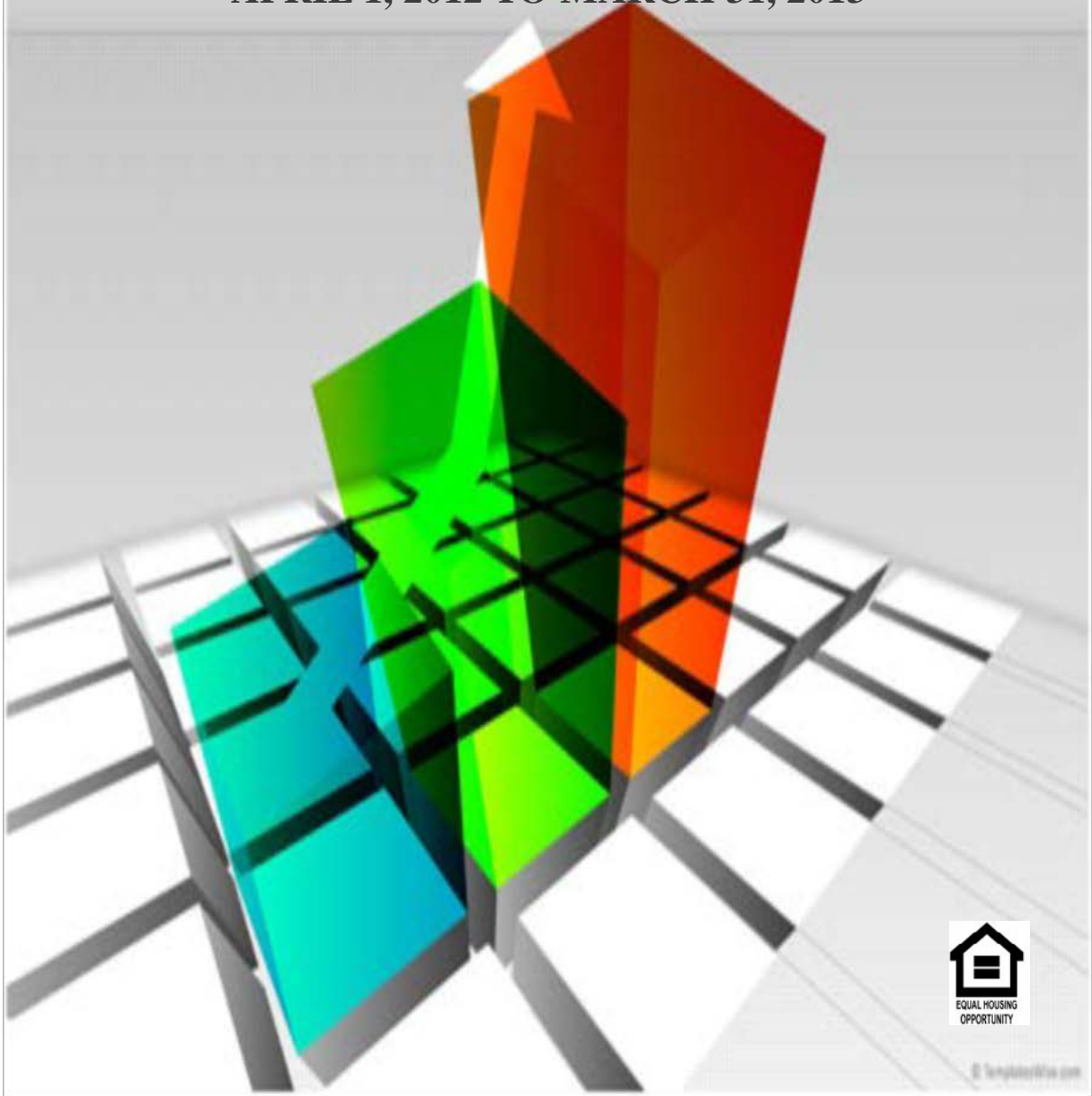


**ORLANDO HOUSING AUTHORITY**

**MOVING TO WORK (MTW)**

**REPORT FOR  
YEAR 2**

**APRIL 1, 2012 TO MARCH 31, 2013**



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**Orlando Housing Authority (OHA)  
MTW Annual Report for Year 2  
April 1, 2012 – March 31, 2013**

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## **Section I INTRODUCTION**

### **B. Overview of the Agency's Ongoing Moving To Work (MTW) Goals/Objectives**

The second year (Year 2) of the implementation of the Orlando Housing Authority's (OHA) Moving To Work (MTW) Plan covered the period April 1, 2012 through March 31, 2013. All of OHA's goals and objectives relate to one or more of the following MTW statutory purposes:

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

The OHA has identified the following MTW activities and Uses of Funds and the statutory purpose for each activity.

#### **Moving To Work Activity 1:**

Phase in the implementation of a self-sufficiency rent floor of \$225 for households which are not elderly and not disabled, and providing for 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 allowing for three-year recertifications 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 process and disregard assets less than \$25,000.

**Statutory Purpose A**

#### **Moving To Work Activity 4:**

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

#### **Moving to Work Activity 5:**

Provide interim financial assistance (vouchers) and counseling to prevent foreclosures by supporting up to 50 homeowners for six month each. **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; a total of 10 units are to be provided in Year 2. **Statutory Purposes B and C**

**Moving To Work Activity 7:**

Use project based vouchers and other resources to develop low-income elderly housing on land donated by the City of Orlando as a redevelopment opportunity for Jackson Court/Division Oaks. **Statutory Purpose C**

**Moving to Work Use of Funds Action A**

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

**Moving to Work Use of Funds Action B**

Take a reasonable step to complete the greening of the OHA. **All Statutory Purposes.**

**Moving to Work Use of Funds Action C**

Provide for an effective evaluation of Moving to Work Activities through the use of single fund flexibility. Each year, an evaluation of MTW activities will be conducted by the University of Central Florida (UCF) Institute for Social and Behavioral Sciences. **All Statutory Purposes.**

The OHA continues to improve upon the implementation of its MTW program activities as detailed below:

**MTW Activity 1: the implementation of a \$225 rent floor** was expanded to three additional public housing sites; Griffin Park, Murchison Terrace and Reeves Terrace. Those households unable to pay \$225 per month were referred to the MTW Resource Center to participate in self-sufficiency activities. The addition of the three (3) sites in Year 2 increased the number of clients (mandatory clients) required to participate in the services offered by or through the Resource Center from 38 to 142.

**MTW Activity 2: the streamlining of the recertification process in public housing and voucher programs** is designed to save staff time. In Year 2, the OHA improved upon the collection of data in its MTW tracking system. The system is a tool to measure the amount of time that staff is required to complete each component of the recertification process for comparison with baseline data established during the Demonstration Period, January 7, 2011 through March 31, 2012.

**MTW Activity 3: the streamlining of the rent calculation through a modification of the policies and procedures for third party verification and disregarding assets of less than \$25,000** is designed to save staff time. The OHA also used the MTW tracking system to measure the amount of staff time required to compute rent calculations for comparison with baseline data established during the Demonstration period.

**MTW Activity 4: the consolidation of inspection and recertification requirements to establish an inspection and recertification process based on geographic locations** is designed to save staff time and develop a more effective and efficient inspection and

recertification process. In Year 2, the OHA implemented inspections of public housing units using a regional approach.

**MTW Activity 5: the implementation of interim voucher assistance and related counseling to prevent foreclosure.** The OHA developed the program overview which includes the eligibility criteria, procedures and protocols. In addition, OHA continued meeting with housing counseling agencies to determine those willing to participate in the program.

**MTW Activity 6: the provision of transitional housing units with supportive services for homeless households in case management.** In year 2, the OHA executed a Memorandum of Understanding with the Wayne Densch Center to establish a project-Based Section 8 Voucher program at its West Oaks Apartments. The OHA has initiated all requirements for the implementation of this activity and is awaiting final approval from HUD.

**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.** The Carver Theatre Developers has spent Year 2 pursuing a financial commitment to cover the outstanding costs of the project. The OHA's commitment to the project has been confirmed through an executed Memorandum of Understanding.

