comes out to Ivey Homes MTW Resource Center site on the third Thursday of every month. This unit is a transportable computer lab with satellite internet, fully handicap – accessible unit, which includes 10 computer workstations, a wheelchair lift and ADA software. . The Mobile Unit visit includes a WCF instructor who teaches a customized, 2 1/2 hour workshop all at no cost to MTW clients. MTW clients can receive training in Microsoft Word, Excel, PowerPoint, or Outlook. The Mobile Unit conducts pre-employment screening. During this reporting period, OHA provided quarterly Self –Sufficiency meeting for MTW clients. Some of the monthly group topics are the following:</p> <ol style="list-style-type: none"> 1. Job Recruitment Opportunities, CredAbility (How to evaluate your credit report; How to save and budget; Downpayment assistance program, and maintaining job stability). 2. Habitat for Humanity of Greater Orlando Area. (Qualification required for a Habitat for Humanity Home and how an affordable no interest mortgages work). 3. Goodwill Industries of Central Florida, Inc.- Provides employment based services which include: Vocational Interest and Ability Assessments. 4. Self Sufficiency Job Center: provides interview and job –searching training and life planning including budgeting and time management. 5. BEST Program: Provides administrative job skills training program. 6. In Charge Debt Solutions – (Understanding & Improving your credit) and much more. 7. MTW Onsite Job Fairs – Lowes’ Orange County Public Schools – 8. MTW computer Lab – The Orlando Housing Authority has an onsite computer lab at Ivey Lane Homes Community site. The MTW Resource Center clients have full access to the internet where they can fill out job applications, write or revise their resume or file TANF or other Community resources.
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OHA Implementation Steps	Timetable	Status and Year 2 Expectation
Offer job readiness services including linkages with basic education resources		<p>MTW computer Lab- The OHA has an onsite computer lab at Ivey Lane Homes Community site. The Resource Center clients have full access to the internet where they can fill out job applications, write or revised their resume or file for TANF or other community resources.</p> <p>In Year 2, the OHA will continue to develop and maintain partnerships with the following agencies to provide job readiness services, including linkages with basic education resources:</p> <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) 6. Work Force of Central Florida (WIA) Program 7. Goodwill Industries (BEST Program)
Complete specific arrangements with childcare providers	MTW Year 2 4/01/12- 3/31/13	<p>The OHA is excited about opening a non-traditional childcare facility providing additional hours of service beyond the traditional hours other than 8 to 5 at Reeves Terrace community site. This child-care facility assists parents with nontraditional work schedules.</p> <p>The OHA understands that the lack of quality childcare can cause some parents to miss out on overtime or advancement opportunities because help is not available to them. In Year 2, the OHA will continue to develop and maintains partnerships with the following providers:</p> <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.

OHA Implementation Steps	Timetable	Status and Year 2 Expectation
Develop partnership with Central Florida Regional Transportation Authority (LYNX) to provide off-hour transportation to major job sites, particularly where not centrally located	MTW Year 2 4/01/12 -3/31/13	<p>MTW staff will continue discussions with LYNX about providing public transportation during off-hours (late evening and night). This goal was not met in the Initial Demonstration Period.</p> <p>The OHA hope to execute an MOU with LYNX to provided expanded service hours in Year 2. In the interim, the MTW program will continues to provide bus tickets to residents who are participating in economic self -sufficiency programs.</p>
Bring in additional services from current partners	MTW Year 2 4/01/12 - 3/31/13	<p>The OHA continues to develop partnerships with local service providers, such as:</p> <p>Visionary Vanguard Group, Inc (Full Of Myself) program is designed to address the unique girls ages 12- 17, provides weekly group meetings on topics such as Conflict Resolution, Assertive Communication, Substance Abuse Issues, Anger Management, HIV/AIDS, Sexually Transmitted Infections, Body Image, Hygiene, Self –Esteem, Mental Health Issues, Healthy Relationships, Critical thinking and much more.</p> <p>Tony’s Downtown Barbershop - free hair cut vouchers for our MTW clients.</p> <p>In Charge - (Debt Solutions Program)</p> <p>CredAbility - (Credit and Financial Education Programs)</p> <p>Orange County Head Start - (Childcare Programs), and Habitat for Humanity - (Homeownership Program) The 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.</p>