**MTW Use of Funds Action A: "The MTW Resource Center"** is where self-sufficiency services to households that cannot pay rent of \$225 per month are offered. During Year 2, 104 additional residents (mandatory) were referred to the Resource Center for self-sufficiency services, increasing the total mandatory residents in the program to 142. OHA staff provides case management, employment and other basic services, but also has partnerships with local community based organizations to provide additional services.

**MTW Use of Funds Action B: "Complete the Greening of OHA"**- The OHA concentrated its efforts on planning a series of educational workshops with the Orlando Utilities Commission. The workshops are designed to teach residents how to reduce their energy consumption, thus reducing their energy costs. In addition, the OHA hired the services of an architectural firm to assess its public housing units and recommend capital improvements and to improve energy efficiency.

**MTW Use of Funds Action C:** "Provide for effective evaluation of the Moving to Work Initiatives"; using single fund flexibility. The University of Central Florida Institute for Social and Behavioral Science conducted interviews, collected data and prepared a report evaluating OHA's Year 2 MTW program.

<b>Section II: General Housing Authority Operating Information</b>
<b>A. Housing Stock Information</b>
Number of public housing units at the end of Plan year; discuss any changes over 10%: - 1511. There were no changes.

Description of any significant capital expenditures by development (>30% of the Agency's total budgeted capital expenditures for the fiscal year): <b>None</b> . Although not significant projects by that standard, OHA completed the following projects: tub refinishing (\$41,087); ranges and refrigerators-agency wide (\$84,879); upgrade, install new computer hardware and software (\$290,802); purchase of 5 vehicles for Section 8 inspectors (\$70,485); purchase and installation of water heaters for Meadow Lake public housing (\$187,821), replacement flooring on the second story at Citrus Square (\$63,901), and a debt payment of \$857,478.
Description of any new public housing units added during the year by development, (specifying bedroom size, type, accessible features, if applicable): <b>None</b>
Number of public housing units removed from the inventory during the year by development specifying the justification for the removal: <b>None</b>
Number of MTW HCV authorized at the end of the Plan year, discuss any changes over 10%: <b>Total Units - 2969 ACC: — 2793 including 100 FUP vouchers + 90 units transferred from Sanford Housing Authority to OHA effective 1/7/2011 + 86 vouchers issued to OHA for former residents of Lake Monroe Terrace effective 11/1/2011. The change is less than 10%</b> . These numbers do not reflect discussions the end of the year regarding removal of Sanford-related vouchers from the MTW block grant.
Number of non-MTW HCV authorized at the end of the Plan year, discuss any changes over 10%: 884: NED (100) + VASH (425) + SHA related vouchers (358) + witness protection voucher (1)
Number of HCV units project-based during the Plan year, including description of each separate project: <b>0</b>
<p>Other Housing Managed by OHA:</p> <p>Jackson Ct./Division Oaks is a 58 unit senior housing apartment complex located at 523 W. Jackson Street in Orlando. Jackson Ct. is a 3 story building consisting of one bedroom units. Division Oaks is a 2 story, 17 unit family complex, also located at 523 W. Jackson Street.</p> <p>Antioch Manor is a two story 101 unit Section 202 facility located at 3850 W. D. Judge Road in Orlando.</p> <p>West Oaks Apartments is a 3 story 280 unit family apartment complex located at 6900 W. Colonial Drive in Orlando. The complex contains one and two bedroom units that rent at local affordable market rates.</p> <p>Castle Brewer Apartments is a 6 unit family complex located at 94 Castle Brewer Ct. in Sanford. This property is owned by the Sanford Housing Authority.</p>
<b>B. Leasing Information - Actual</b>
Total number of MTW PH units leased in Plan year: <b>1456</b>
Total number of non-MTW PH units leased in Plan year: <b>0</b>
<p>Total number of MTW HCV units leased in Plan year: -2489</p> <p>Homeownership: 2</p> <p>MTW Vouchers: 2,108</p> <p>Port Outs: 157</p> <p>Tenant Protection: 67</p> <p>SHA Section 8: 86</p> <p>Family Unification Program Vouchers: 69</p>
<p>Total number of non-MTW HCV units leased in Plan year: 687</p> <p>Non-Elderly Disabled Vouchers (NED): 95</p> <p>Veterans Affairs Supportive Housing (VASH): 334</p> <p>Tenant Protection: 257</p> <p>Witness protection: 1</p>

**Description of any issues related to leasing of PH or HCVs:** The chief issue relative to the leasing of HCVs is OHA’s ability to pay the amount of the rent that an owner will accept. Typically, one of three scenarios occur: (1) the amount of rent that an owner requests may not be reasonable; (2) the amount of rent that Owner request may exceed OHA’s budget, which is limited to annual increases of \$50; or (3) at the initial lease up, the client would be required to pay more than 40% of their adjusted income, which makes the home unaffordable. In some instances, owners are willing to work with clients and accept a lesser rent. However, some owners prefer not to rent unless they receive the amount of rent they request.

The chief issue related to leasing public housing units is a substantial number of applicants fail the criminal background checks at the time of admission, making it difficult to fill vacancies from the waiting list in a timely manner. Adequate public transportation is also an issue. The lack of public transportation from the available public housing units to the applicant’s place of employment often results in the applicant refusing the housing unit, which extends the time required to fill vacancies. In addition, a significant number of public housing residents fail criminal background checks at the time of re-certification, resulting in their termination. This further increases the number of vacant units, which must be filled from the waiting list.

**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 Plan year):**  
 OHA had no project based vouchers committed or in use at the end of the Plan year.

**C. Waiting List Information**

The OHA did not make any changes to 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 2:

	<b>Public Housing</b>		<b>Housing Choice Vouchers</b>	
<b>Total Number On The Waiting List</b>	7456	100%	665	100%
<b>Distribution by Income Level</b>				
Extremely Low Income	5474	73.42%	275	41.35%
Very Low Income	1609	21.58%	303	45.56%

	<b>Public Housing</b>		<b>Housing Choice Vouchers</b>	
Low Income	332	4.45	82	12.33%
<b>Distribution by Bedroom Size</b>				
0 Bedrooms	3144	43%	181	31%
1 Bedroom	45	0.01%	11	2%
2 Bedrooms	2690	36%	194	29%
3 Bedrooms	1315	18%	193	29%
4 Bedrooms	230	3%	75	9%
5 Bedrooms	21	1%	09	0%
6+ Bedrooms	10	1%	02	0%
<b>Distribution by Family Type</b>				
Elderly Disabled	290	4%	24	6%
Elderly Non-Disabled	421	6%	12	2%
Non-Elderly Disabled	1244	17%	87	22%
Non-Elderly Non-Disabled	5500	73%	542	70%
<b>Distribution by Race of Head of Household</b>				
White	2755	37%	141	22%
Black/African American	3867	52%	493	69%
Asian	42	1%	1	0%
Native Hawaiian/Other Pacific Is.	84	1%	24	1%
Other/Unknown	708	10%	95	8%
<b>Distribution by Ethnicity of Head of Household</b>				
Hispanic or Latino	3159	43%	164	28%
Not Hispanic or Latino	4297	57%	501	72%

#### **Additional Related Information**

The Public Housing Waiting List is open. The Section 8/HCV Waiting List is 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 waiting list was open from October 3 – 5, 2012, and closed again.

#### **Other Site-Based Waiting Lists.**

The Villas at Hampton Park - 48 units for seniors only. At the end of Plan Year 2, there were 710 names on the waiting list. The waiting list is closed.

The Villas at Carver Park - 64 units of public housing/tax credit units. At the end of Year 2, there were 697 names on the waiting list. The waiting list is closed.



The Landings at Carver Park - 30 public housing/tax credit units. At the end of Year 2, there were 1110 names on the waiting list. The waiting list is closed

**Section III: Non- MTW Related Housing Authority Information**

**A. List planned vs actual sources and uses of other HUD or Federal Funds (exclude HOPE VI)**

NON MTW RELATED HOUSING	AUTHORITY		INFORMATION
	FISCAL	YEAR	FISCAL
	2013		2013
REVENUE (SOURCES)	BUDGET		ACTUAL
Vouchers for non-elderly persons with disabilities	\$ 751,632.00		0.00
HUD – VASH Vouchers	\$1,613,521.00		\$653,681.00
Vouchers for Single-room Occupancy	\$ 487,092.00		\$496,887.00
FSS Coordinator	\$ 0.00		0.00
Resident Opportunities and Supportive Services	\$ 200,000.00		\$149,030.00
456 non-public housing units	\$3,222,348.00		\$3,066,858.00
<b>TOTAL REVENUE</b> (Available for Non-MTW Activities)	\$6,274,593.00		\$4,366,456.00
EXPENSES (USES)			
General Administration Maintenance/Capital improvement Projects and	\$3,422,348.00		\$3,018,724.00
Housing Assistance Payments	\$2,852,245.00		\$3,099,770.00
<b>TOTAL EXPENSES</b>	\$6,274,593.00		\$6,118,494.00
<b>NET INCOME/LOSS</b>			\$1,752,038.00

**B. Description of Non- MTW Activities**

The OHA administers the program initiatives described above. In addition, OHA administers 556 non-public low-income rental units. These units are located at West Oaks Apartments (180 one and two bedrooms); Antioch Manor (a project-based Section 202 for the elderly consisting of 101 units); and the 75 unit Jackson Court/ Division Oaks development, and the Grand Avenue Community Economic Development property (100 Section SRO moderate rehabilitation units). Jackson Court is a 58 unit, 3 story senior housing apartment complex with one bedroom units. Division Oaks is a two story, 17 unit family apartment complex. These two properties operate without any public housing or project-based Section 8 subsidy.

The OHA also maintains oversight of the Carver Park HOPE VI development, which includes the Landings at Carver Park and the Villas at Carver Park. The Landings at Carver Park is 56 units of affordable housing for families (26 tax credit and 30

public housing tax credit). The Villas at Carver Park is a 64 unit public housing tax credit apartment complex for the elderly.

The OHA continues to manage the Sanford Housing Authority. Year 2 continued to require a significant amount of OHA's staff time. However, staff remained committed to the development and refinement of its MTW program.

#### **Section IV: Long Term MTW Plan**

The OHA plans to implement an effective and efficient MTW program focusing on increasing resident self sufficiency and expanding opportunities for affordable housing choices. The outcomes of the plan will increase or decrease based on the available financial resources that are available to the OHA to support the activities. As a responsible steward of public funds, OHA will be aggressive in identifying resources to leverage its funding from HUD to provide pertinent services to its residents and for the development and management of quality affordable housing options.

The OHA has identified and implemented a rent structure in its public housing and Section 8 housing voucher programs that supports families while they fulfill their individual self sufficiency goals, i.e., pursuing basic education, training, entry level and advanced employment opportunities. The self sufficiency services are offered through the MTW Resource Center. OHA believes that all of its residents that can work should seek employment opportunities. The Resources Center will continue to be the central resource for pre-employment preparation, i.e. testing, resume preparation, job readiness training and job placement. Additional services, including transportation, child care, and financial literacy are also offered at the Resource Center. The OHA also works with other Central Florida partners to provide employment and supportive services to sustain families and help them prepare for employment. In FY 15, the OHA will offer self sufficiency services to mandatory participants of its Housing Choice Voucher Program.

OHA intends to use the voucher program to support its foreclosure initiative. Although the number of new foreclosures in the Orlando area has decreased significantly, many homes where the foreclosure process was initiated one, two or three years ago are not finalized and residents have not been evicted from their homes. This situation is a result of the complexities of Florida's foreclosure laws and judicial back log. Through the use of HCVs in its MTW initiative, counseling, and other established conditions, OHA anticipates offering financial support to a household for a period up to six (6) months. This financial support will allow families who participate in the foreclosure initiative to regain control of their mortgage payments.

Also, through the use of HCVs, OHA will address the need for affordable housing for homeless persons through its transitional housing initiative. This housing choice will support households as members obtain training and employment and prepare for the responsibilities of moving to permanent housing.

The OHA discussed its long term plan to offer additional housing options in its Year 2 MTW plan to include the establishment of an assisted living option and the acquisition and

management of additional real estate to expand its affordable housing inventory. These activities have not been submitted to HUD for approval.

OHA's long term plan for greening of its properties will result in a healthier living environment for its residents. OHA will provide its residents and participants education on how to reduce energy consumption and will improve its properties with environmentally friendly products and materials to the extent feasible. OHA will also identify green building materials and products to improve its housing stock.

Finally, OHA has entered into a partnership with the University of Central Florida to evaluate its MTW activities throughout the course of the program. OHA will analyze the results of the evaluations to determine if activities are achieving the results intended. If not, OHA has the option to propose new activities to HUD, as long as they adhere to the MTW statutory goals.

**V. Description of any Activities Proposed in the Plan, approved by HUD, but not yet implemented, including a discussion of why these activities were not implemented.**

The OHA has experienced some challenges in having all of its MTW activities fully implemented. The activities not fully implemented are listed below:

**MTW Activity 4 “The consolidation of inspection and recertification requirements to establish an inspection process based on geographic locations”.** This activity was approved by HUD in OHA's MTW Plan with the understanding that OHA would develop a single inspection protocol for both public housing and Section 8. During Year 2 (February 2013), OHA learned that HUD would not support a single consolidated inspection protocol. OHA had begun conducting regional inspections using HQS standards. After receiving HUD's decision, OHA reverted to the appropriate inspection criteria, UPCS for public housing and HQS for Section 8. OHA has indicated this change in its Year 3 MTW Plan. OHA is scheduled to begin regional re-certifications during Year 3.

**MTW Activity 5 “Interim voucher assistance and related counseling to prevent foreclosure”.** During the MTW Plan year, the OHA developed a detailed MTW Foreclosure Prevention Program Overview that includes the eligibility criteria, procedures and protocols. OHA met with four (4) potential counseling agencies to review the Program. The agency representatives provided valuable feedback on the Program, and staff made minor adjustments in procedures, where appropriate.

Implementation of the Program has been slower than anticipated. This may be attributed to two primary factors. First, the counseling agencies are asked to provide ongoing counseling to participants at no cost to the OHA or the client. Some agencies are unwilling or unable to absorb the costs of additional counseling. Secondly, the agencies may be unable to allot the staff time required to obtain the required documentation from the applicants, and to fully complete and submit the application packages to the OHA. We anticipate that time required will decrease as counseling agencies become more familiar with paperwork and procedures.

**MTW Activity 6: “Provision of transitional housing units with supportive services for homeless households in case management”.** OHA proposes to place 50 project-based Section 8 vouchers at its market rate affordable site, West Oaks Apartments. The OHA submitted the required documents to HUD demonstrating compliance with HUD rules to establish the West Oaks Project-Based Voucher Program. At the end of Year 2, OHA was awaiting HUD approval of the West Oaks Project- Based Voucher program. Specifically, HUD approval is required to engage North Tampa Housing Authority as an entity to complete the third party tasks and provide oversight of the West Oaks Project-Based Voucher Program.

**MTW Activity 7: “Use of project-based vouchers and other resources to develop low-income elderly housing on a site donated by the city; redevelop the housing currently located at Jackson Court/Division Oaks”.** The OHA has executed a Memorandum of Understanding with the Carver Theatres Developers to provide a minimum of 45 project-based vouchers for seniors who will need to be relocated because of redevelopment plans. This activity has not been implemented because the Carver Theatres Developers are continuing to seek a commitment for the remaining financial needs of the project aside from OHA’s commitment.

**VI. Ongoing MTW Activities: HUD Approval Previously Granted**

**A. List Activities continued from prior Plan years**

All OHA MTW activities and Uses of Funds are listed in Section I.B of this report. These activities were included in OHA’s HUD approved MTW Plan effective January 7, 2011. OHA continues to move forward to the full implementation of all of its MTW activities and Uses of Funds.