OHA Implementation Steps	Timetable	Status and Year 2 Expectation
Develop specific linkages and programs with large employers	MTW Year 2 4/01/12 - 3/31/13	<p>The OHA continues to develop and maintains partnership with the following Business Partners:</p> <ol style="list-style-type: none"> 1. Faneuil Inc. 2. Resource Employment Solutions 3. Future Force Personnel Services 4. Hospitality Staffing Solutions 5. Express Employment Professionals 6. Papa John's Pizza 7. Marriott Vacation Club 8. Lowes Hotel 9. Peabody Hotel Orlando 10. Rosen Hotel & Resorts 11. Panera Bread 12. Paramount Hospitality Management 13. Wet n Wild 14. Select Staffing Sheet Metal Workers 15. Local Union # 15 16. CFL Pizza Hut 17. ARAMARK 18. Central Florida .Employment Council 19. Christian Help
Develop specific linkages and programs with large employers	MTW Year 2 4/01/12 - 3/31/13	<p>The OHA continues to develop and maintains partnership with the following Business Partners:</p> <ol style="list-style-type: none"> 20. Goodwill Industries of Central Florida, Inc. 21. Hilton Grand Vacations 22. McDonald's 23. Nickelodeon Suites 24. Orange County Sheriff's Office 25. Top Talent Staffing 26. 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

Section VIII.-A: Description of progress on the correction or elimination of observed deficiencies cited in monitoring visits, physical inspections, other oversight and monitoring mechanisms.

During the Initial Demonstration Period, the OHA was cited for three deficiencies in conjunction with Section 3 Program reporting requirements. The deficiencies were reported in an American Recovery and Reinvestment Act (ARRA) Capital Fund Program Review conducted by Deloitte and Touche, LLP, July 27 through July 28, 2011. The deficiencies cited included failure to submit a separate Section 3 Summary Report (HUD-60002) for each type of covered federal assistance; a few instances of inaccurate and incomplete reporting, or a lack of required documentation; and late submission of reporting forms to HUD.

In response to the cited deficiencies, the OHA submitted revised HUD-60002 Section 3 Summary Reports for each type of covered funding received; corrected errors and omissions in prior submissions, citing records documenting awards; and hired a full-time Section 3 Program Coordinator from HUD grant funds to ensure the timely submission of Section 3 Summary Reports to HUD in the future and to ensure that HUD monies are used to hire eligible, low- income individuals and/or to contract with businesses that hire them.

Section VIII.-B: Results of the latest Agency-directed Evaluation of the Demonstration, as applicable.

The University of Central Florida's Institute for Social and Behavioral Sciences (ISBS) conducted an evaluation of the OHA Moving to Work program during the Initial Demonstration Period. The UCF/ISBS Evaluation Team was led by Dr. Amy Donley and Dr. James Wright. The evaluation of the OHA MTW Program focused on the success the OHA has experienced in meeting the established goals and the impact these changes have had on staff, residents and program participants.

As stated in the Evaluation Report dated July 9, 2012, principal data collection activities for the evaluation consisted of:

- Statistical analysis of data collected on program costs, expenditures, processes, structure, and other areas to determine what the OHA spends, how it operates, and how this changes with the implementation of the MTW program;
- a series of semi-structured interviews with residents who participate in the Resource Center programs to ascertain changes in their situations as a result of program participation and to determine unmet needs among residents; and

- an online survey with staff and program administrators, to obtain information from those on the front lines about how the changes have impacted the delivery of services, their working conditions, etc.

The OHA developed 10 initiatives, seven MTW Activities and three Use of Funds actions as a part of their initial MTW application and Plan for the Initial Demonstration Period. The Evaluation Report includes an assessment of the OHA's efforts to implement the following:

- 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; and
- Use of Funds A: "Provide a Comprehensive OHA 1-stop Self-Sufficiency Resource Center to promote use of Single-Fund Flexibility.

Implementation of approved MTW Activities 4 through 7 (See Section V. of this report) was delayed and carried over to Year 2 (4/1/2012 to 3/31/2013). These Activities will be evaluated at the end of this period. In addition, an assessment of progress/performance in implementing Use

of Funds Action B: "The Greening of the Authority" is not part of the evaluation. The impact of this initiative will be assessed at the conclusion of Year 2.

Summary of Findings: The Evaluation Report states the "Although implementation of all elements of the original Year One MTW Plan was thwarted by various contingencies, data on the elements that were implemented show a relatively high level of success on most measures."