**B. Provide detailed information on the impact of the activity**

**MTW 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.

Required Action	Status
Expand rent for new public housing admissions at three additional sites, Griffin Park, Murchison Terrace and Reeves Terrace	Completed
Require assessment of heads of households subject to rent floor to identify needs for self-sufficiency services	Completed
Monitor the progress of households subject to rent floor relative to accomplishing the goals identified in their self sufficiency plan	Completed

Review requests for hardship exemptions	No hardship exemptions requested
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The primary self-sufficiency goal for OHA MTW residents is to increase the household income. It is for this reason that the OHA established the Self-Sufficiency Resource Center. The Resource Center coordinates and offers a variety of educational, training, and other services to assist residents to experience their full employment potential. The Resource Center has a computer lab, which allows residents to search for employment and complete online applications. The Resource Center also offers services to residents in need of transportation and quality child care. The Resource Center staff assisted in the establishment of a child care facility at OHA's Reeves Terrace public housing complex that operates during non-traditional hours. Transportation assistance is provided through the distribution of bus tickets for the sole purpose of job interviews, related appointments and access to and from places of employment.

During Year 2, an additional 104 residents were referred to the Resource Center as mandatory MTW clients. This is in addition to the 38 residents referred to the Resource Center during the Demonstration Period, all who lived at the Ivey Lane and Citrus Square public housing sites. More residents from those two sites (29) and (17) respectively were referred to the Resource Center in Year 2. Also, in Year 2, residents living at the Griffin Park, Murchison Terrace and Reeves Terrace public housing sites were referred to the Resource Center. All of these public housing residents could not pay the minimum rent floor of \$225 per month at the time of the referral.

From the 142 residents referred to the Resource Center, thirty-seven (37 or 26%) were removed from the program. The reasons for the removals include: death (1); no longer eligible (8); voluntarily moved out (10); evicted (6) and other (12). These removals reduced the number of mandatory MTW residents to 105. Of the eight (8) residents that were deemed no longer eligible for the program, most reached a point of being able to pay the monthly floor rent of \$225.

Each participant was assessed to determine the services that are needed to improve self sufficiency of the households. A profile of the MTW residents as of March 31, 2013 reveals that:

- 48 (33%) were employed at admission and on 3/31/13
- 49 (34%) were unemployed at admission and unemployed on 3/31/13
- 7 (0.4%) were employed at admission and unemployed on 3/31/13
- 11 (0.7%) were unemployed at admission and employed on 3/31/13
- 14 (11%) were assessed, but no employment data was available
- 13 (0.8%) were referred to Resource Center, but not assessed on 3/31/13

Among the current MTW residents, nine (9) were preparing for the GED exam; fourteen (14) were full time students; and three (3) were enrolled in job training.

The MTW Job Recruiter assisted twenty-three (22%) of MTW residents to obtain employment during Year 2.

<b>ACTIVITY 1</b>			
<b>Metrics</b>	<b>Baseline</b>	<b>Benchmarks</b>	<b>Data Collection</b>
<a href="#"><u>Amount of income and earnings</u></a>	<p>Total earnings of families with non-elderly, non-disabled adults initially covered by Rent Floor</p> <p><u>All public housing families:</u> \$350,943</p> <p>MTW families Covered initial year: \$159,978</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>\$258,252</p> <p>Count: 19</p>
<a href="#"><u>Number of working adults and heads of households</u></a>	<p>Number of working adults and heads of household</p> <p>All OHA assisted families: 396/388 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 OHA Assisted clients</p> <p>Count 596/489</p>
<a href="#"><u>Voluntary loss of employment</u></a>	<p>Number of heads of household of families with non-elderly, non-disabled adults with voluntary loss of employment within first year of occupancy</p> <p>All move-ins: 26 (21%)</p>	<p>Decrease number of heads of household with voluntary loss of employment each year by 50%</p>	<p>This activity was not tracked</p>
Number of undeclared occupants who sign leases	<p>Estimated number of undeclared occupants: 1 for every 2</p>	<p>Reduce number of undeclared occupants by 10% annually</p>	<p>This activity was not tracked</p>

	households All families: 289 Covered initial year: 109		
<a href="#"><u>Number of staff minutes spent on recertification</u></a>	All families: 229, 730 for public housing Covered initial year 36,563	Reduce staff minutes spent on recertification by 10%	ALL: 48,394 minutes  Non Ed/Dis 43,516
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	\$13,592.21 Average earned income of families receiving services from the MTW Resource Center

In Year 2, the OHA demonstrated overall achievement in meeting its Activity 1 benchmarks by:

- Increasing the number of working adults and heads of households.
- Maintaining the 38% of earned income for the initial group that was achieved in the Demonstration Period. Earnings are anticipated to increase by 5% in Year 3.
- Demonstrating a 79% reduction in the staff minutes spent on recertification. This is attributed to OHA making the decision to recertify elderly and disabled families every three years instead of annually.

The greatest challenge experienced by OHA in implementing Activity 1 is process of getting participants referred to the Resource Center to actually go to the Center for an assessment. Some participants that were referred shortly after April 1, 2012 did not contact the Resource Center to schedule an assessment until late in the program year. This action is the reason that OHA is not able to clearly define the employment status of 27 of the 142 MTW residents. In order to avoid this occurrence in the future, OHA amended its policies and procedures concerning referrals to the Resource Center to offer residents a guide. The policies and procedures also detail consequences if residents do not adhere to the policies. If a participant does not contact the Resource Center to schedule an appointment after receiving a referral, participate in a Resource Center assessment, or comply with the terms of their MTW Resource Center Individualized Service Plan (ISP), the participant will be referred to the Public Housing Manager for appropriate action in accordance with the Public Housing Lease Agreement.

**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.**

N/A

**D. If any benchmarks or metrics have been revised; identify any new indicator(s) of activities status and impact**

No benchmarks or metrics were revised.

**E. If data collection methodology has changed; describe the original data collection methodology and any revisions to the process or change in data collected**

The data collection methodology has not changed.

**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**

Not applicable.

**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 action of the Act or regulation was necessary to achieve the MTW activity**

- Section C.4 authorizes alternative initial, annual and interim income review process for public housing.
- Section C.11 authorizes alternative rent policies and term limits for public housing
- Section D. 1c authorizes alternative re-examination process for vouchers
- Section D.2 a authorizes alternative rent policies and term limits for vouchers

The waivers were needed to allow OHA to establish a rent floor of \$225 instead of the standard regulations that only permit floor rents of \$50 or \$100. OHA believed that the establishment of a rent floor of \$225 better prepares its residents if they decided to move into the private housing market.

**MTW Activity 2:** the streamlining of the recertification process in public housing and voucher programs.

**B. Provide detailed information on the impact of the activity**

In developing this MTW activity, the OHA believed that a significant amount of staff time could be saved by scheduling the recertification of elderly and disabled households every three (3) years rather than annually. The rationale is that most elderly and disabled households receive Social Security benefits, which OHA can easily verify. Therefore, those households would only need to verify their income and household composition annually, rather than a full recertification. In order to



establish the benchmark, the OHA conducted the recertification of all of its elderly and disabled households during the Demonstration Period.

The OHA MTW tracking system was established identifying the steps required for a recertification. The staff uses the system to record the amount of time required to complete each component of the recertification process. In Year 2, because full recertifications were not required, the OHA achieved a reduction in staff minutes of approximately 68%.

<b>ACTIVITY 2</b>			
<b>Metrics</b>	<b>Baseline</b>	<b>Benchmarks</b>	<b>Data Collection</b>
<a href="#"><u>Number of staff minutes spent on rent calculations and recertification for public housing and voucher programs</u></a> <a href="#"><u>Households with non-elderly, non-disabled adults</u></a>	224,182 minutes	Reduce staff minutes spent on rent calculations and recertification by 50% for households with no non-elderly, non-disabled adults (limited savings in the first year)	74,722

- 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.**  
The benchmark was achieved.
- D. If any benchmarks or metrics have been revised; identify any new indicator(s) of activities status and impact**  
No benchmarks or metrics were revised.
- E. If data collection methodology has changed; describe the original data collection methodology and any revisions to the process or change in data collected**  
The data collection methodology has not changed.
- 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**  
Not applicable.
- 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 action of the Act or regulation was necessary to achieve the MTW activity.**

- Section C.4 authorizes alternative initial, annual and interim income review process for public housing.
- Section C.11 authorizes alternative rent policies and term limits for public housing
- Section D. 1c authorizes alternative re-examination process for vouchers
- Section D.2 a authorizes alternative rent policies and term limits for vouchers.

The waivers were needed to achieve greater efficiency in the recertification process by implementing triennial recertifications.

**MTW Activity 3:** Streamline the rent calculation process in public housing and voucher programs.

**B. Provide detailed information on the impact of the activity**

Similar to MTW Activity 2, the OHA believed that staff time could be saved on rent calculations if the requirements for third party verification were changed. In addition, the OHA increased the threshold for calculating assets of less than \$25,000, which was also believed to save staff time. The benchmarks were established during the Demonstration period when OHA began to recertify its elderly and disabled households on a three (3) year schedule rather than annually. The rationale was that most elderly and disabled households receive Social Security benefits, which OHA can easily verify. Therefore, on an annual basis the OHA only needs to verify income and household composition.

<b>ACTIVITY 3</b>			
<b>Metrics</b>	<b>Baseline</b>	<b>Benchmarks</b>	<b>Data Collection</b>
<a href="#"><u>Number of staff minutes spent on rent calculations and recertifications for public housing and voucher programs</u></a>	338,730 minutes	Reduce staff minutes spent on rent calculations and re-certifications by 50% for households with no non-elderly, non disabled adults and by 10% for other households	ALL: 122,806 EL/DIS: 74,722 Other: 48,084
<a href="#"><u>Number of staff minutes spent on third-party verifications</u></a>	124,980 minutes	Reduce staff minutes spent on third party verifications by 50%	28,485

<p><u>Time to complete recertifications</u></p>	<p>90 days</p>	<p>Reduce to 60 days</p>	<p>44</p>
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In Year 2, the OHA achieved a huge reduction in staff minutes for rent calculation of approximately 64%. The reduction in staff minutes spent on third party verification was approximately 77% and the reduction in staff time to complete a recertification of 44 days exceeded the benchmark of 60 days. The benchmarks were achieved in large part as a result of the achievement of the benchmarks in Activity 2.

**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.**

N/A

**D. If any benchmarks or metrics have been revised; identify any new indicator(s) of activities status and impact**

No benchmarks or metrics were revised.

**E. If data collection methodology has changed; describe the original data collection methodology and any revisions to the process or change in data collected**

The data collection methodology has not changed.

**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**

Not applicable.

**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 action of the Act or regulation was necessary to achieve the MTW activity.**

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

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

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

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

The waivers were needed to achieve greater efficiency in the rent calculation part of the recertification process by reducing the time involved in third party verification.

**Section VII. Sources and Uses of funding**

**A. Planned vs Actual sources and Uses of MTW Funds**

<b>Consolidated Sources and Uses of MTW Funds</b>			
<b>Revenue (Sources)</b>	FY 2013 Budget	FY 2013 Actual	Variance
PH Operating Subsidy and Rent	\$ 8,440,514	\$8,700,064	
Public Housing Capital Fund	\$ 2,503,775	\$2,247,585	
Housing Choice Vouchers (not special purpose)	\$ 22,942,679	\$24,730,117	
<b>Total Revenue</b>	\$33,866,968	\$35,677,766	(\$1,810,798)
<b>Expenses (Uses)</b>			
General Administration/Maintenance	\$12,109,074	\$13,307,830	
Public Housing Capital Expenditure	\$1,482,906	\$977,265	
Housing Assistance Payments	\$19,154,988	19,897,277	
Foreclosure Prevention, activity 5 (up to 50 vouchers)	\$ 380,000	\$0	
<b>Total Expenses</b>	\$33,886,968	34,182,372	(\$315,404)
<b>Net Incomes/Loss</b>	<b>0</b>	<b>\$1,495,394</b>	<b>(\$ 1,495,394)</b>

**B. Planned vs Actual Sources and Uses of State/Local Funds**

The OHA did not receive or administer state or local funds in Year 2.

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

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

**D. Alternative Cost Allocation or Fee for Service**

Not Applicable

**E. Use of Single Fund Flexibility**

In Year 2, the OHA continued to use its MTW funds to support the three (3) actions identified in its MTW Plan.

**Use of Funds Action A** is to provide a Comprehensive One-Stop Self-Sufficiency Resource Center. The MTW Resource Center is linked to MTW Activity 1 – the phase in of the self sufficiency floor rent of \$225 per month. The Resource Center offers a

range of services to allow residents to gain greater self sufficiency through, assessment, counseling, case management and other services needed to promote greater self sufficiency among the MTW participants. The chart below compares the planned vs actual uses of funds at the Resource Center:

**Planned vs Actual Use of Single Fund Flexibility**

Planned	Actual
Offer Job Readiness Services	<ol style="list-style-type: none"> <li>(1) Entered into Memorandum of Understanding with 4 temporary agencies to provide workforce readiness training (2 sessions per year for each agency) to MTW participants.</li> <li>(2) Requested a budget from Goodwill of Central Florida to provide adult literacy, GED training, transitional employment for residents having difficulty finding employment, career assessment testing, and financial literacy training.</li> <li>(3) Expanded the list of business partners, who are potential employers. The list for Year 2 is attached as Appendix B.</li> <li>(4) Job Recruiter identified employment opportunities and referred MTW participants.</li> </ol>
Offer additional service from other local partners	The Resource Center continued to benefit from services from the following providers: Florida Department of Children & Families, Workforce Central Florida, Community Coordinated Child Care, Florida Department of Health, the City of Orlando, Orange County Public Schools, Valencia College, and Enterprise Community Partners.
Identify a location and provider for a second child care center	Discussions were held relative to the location of a site, but no action was taken.
Work with local transit authority, LYNX, to increase bus routes to employment centers during the evenings, weekends and holidays	OHA and LYNX conducted a series of resident meetings to identify the need for expanding bus routes to major employment centers in the evenings, weekends and holidays.

**Use of Funds Action B:** to take every reasonable step to complete the greening of OHA.

**Planned vs Actual “Greening” Initiatives**

Planned	Actual
Develop design improvements to address environmental issues identified in the environmental assessment report	During Year 2, all OHA public housing sites were assessed by an architectural firm and OHA is awaiting a final report that will identify opportunities for the use for green materials and products.
Work with the local utility company, OUC, to educate residents on how to track their energy consumption and achieve savings on their energy cost	Developed the components of this activity to include resident usage data, conservation workshops and energy audits.

**Use of Funds Action C:** to provide for an effective evaluation of MTW Initiatives. The evaluation of the OHA’s program is conducted by the University of Central Florida (UCF) Institute for Social and Behavioral Science. This is the second year that UCF has evaluated the MTW program.

**Planned vs Actual Evaluation Initiatives**

Planned	Actual
Evaluate OHA’s implementation of Year 2 of its MTW program after March 31, 2013.	(1) UCF staff conducted interviews with 87 of the 142 MTW households. (2) UCF met with OHA management staff to discuss the successes and challenges of MTW activities assigned to them. (3) UCF conducted a survey of OHA program staff to obtain their beliefs about the effectiveness and efficiency of OHA’s MTW program. (4) UCF compared the results of resident and staff comments in year 2 to the results from the Demonstration Period. (5) UCF prepared a written report capturing the results of steps 1-4.