The Evaluation Report also notes that "The One-Stop MTW Resource Center has been opened at Ivey Lane Homes, is delivering services, and is seen as helpful by most participants." The evaluators stated that OHA's data for MTW Activity 1 indicating that **overall earned income** for all clients required participating in self-sufficiency services increased substantially is "entirely consistent with evaluation team's observations and understanding."

The Evaluation Report also concludes that MTW Activity 2 and Activity 3, "To streamline the recertification and rent calculations processes for public housing and Section 8 programs" have been effectively implemented and benchmarks have been met as

evidenced by the reduction the staff minutes spent in these processes, although many staff remain unaware of these reductions.

The evaluators found that staff are divided on whether the MTW Program has, overall, been beneficial or not, but do see and appreciate the Agency's renewed commitment to resident self- sufficiency

Report Recommendations:

1. Do what is necessary to implement the remainder of the MTW Work Plan in Year 2.
2. Continue to educate OHA staff on the efficiencies the MTW Program has achieved, on the overall MTW Program goals, and on the progress residents have made in achieving those goals.
3. Consider discussions with Orange County Public Schools about implementing an onsite GED program at the MTW Resource Center.
4. Expand the new recertification and rent calculation policies to a wider segment of the OHA resident population.
5. Provide OHA MTW program outcome data to the evaluation team on a more timely basis.
6. Consider expanding the Resource Center's proactive role in the employment process by scheduling job fairs, inviting prospective employers to the Center to speak with participants, and other like activities to assist participants in finding appropriate employment.

A copy of the Evaluation Report dated July 9, 2012 is contained in Attachment VIII. A.

The OHA has reviewed the findings of the Evaluation Report and taken into account the recommendations as it has developed its proposed Annual Plan. The OHA looks forward to annual evaluations from the UCF throughout the remaining period covered by OHA's MTW Agreement with HUD.

The Memorandum of Agreement (MOA) with the UCF for evaluation of MTW Activities/Use of Funds during Year 2 may include provisions for a reassessment of program metrics, baselines, and benchmarks, and a review of data collection, tracking and reporting protocols.



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**Evaluation of the Orlando Housing Authority Moving To Work Program
Year 1: 2011-2012**

Final Report

July 9, 2012

Amy M. Donley, PhD
James Wright, PhD

Marcus Pruitt

The University of Central Florida's Institute for Social and Behavioral Sciences (ISBS) conducted the first year evaluation of the Orlando Housing Authority's Moving to Work program. The evaluation team is led by Dr. Amy Donley and Dr. James Wright.

The main goals of the Moving to Work program are to increase efficiency and reduce program costs, provide incentives to families that are seeking or preparing to seek employment, and increase the housing choices available to low-income families. The Orlando Housing Authority developed an MTW plan to accomplish these three goals. The evaluation of the OHA MTW focuses on the success the OHA has experienced in meeting the established goals and the impact these changes have had on staff, residents and program participants.

Principal data collection for year 1 of the evaluation consisted of:

- Statistical analysis of data collected on program costs, expenditures, processes, structure, and other areas to determine what the OHA spends, how it operates and how this changes with the implementation of the MTW program. Please note: The evaluation team was not in a position to review how these data were gathered, cleaned, or reported and we cannot vouch for their reliability and validity. We simply analyzed and report below the data as we received it.
- A series of semi-structured interviews with residents who participate in the MTW Resource Center programs to ascertain changes in their situations as a result of program participation and to determine unmet needs among residents.
- An online survey with staff and program administrators, to obtain information from those on the front lines about how the changes have impacted the delivery of services, their working conditions, etc.

OHA developed ten activities as a part of their initial MTW application. Efforts made under the first three activities and the Use of Funds A have been evaluated and are discussed individually below. Activities 4-7 have been carried over to year 2 and will be evaluated next year; use of funds B and C are not applicable to the evaluation.

Over the course of the initial 15 month project period, January 1, 2011 through March 31, 2012, the Authority has made progress in meeting the objectives of approved MTW Activities 1, 2 and 3 and Use of Funds A. Implementation schedules for several other approved MTW activities have been extended into Year 2 of the MTW Demonstration Program to account for external factors beyond the Authority's control, including 1) a need to find new or additional community partners and financial resources to ensure effective implementation, 2) logistical considerations involved in incorporating an unanticipated but substantial number of additional Section 8 clients in the program (former Sanford Housing Authority Public Housing residents), and 3) a need to obtain additional approvals from governmental agencies.

MTW Activity 1

Activity 1: Phase in implementation of a self-sufficiency rent floor for households with non-elderly, non-disabled adults, with hardship exceptions linked to self-sufficiency activities. Ideally, the new rent structure system is to be revenue neutral and this is also assessed. Concerning MTW Activity 1, documents and data from OHA show the following:

*“The data for MTW Activity 1 indicates that **overall earned income** for all clients required to participate in self-sufficiency services provide or arranged for through the OHA MTW Resource Center (mandatory clients) increased by 38% as of the end of the initial project period (1/1/11 to 3/31/12). In the MTW Plan, OHA established a benchmark to increase the total earnings of families with non-elderly and non-disabled adults by five per cent (5%) each year starting in the third MTW Year.*

“Data in Table 1 shows that for non-mandatory clients, some of whom are attending school, income increased by a very modest 1.2% during the initial project period.

“All clients, mandatory and non-mandatory, entered the MTW Resource Center at different times throughout the initial project period. While the overall employment picture for catchment area (Orlando and Orange County, FL) has improved over these course of the initial project period, improvement has been staggered and tenuous, with sporadic layoffs and frequent reductions in hours continuing.

“During the initial project period, OHA recorded only one voluntary loss of employment. In the MTW Plan, OHA established a benchmark to decrease the number of households with voluntary loss of employment by 50% each year, against an initial baseline of 26 households. There were no hardship exemptions requested during the initial project period.

“The OHA did not track the number of undeclared occupants, as originally planned, and thus will not meet the benchmark established in the MTW plan of reducing the number of undeclared occupants by 10% year, against an estimated baseline of 109 undeclared occupants.

“The OHA greatly exceed its goal of reducing the number of minutes spent on recertifications by 10%”.

The conclusions quoted above from OHA’s internal documents are entirely consistent with the evaluation team’s observations and understanding. **Use of Funds A**

Linked to MTW Activity 1, the Use of funds A was to provide a comprehensive OHA 1-stop self-sufficiency resource center. This resource center was designed to link residents to jobs, provide child care during non-traditional hours and provide space for business development training.

An interview team from ISBS conducted interviews with OHA residents who are participating in programs at the MTW Resource Center. Interviews were conducted from Monday, March 26, 2012, through Friday, March 30, 2012. Additional interviews with clients who were unable to meet during that time period were conducted on Tuesday, April 24, 2012. All interviews took place at the Service Center. Respondents were asked about their background, their employment situation, and their experiences at the MTW Resource Center (Appendix A). In lieu of audio recording, the interviewers took detailed notes during the interviews. All of the responses were entered into a database and were coded for themes.

In all, 38 clients participated in our interviews (30 women and 8 men). 92.1% (35) of the participants reside in Ivey Lane while among the remaining 2.6% (1) live in Citrus Square, and 5.3% (2). 45% (17) of our participants are currently employed- the majority part time (63%/10). 71% (12) of the employed respondents state that they are satisfied with their current jobs. The most common reasons given for their satisfaction levels include being able to pay their bills, working with good people and having schedule flexibility. Those that are not currently satisfied with their employment cited lack of hours and lack of decent pay in addition to feeling that they could do better as the main reasons. All are working in the hospitality sector, including food service and at hotels. Only 4 of those unemployed are currently receiving unemployment benefits.

6 of the 17 currently employed participants received help finding their job from the MTW Resource Center; 12 of the employed participants stated that they have received enough training to be successful in their current position.

The respondents stated that the MTW Resource Center has been beneficial to them. It has provided them with interviewing skills and assisted them in emailing and faxing important documents. However, many are still facing barriers to securing employment even though they have applied for many positions. The most common barriers cited were lack of education and experience, lack of reliable transportation and lack of affordable childcare.

Nine of our participants have participated in the MTW Employment Readiness Workshop. Those that did participate said the program aided them in finding employment and preparing for interviews. Many that had not participated said they were unaware that the workshop existed. Others had heard of it but were unable to participate due to personal barriers and program restrictions.

When asked what they would like to see added to the MTW Employment Readiness Workshop in order to be better able to gain employment, most respondents stated that they would like to see job fairs and workshops that were closely related to different career fields, particularly in the medical and health care fields. Respondents also stated that they would like more assistance in preparing for job interviews such as interviewing protocols and dressing appropriately.