**F. List of Reserve Balances at the Beginning of the Plan Year (Optional)**

**G. Provide Sources and Uses by AMP**

Not Applicable

**Section VIII. Administrative**

**A. Description of Progress on the correction or elimination of observed deficiencies cited in monitoring visits, physical inspections, other oversight and monitoring mechanisms**

During Year 2 of its MTW program, OHA had only one monitoring visit, a Fair Housing and Equal Opportunity Compliance Review, on January 18, 2013. The report concerning that visit has not been issued.

**B. Results of the latest Agency-directed Evaluation of the Demonstration program, as applicable**

The agency evaluation was completed by the University of Central Florida Institute of Social and Behavioral Science. A copy of the report is attached to this report as Appendix A

**C. Performance and Evaluation Report for Capital Fund activities not included in the MTW Block Grant**

All Capital fund activities are included in the MTW Block Grant.



ORLANDO HOUSING AUTHORITY

MOVING TO WORK (MTW) FOR YEAR 2  
(APRIL 1, 2012 TO MARCH 31, 2013)

Section VIII.D Certification Statement

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

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

Vivian Bryant, Esq.  
President/CEO

Date



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[www.orl-oha.org](http://www.orl-oha.org)

## **APPENDIX A**

### **UCF Evaluation of OHA MTW Demonstration Program**





# University of Central Florida

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Institute for Social and Behavioral Sciences  
Department of Sociology  
407-823-5083

**Evaluation of the Orlando Housing Authority Moving To Work Program  
Year 2: 2012-2013**

**Final Report**

June 10, 2013

Amy M. Donley, PhD  
James Wright, PhD  
Rameika Newman, MA  
Marcus Pruitt, BA

The University of Central Florida's Institute for Social and Behavioral Sciences (ISBS) conducted the second annual evaluation of the Orlando Housing Authority's Moving to Work (MTW) program. The evaluation team is led by Dr. Amy Donley and Dr. James Wright. This report covers the evaluation of OHA MTW for the period of April 1, 2012- March 31, 2013. In addition, comparisons are made to findings from last year's evaluation when possible.

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. In addition, because this is the second year that the evaluation has been done, comparisons to findings from year one are made.

As noted at the conclusion of the year 1 evaluation report, the plan for the year 2 evaluation design included 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.

All of these were done save for the last component, interviewing clients and staff of the transitional housing program, as this program has faced many delays (which are discussed later herein).

Principal data collection for year 2 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 these activities and the use of funds A and B have been evaluated herein. This evaluation is the product of use of Funds C.

### **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.

In year 1, documents and data from OHA showed that the “**overall earned income** for all clients required to participate in self-sufficiency services provided or arranged for through the OHA MTW Resource Center (mandatory clients) increased 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.” Only one voluntary loss of employment was recorded during the initial project period.

The conclusions cited above from OHA’s internal documents are entirely consistent with the evaluation team’s observations and understanding.

In year 2 of the evaluation, the internal database of the Self-Sufficiency Center was analyzed to determine changes in income, employment status, and rent payments for the clients (both mandatory and non-mandatory). This is not a straight forward process as many clients from the last reporting year are still clients and others just became clients in the past couple of months. To compensate for the differences in the amount of time that people have been clients of the Self-Sufficiency Center, changes in income and employment status are shown in Table 2 (page 13) based on the amount of time residents have been clients.

### **Activity 2**

Activity 2: Streamline the recertification process in the public housing and voucher programs for households with elderly and disabled adults. In year 1, 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 on page 3. Staff was responsible for turning on and stopping the running time clock for each of the steps.

<b>Public Housing Steps:</b>	
<b>Step_number</b>	<b>Step_Description</b>
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)

<b>Section 8 Steps:</b>	
<b>Step_number</b>	<b>Step_Description</b>
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 minutes<sup>1</sup>. 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).

<sup>1</sup> 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.

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 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.

In year 2 of the evaluation, OHA continued to use the automated systems that included 7 steps for non-elderly and non-disabled Section 8 and 9 steps for public housing residents. Table 1 shows internal data regarding how long recertifications took on average in minutes and days for each property.

Table 1: Data collected from Recertification Specialists to date/Current data in Emphasys Software

Sites/Program	Number of client in Program	Re-examination Duration (Minutes)	Re-examination Duration (Day)
Griffin Park	127	5,084	3,314
Reeves Terrace	45	2,222	1,661
Lake Mann Homes	194	8,288	4,609
Reeves Terrace 05	51	2,483	1,910
Murchison Ter.	166	8,488	6,149
Johnson Manor	40	2,202	1,859
Ivey Lane Homes	105	4,518	3,497
Lorna Doone Apts	100	3,314	2,990
Meadow Lake Apts.	85	3,252	2,565
Citrus Square	85	4,178	3,920
Omega Apart.	50	1,892	1,734
Marden Meadows	37	1,597	1,233
The Villas of Hampton Park	48	2,031	2,188
Section 8	244	14,727	9,589

Program	Client Count	Minute Count	Day Count	Minute Per client	Day Per Client
<b>Public Housing</b>	1,133	49,549	37,629	44	33
<b>Section 8</b>	244	14,727	9,589	60	39

Last year 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 spent on rent recalculations had decreased since implementation of MTW. So, there was a significant discrepancy between OHA's objective data and the staff's perceptions, since the actual number of minutes spent on rent calculation had 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 involved the disregard of the first \$25,000 in client assets and the modification of the third party verification process that allowed staff to use official documents the participant provided. 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 was **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 have explained the large difference between OHA's objective data on processing times for this restricted category of residents and the staff's perception (which may well have been driven by their experiences in recertification and rent recalculations for the entire resident population).

It was said that year 1 had been "a learning year" and that learning all the aspects of MTW had been difficult. It is important to the success of the program, especially during implementation, that there is clear understanding and proper execution of each step by all staff members involved. This year, our staff survey focused on the implementation of recertification and the rent calculation process for Public Housing residents as well as Section 8 residents.

18 of 22 staff members that participated in the staff survey performed recertifications. 12 of 17 (71%) staff members believed that the amount of time that it takes them to complete a re-certification has decreased since last year.

### **Public Housing staff**

10 staff members were involved in rent calculations for Public Housing residents, though one was new to the position and therefore could not provide adequate input on the different aspects of rent calculation process for the purpose of this survey. 8 of 9 staff members reported that the \$225 rent floor has been helpful. They believe it has helped to increase revenue and that it puts more pressure on residents to find and maintain employment so that they are able to afford rent. One respondent believed that the higher level of responsibility encouraged residents to maintain the cleanliness of their apartments, to discipline their children, and that "working residents have fewer problems."

8 of 9 staff members felt that the “Three-Year Recertification of Elderly and Disabled Households has been helpful. The most frequently cited advantages were that it saves time and reduces the amount of paperwork needed. It is also said to reduce hardship for the elderly now that they are not required to provide documentation every year, lead to fewer errors, and allow staff members to concentrate on another responsibilities.

All staff members reported that the \$25,000 disregard of assets has been helpful. Financial institutions are seen as very difficult to work with by staff members. The process of banking verification was “time-consuming,” because financial institutions were often “reluctant or slow to respond.” According to staff, because very few residents have a large amount of assets, there is less to calculate and a smaller chance for errors during the recertification process which makes it very easy for the residents.

All staff members also felt that the modified 3rd party verification had been helpful. One respondent said that this has been “the biggest help of all.” By having clients bring in the verifications, there is a reduction in the amount of spent and the amount of stress on residents and institutions needing to provide the information. Another respondent explained that most third party verifiers “do not understand the importance of the verification,” and that it would often take several weeks and a large number of calls to get the information. It was said that many employers fill out paperwork faster if the employees can provide it, which saves the staff a great deal of time from not having to wait for or track responses, not to mention initially trying to find the correct individual to verify income.

6 of 8 staff members felt that the Public Housing regional approach to completing recertification of residents and inspections has been helpful. Overall, it was seen as more efficient. Managers are able to be more versatile and help out in other areas, because of the time that is saved. Also, managers from other communities are able to help each other if a manager falls behind during the recertification process due to illness, for example.