Respondents were also asked about personal barriers that hinder them in securing employment. Respondents listed several factors ranging from childcare to chronic illness.

Most stated that they do try to obtain jobs, but they are just not getting call backs or job offers.

One major issue is education. Only 16 of the 38 participants have a high school diploma or a GED. All respondents that do not have a diploma or GED stated that they would like to earn their GED. Five stated that they need ESOL classes to improve their English language proficiency. While only seven of the respondents have participated in the MTW Basic Education Program, another 15 respondents stated that they would like to participate in the future.

32 of the 38 said they were interested in attending college or a vocational school. The main reasons for this desire were to achieve upward mobility and to allow them to give their children a better life. The respondents also stated that they need college to pursue the careers in which they are most interested. Perhaps needless to add, GEDs are an absolute prerequisite for any sort of higher education.

Transportation is another major barrier to securing or retaining employment for many of the clients at the MTW Resource Center. 11 of our respondents have received a bus pass from the center. 7 have used those bus passes to get to job interviews and 8 of them have used their passes to get back and forth to work. For the most part, respondents stated that the pass system runs efficiently, but many stated that they would benefit more from gas vouchers as many have their own cars. Some stated that they are limited from attending other required appointments because of the limited number of bus passes available.

When asked about other programs the MTW Resource Center might offer, many flatly stated that no more programs were needed, that what was currently being offered was sufficient. Others stated that they would like to see counseling for education, job skills and parenting. And many confessed that they had not heard about many of the programs the MTW Center had to offer.

When asked what can be done to improve the Computer Job Search at the MTW Resource Center, the majority stated that nothing needs to be changed. For those that suggested a change or improvement, the most common request was more assistance with the navigation of the computer. Eight of our respondents stated that they are computer illiterate, making the job search process frustrating and difficult; fourteen stated that they need assistance with learning how to use a computer beyond the basic functions. 20 of our respondents have used the computers available at the Resource Center. Nineteen also state that they use the computers at the Orange County Public Libraries and 29 have a computer at home.

27 of our respondents have been referred to jobs through the MTW Resource Center and nine secured employment through these referrals. Seventeen also said that the computer job searches have been helpful.

Overall the participants at the center are satisfied with their experiences to date and many spoke very highly of the staff and their dedication to helping the residents solve their problems. Many respondents are also frustrated by their job search efforts and the lack of tangible results, but many of these issues cannot be easily addressed by the Resource Center. One idea that was presented by a respondent that could benefit many of the participants, if feasible, was to offer GED classes on site. This concept might be explored with Orange County Public Schools.

Activity 2

Activity 2: Streamline the recertification process in the public housing and voucher programs for households with elderly and disabled adults. This was measured by determining how many total minutes staff members spent on rent calculations and recertifications. To analyze this activity the OHA IT department designed and implemented an automated program for recording and tracking the amount of time expended for each of the major steps involved in the rent calculation/recertification process for Section 8 clients (7 steps) and Public Housing Tenants (9 steps). All staff involved in implementing approved MTW Activities 2 and 3 received training in

the use of the recording and tracking system including correction of any data input errors. All time data was reviewed by senior program supervisory staff or their designee for accuracy and completeness. The components of the Tracking System for Section 8 and Public Housing are shown below. Staff were responsible for turning on and stopping the running time clock for each of the steps.

Public Housing Steps:	
Step number	Step Description
1	Preparing re-exam packets
2	Scheduling appointments
3	Review re-exam packets
4	Interview
5	Rent calculation
6	Data Entry
7	Run reports
8	Organize file
9	Verify information received (3rd party verification)

Section 8 Steps:	
Step number	Step Description
1	Prepare recertification packet and appointment letter
2	Mail recertification packet and appointment letter
3	Conduct recertification appointment interview
4	Notify client of pending information, if applicable
5	Verify information received (3rd party verification)
6	Data Entry of recertification information (income, expenses, etc.)
7	Mail Tenant Adjustment Notice (and HAP contract if applicable)

The baseline total of number minutes spent on these processes in the year before MTW implementation was 224,182 minutes¹. The goal was to reduce the total number of minutes by 50%. OHA’s internal analysis showed that the total number of minutes spent after MTW implementation was 106,387, a 52.5% reduction. The data reported for this activity from OHA is for ALL elderly and disabled public housing residents and ALL elderly and disabled Section 8 voucher program participants during the initial 15-month project period (1/1/11 to 3/31/12).

In our survey of staff members, 13 of 16 respondents said they were directly involved in the income recertification process. Slightly over half (7) of the 13 reported a decrease in the time

¹ The baseline minutes estimate is simply an estimate and may not be an accurate total of minutes spent. Therefore specific comparisons between time spent during the collection period as compared to the baseline should be viewed cautiously. A more exact change in total time spent will be able to be calculated next year.

that this process now takes them. One of our respondents stated “we are still seeing the elderly and disabled on a yearly basis. We recertify them as usual -- there is no decrease in paper work.” So while OHA’s time data show a very significant reduction in recertification effort, this reduction has only made an impression on approximately half of the staff involved in the process.

Please note: MTW Activity 2 involves the recertification of elderly and disabled clients every three years with annual adjustments for fixed income cost of living adjustments.

Activity 3

Activity 3 is to streamline the rent calculation process in the public housing and voucher programs.²

In our survey of staff members, 15 of the 16 respondents stated that they were directly involved in the rent calculation process. Only 6 stated that the time they spend on rent recalculations has decreased since implementation of MTW. So there is again a significant discrepancy between OHA’s objective data and staff perceptions, since the actual number of minutes spent on rent calculation has declined dramatically (by about

62%). The baseline total of number of minutes spent was 338,730. In all, during the tracking period staff spent a total of 128,375 minutes (106,387 on elderly and disabled calculations and 21,988 on all others). The number of staff minutes spent on third party verifications decreased from 124,980 minutes to 6,633. The total days to complete a recertification decreased overall from 90 to 57 (the goal was to reduce to 60 days).

Please note: MTW Activity 3 involves the disregard of the first \$25,000 in client assets and the modification of the third party verification process that allows staff to use official documents the participant provides. This Activity was implemented for all public housing residents and Section 8 program participants. However, the data OHA collected and tracked and that is reported above is **only** for elderly and disabled residents system-wide, for non-elderly and non-disabled residents in Citrus Square and Ivey Lane, and for elderly and disabled Section 8 voucher program participants. This may well explain the large difference between OHA's objective data on processing times for this restricted category of residents and the staff perception (which may well be driven by their experiences in recertification and rent recalculations for the entire resident population).

Activity 4

Activity 4 Consolidate inspection and recertification requirements- has been carried over to Year 2 and will be evaluated next year.

Activity 5

Activity 5 is to provide interim assistance and counseling to households threatened with foreclosure. Implementation of MTW Activity 5 and MTW Use of Funds B was delayed and carried over into Year 2, following a determination that additional program planning, needs assessment, policy and procedures development, and/or action steps including building additional community collaborations were required to ensure effective execution.

Activity 6

Activity 6 states that OHA will provide additional transitional housing with supportive services for homeless households. This activity faced several delays and has also been carried over into Year 2.

Activity 7

Activity 7 states: Use project-based vouchers and other resources to develop City-donated property for low-income elderly housing. This activity has also been carried over into Year 2.

Use of Funds B and C

Not applicable to the evaluation: **MTW Use of Funds B**, Take every reasonable step to complete the greening of OHA and **MTW Use of Funds C**, Provide for effective evaluation of MTW initiatives.

Other Results of Survey of Staff and Program Administrators

To better understand how the changes under MTW have impacted staff, we administered an online survey. In all, 16 staff members participated (six from the Section 8 Department and ten from Public Housing). Participants included eligibility specialists, property and housing managers, and directors. The majority (11) has worked at OHA for more than three years, 4 have worked at OHA for 1-3 years and 1 has worked there for less than one year.

14 of the 16 respondents stated that MTW has impacted their day to day work activities. The majority state that it has *increased* their workload and that learning the new procedures has been taxing. “The first year has been a learning year. Learning all aspects of MTW has been difficult.” “It has not been a benefit so far.” “It takes a little more time. Mainly due to the meetings about changes/corrections.” Two respondents specifically stated that monitoring staff activities (i.e., the evaluation) has also led to additional work.

The next part of the survey presented respondents with a list of statements and asked them for their agreement or disagreement on a scale of 1-5 with 1 being strongly disagree (SD) and 5 being strongly agree (SA). A full breakdown of responses is shown in Table 1.