Only half of the staff members felt that the amount of time that it takes to complete a rent calculation has decreased since last year. For those that did feel that there had been a decrease in the amount of time, most felt that the disregard of assets, the elimination of 3<sup>rd</sup> party verification, and the three year recertification of the elderly had been essential to this improvement. One respondent said “it has cut the time it takes to complete a re-exam by 5-15 minutes.”

There are now six steps to the recertification of a Public Housing resident:

Step A: Prepare re-exam packet, schedule appointment, mails packet

Step B: Review paperwork

Step C: Conduct client interview

Step D: Verify information provided by the client

Step E: Perform rent calculation

Step F: Process 50058/50059, mail rent adjustment

Respondents were asked to indicate whether they found the steps to be difficult. Of the six steps of the recertification process, 3 staff members only found step C (conducting client interviews) and one staff member found step D (verify information provided by the client) to be difficult. Step C was said to be difficult because it is the most time consuming part of the recertification process. One respondent explained that they have to be very thorough and utilize interview techniques to detect fraudulent answers and activity on the part of the residents and that the staff essentially have to become detectives to determine “whether or not a resident is trying to deceive” them or not. The respondent that believed step D was difficult mentioned that when trying to verify employment, the person who completed the verification for the resident might not be available and there would be no one else able to help. This slows the process, because nothing further can be done until this step is complete.

### **Section 8 staff**

11 staff members were involved in the rent calculations for the total tenant payment (TTP) for Section 8 Program participants. These staff members were asked the same questions as the Public Housing staff members about the \$225 rent floor, modified 3<sup>rd</sup> party verification, three-year recertification of elderly and disabled households, the \$25,000 disregard of assets, the regional approach to recertifications, rent calculations, and about the six step process of recertification.

4 staff members believe that the rent floor has been helpful, while 2 did not find it to be, and 3 said that they were new to the position and therefore could not give adequate feedback. However, this is based on an optimistic view of potential for the implementation of the rent floor. One respondent explained that Section 8 is not participating until 2014, so they believe it will be helpful once it is put in place. 3 of 9 staff members felt that the “Three-Year Recertification of Elderly and Disabled Households” will be helpful, because this also has not been implemented yet.

All of the staff members believed that the \$25,000 disregard of assets has been helpful. There is less to calculate and saves staff members from having to explain to clients how assets impact their rent.

10 of 11 staff members believe that the modified 3<sup>rd</sup> party verification has been helpful, while one did not. Staff members said that they can verify information faster by using paystubs and that it is better because it shows overtime. Employers do not always disclose whether a client is being paid overtime. Staff members also do not have to wait for employers to return or fax forms.



4 of 9 staff members said that the regional approach to completing recertification of participants has been helpful, while 4 did not agree, and 1 was new to the position. They did not offer any input on how it has been helpful.

6 of 9 staff members felt that the amount of time that it takes to complete a Section 8 program rent calculation has decreased since last year. One respondent attributed this to the updated software that has been more useful than the previous version. The disregard of assets and the modified 3<sup>rd</sup> party verification was also said to have sped up the process.

The Section 8 staff members use the same six-step process as the Public Housing staff members. They were asked to assess the difficulty of each step and to explain why the step was perceived as being difficult. 4 staff members found step A (prepare re-exam pack, schedule appointment, mail packet) to be difficult and one found step C (conduct client interview) to be difficult. Step A requires the staff to keep track of the time it takes to prepare and mail out the recertification packets. The times can vary dramatically because staff can print the letters, but actually mail them a day later, which makes tracking the time difficult. One respondent said that letters are scheduled on different days and sent out all at once, which adds to the difficulty of tracking the time. The staff member that found step C to be difficult explained that clients are scheduled for interviews back to back, so there are often more than 8 a day.

## **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 childcare during non-traditional hours and provide space for business development training.

## **Method and Sample**

An interview team from ISBS conducted interviews with OHA residents who are participating in programs at the MTW Resource Center (See Appendix A for interview schedule and Appendix B for analysis done by different sub-groups of clients). Interviews were conducted Monday, April 29, 2013 through Tuesday, May 22, 2013. All interviews took place at the Service Center, starting at nine o'clock in the morning up to four-thirty in the afternoon, scheduled at half-hour increments. Inclement weather forced rescheduling of many of the interviews for the first week, because residents were unable to attend. Though participation in the survey was voluntary, residents received a seven-day notice of eviction upon failure to comply in the interview process. 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, 88 clients participated in our interviews (79 females and 9 males). One client refused to participate, bringing the total of respondents to 87. The majority of the respondents

were single, African American, never had been convicted of a crime, with children or dependents under the age of eighteen, with no other adults residing in the household. Thirteen clients were married and 27 clients had an adult residing in the household that was over the age of eighteen, usually a spouse or child that was over the age of eighteen. English was the primary language in most homes, while only twelve clients spoke primarily Spanish at home. The majority of clients, about 60%, had at least a high school education or higher, though only four clients had graduated from a four-year collegiate institution. The range of incomes reported for 2012 was anywhere from no income to \$45,000. However, most clients reported incomes that were less than \$20,000. Six clients had been convicted of a crime.

In year 1, 38 clients participated in our interviews (30 women and 8 men). 92.1% (35) of the participants resided in Ivey Lane while the remaining 3 (7.9%) lived in Citrus Square. 45% (17) of our participants are currently employed- the majority part time (63%/10). 71% (12) of the employed respondents stated 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 were working in the hospitality sector, including food service and at hotels. Only 4 of those unemployed were currently receiving unemployment benefits.

## Results

### *Residents in MTW*

Year Two saw the addition of three apartment complexes at the Orlando Housing Authority into the MTW program: Griffin Park, Murchison Terrace, and Reeves Terrace. The plurality of the respondents in year 2 (39%) resided at the Ivey Lane complex, while the remaining resided at Murchinson Terrace (21%), Reeves Terrace (21%), Citrus Square (10%) and Griffin Park (9%). 70.6% had not participated in the interview process from Year One. The length of time in the program varied from a couple of weeks to about two years. Some clients were unsure how long they had been in the program because they had not utilized any of the services. One client reported being unaware of being in the program until they received the notice from OHA about complying with the request for interviews.

55 of the 87 clients (63.2%) at least had their high school diploma. Only eight clients had difficulty reading and nine had difficulty writing. Fifteen were in need of ESOL classes to learn or improve their English skills. Almost all of those without a high school degree or GED (31 out of 32) expressed a desire to obtain it sometime in the near future. Eight clients had participated in the Basic Education Program offered by MTW and fifteen would like to participate in the program. 70 of the 87 clients would like to go to college or a vocational school. They saw college as a way to better themselves, to obtain better employment, and to provide inspiration for their children. Many clients cited that they loved to help people and wanted a career that reflected that. Most clients, if given the opportunity to go to

college, wanted to be in the medical field, including nursing and health administration. Business, criminal justice, culinary arts, and computer technology were other fields that many clients cited.

### *Counseling*

19 of the 87 clients had received some form of counseling by the MTW staff at the Service Center. The majority of those had gotten some form of budget or money management counseling. Two respondents had received drug or alcohol counseling, two had received parenting counseling, and others had gotten emotional support from the staff in times of need. Some clients said they would like help with planning for homeownership or finding a home. A few clients reported that they would like to see the Service Center offer family counseling, stress management, and domestic violence counseling.

### *Employed*

48 of the 87 of the clients were employed (55.2%). 27 of the 48 that were employed were working full time and had been at their current position anywhere from two days to three years. Twenty-one clients were employed part time and reported being in their current positions ranging from one day to two years. 24.1% of respondents reported working part-time, with hours varying from ten to thirty-four. Most clients who were employed reported being satisfied with their current position at the current place of employment. They reported liking the type of work they were doing, the hours provided by the employer, and the workplace atmosphere and fellow employees contributed to a positive work environment. Most said they had the opportunity to move into a management position or become vested within the company they worked for. However, only nine clients had benefits such as health, dental, or retirement options tied to their employment. At the time of the interviews, most clients were working in service industry jobs at restaurants, fast food, retail, and amusement parks.