Since the MTW designation....	SD	D	N	A	SA	N/A	Mean
There has been an increase in efficiency at OHA.	-	7	2	7	-	-	3.0
I spend less time doing paperwork.	2	6	2	6	-	-	2.75
There is more of a focus on helping residents achieve self-sufficiency.	-	1	-	11	3	1	4.07
OHA is a more effective agency in helping residents.	-		2	11	2	1	4.0
Communication between departments has improved.	1	3	7	4	-	1	2.93
Leadership has effectively communicated OHA's goals to staff members.	-	3	3	6	3	-	3.6
I know the goals for OHA under MTW.	-	-	2	9	5	-	4.19

We are accomplishing our goals.	-	-	3	10	2	1	3.93
I believe I have an important role in achieving the goals under MTW.	-	-	1	10	4	1	4.2
My ideas are valued by my superiors.	1	2	4	8	-	1	3.23

On the response scale above, 3 is neutral; means below 3.0 indicate areas where most respondents disagreed; and means above three indicate areas where most respondents agreed. With those standards as the guide, MTW as implemented at OHA gets relatively high marks for:

- Making staff aware of the MTW Program goals
- Focusing agency efforts on resident self-sufficiency.
- Becoming more efficient in helping residents achieve self-sufficiency
- Making staff understand that they have a role in achieving MTW Program goals

At the same time, staff does not agree that the paperwork burden within the agency has been significantly reduced or that communications between departments has improved.

Respondents were also asked: “In your opinion, what is the **best** thing that has happened at OHA since earning the MTW designation?” While one respondent succinctly replied “nothing,” others cited the fact that the recertification for elderly residents is now done every three years instead of annually as in the past. Others stated that the best thing about OHA’s participation in MTW is

that OHA can help make real change occur in people’s lives. “We have the opportunity to make a positive difference in the lives of people and in our City.” “The MTW program has helped to make residents more responsible in their efforts to self-sufficiency.” “At this time the program is not completed but in the future it will make a difference.”

Respondents were also asked what in their opinion is the most important thing that still needs to be addressed or changed? Here, the most common responses centered around the tracking system. “Re-examine [the] tracking system. It is not effective; it actually adds time to the re- exam process because it adds 9 more steps. When we have to track every step it interrupts the flow of the process.” “Tracking the steps for recertifications is a joke with the new system.” Other common responses centered around changes in the

earned income disallowance and the frequency of interim rent changes as well as consistency and “staff buy-in.”

Summary

Although implementation of all elements of the original Year One MTW plan was thwarted by various contingencies, data on the elements that were implemented show a relatively high level of success on most measures. Key highlights: The new rent plan and recertification process have been implemented and have reduced the staff minutes spent in these processes, although many staff remain unaware of these reductions. The one-stop MTW Resource Center has been opened at Ivey Lane, is delivering services, and is seen as helpful by most participants. Staff are divided on whether the MTW Program has, overall, been beneficial or not, but do see and appreciate the Agency’s renewed commitment to resident self-sufficiency.

Recommendations

1. Do what is necessary to implement the remainder of the MTW work plan in Year 2.
2. Continue to educate OHA staff on the efficiencies MTW has achieved, on the overall MTW Program goals, and on the progress residents have made in achieving those goals.
3. Consider discussions with Orange County Public Schools about implementing an onsite GED program at the MTW Resource Center.
4. Expand the new recertification and rent calculation policies to a wider segment of the OHA resident population.
5. Provide OHA outcome data to the evaluation team on a more timely basis.
6. Consider expanding the MTW Resource Center’s proactive role in the employment process by scheduling job fairs, inviting prospective employers to the Center to speak with participants, and other like activities to assist participants in finding appropriate employment.

Evaluation Plan for Year 2

For year two the evaluation design includes the following:

- Continue to track time spent on rent calculations and recertifications.
- Survey staff again to measure implementation of program changes.
- Interview clients of the MTW Resource Center.

- Measure the acclimation of residents from new properties being brought into the program.
- Interview clients and staff in the transitional housing program.

Section VIII.-C: Performance and Evaluation Report for Capital Fund Activities not included in the MTW Block Grant, as an Attachment to the Report.

Not applicable. All categories of funding, including Capital Funds are included in the MTW Block Grant.



ORLANDO HOUSING AUTHORITY

**MOVING TO WORK (MTW) REPORT FOR THE INITIAL
15-MONTH PROJECT PERIOD (1/1/2011 TO 3/31/2012)**

SECTION VIII.-D: CERTIFICATION STATEMENT

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

7/27/2012

Date