### *Unemployed*

Thirty-nine clients were unemployed. Clients reported various reasons for their unemployment, including medical or family issues, lack of childcare, and being a full-time student. Some clients also stated that they had worked temporary positions, had been laid off, or were fired from past employment. The length of unemployment varied from two weeks to ten years. Forty-four clients had not applied for a job in the last week at the time of the interviews.

Clients cited lack of childcare, transportation, and experience as barriers to employment. There were also clients dealing with medical issues (their own or a family member's), no responses from employers, and lack of education, including not having a strong command of the English language. Those looking for employment were looking for jobs with a positive work atmosphere, including employers that were respectful and understanding, with good pay, relevant to the skills they currently have, with a flexible schedule, and opportunities for advancement. The needs that have to be met by prospective employers included offering stable employment with an adequate amount of hours and being

understanding about issues dealing with family emergencies. There was the complaint from some clients that there simply are not enough employers that are hiring, especially those hiring job-seekers with no experience, lacking education, or in fields that the client might have experience in besides service industry work.

### *Assistance*

79 of the 87 clients were receiving some form of assistance, including TANF, food stamps or SNAP, Medicaid, child support, and SSI/SSDI either for themselves, spouse, or their child. Those receiving child support did have some issues with receiving payment due to lack of payment from the father. Six of the clients were receiving unemployment benefits, for six months at the longest.

### *The MTW Program*

Only nine clients said that the MTW program helped them find their current job. 46 of the 87 clients said that they had been referred to jobs by MTW, including at temporary employment agencies, Panera Bread, housekeeping, and a telecommunications service. Twenty-nine reported that they had gained jobs through those referrals. Thus, nine clients said that MTW helped them get a job and yet 29 said they got jobs through an MTW referral. We believe that this seemingly contradictory finding is because many of the people that had gotten jobs through referral had gotten temporary jobs or they lost the job and thus they were not currently employed at the time of the interview.

Twenty-eight clients received training from MTW and half reported that they were provided enough training to be successful at employment, while the other half said they did not. 58 of the 87 clients had received no training at all, due to not being aware of any training programs, lack of transportation, or had acquired training from other sources, including past employment or education. Twenty-two clients participated in the Employment Readiness Workshop (ERW). Clients that had utilized the Service Center stated that they received education on job searches, including how to look for a job, how to write a resume, professional attire, and English classes. There was nothing that the clients wanted to see added to the ERW, but many would like to have typing tests and more workshops like the ones offered at Workforce Central Florida.

82 of the 87 clients were computer literate, though fourteen expressed needing help to learn how to use a computer. Some clients wanted to learn how to use Microsoft Office programs or wanted to learn or improve their typing skills. Fifty-nine clients have a computer at home and of those, 54 have internet access at home. Twenty-eight have used computers at Orange County Public Libraries. Thirty-five used the computers at MTW, 32 have used the job search, and 20 said that it helped them locate a job. Clients reported that nothing needs to be improved with the computer job search, but would like to see computers at the other complexes, because the Service Center is too far from where they reside. Others prefer to use their computers at home, but would like the Center to have faxing services.

Only twenty clients received bus passes from MTW and used them to go back and forth to work and school. There was no real room for improvement in the bus pass system employed by MTW. One client said that the bus system itself needed to be improved. Most clients had their own cars and would like to see OHA consider the possibility of gas passes to help with transportation costs.

### *Rent Cap*

55 of the 87 clients were below the proposed \$225 rent cap. 56 of the 87 clients were aware that the rent subsidy was temporary. Nineteen clients reported having trouble meeting rent or other financial obligations. Hardship among clients was attributed to lack of income, medical issues, the payment of other bills, and trying to balance the needs of themselves and their children.

### *Observations*

Overall, there were mixed feelings about the MTW program. Some clients spoke very highly of the staff and were happy with the services offered. They had gotten help finding a job or had at least gotten assistance from the Service Center staff that helped them obtain benefits or employment. These clients felt emotionally supported by the staff. Other clients had little experience with the Service Center. Some even said that the interview was the first time they had been to the building, or that they had only been to the building once prior to the interview when they were first enrolled in the program. Some clients' first noted experience with the MTW program was the seven-day eviction notice that was taped to their doors in conjunction with participating in the scheduled interviews. Those that had experience with the Service Center expressed concerns of discrimination in receiving help from certain staff members, which had discouraged them from returning or utilizing MTW services further.

Many of the respondents were frustrated with their current situations, looking for employment, and not finding jobs that were going to provide enough pay to live beyond paycheck to paycheck or reduce their reliance on public assistance. Though many of the respondents had high school diplomas or some amount of college, education was still a major factor in their lack of stable employment, as it was in year one. A large percentage of clients would like to go to college, so if feasible, more help with obtaining higher education would be helpful, perhaps working with Valencia Community College to get people into some of the fields that clients had expressed interest in, like nursing, criminal justice, and computer technology.

In addition to the interviews we conducted, we also analyzed the internal spreadsheet from the MTW Self-Sufficiency Center. This spreadsheet contains monthly updates for each client regarding employment status, annual income, whether they are participating in a job readiness program, are in a GED prep class or are currently a college student. We analyzed these data to assess changes in time for clients while they were participants. Please see Table 2 for a summary of this analysis.

The spreadsheet does not allow us to understand why there are changes over time. That is if someone was employed one month and not the next there is typically not information in the spreadsheet that explains why there was a change in the employment status. Moreover, there were several clients that had annual incomes listed but were unemployed. We are not able to determine where this listed income is coming from for these clients.

Table 2 features the combined earned income for clients by the month of enrollment in the program as compared to their combined income reported March 1<sup>st</sup>, 2013. Please note that there was a large amount of missing, questionable, or inaccurate that made analysis very difficult. Also, there were a number of clients noted as employed, yet had no earned income with no explanation as to how this occurred.

We used information from 80 active MTW clients who were enrolled in the program from January 2011 to December 2012 out of 141 clients listed in the Mandatory Client Spreadsheet (MCS) supplied by OHA. Twenty-four clients were removed due to having a start date of after January 1<sup>st</sup>, 2013. Thirty-seven clients were removed due to being inactive or no longer in the program as indicated by a beige color entry on the MCS. The majority of the clients that were no longer in the program had either moved out (10), were no longer eligible due to meeting the rent ceiling (8), or had been evicted (6). There were 9 clients that were listed inactive or no longer in the program for unknown reasons.

Table 2: Progress of Clients enrolled in the MTW Program By Month of Start Date

Start Month	# of Clients	Combined Earned Income at Start Date	Combined Earned Income as of March '13	# of Employed (Mar '13)	# of Full-time Students (Mar '13)	# in GED Prep Classes (Mar '13)	# in Job Training Program (Mar '13)
January '11	2	\$22,503	\$17,784	2			
March '11	2	\$22,210	\$16,120	2			
April '11	3	\$5,208	\$5,208	0		1	
May '11	1	\$12,090	\$8,248	1			
June '11	3	\$16,129	\$7,434	2	1	1	
July '11	3	\$15,348	\$11,725	3			

August '11	2	\$27,259	\$27,259	2	1		
October '11	2	\$15,887	\$11,965	1	1		
November '11	2	\$15,460	\$17,472	1			
December '11	1	\$0	\$0	0			
January '12	3	\$15,030	\$38,137	2		1	
April '12	5	\$21,352	\$20,150	2		3	
May '12	11	\$53,144	\$13,926	2	5		1
June '12	4	\$16,211	\$31,029	3			
July '12	8	\$46,090	\$43,994	4			
August '12	2	\$6,839	\$6,839	2	1		
September '12	7	\$31,235	\$7,467	3	1		
October '12	11	\$0*	\$33,077	2	2		1
November '12	4	\$0*	\$10,244	2		1	
December '12	4	\$0*	\$11,164	1			

\*There was no data present for starting incomes

### MTW 2012 and 2013 Comparisons

The 2013 MTW Interviews garnered 20 returning participants. In 2013, twenty MTW residents were interviewed who were first interviewed in 2012. In 2012, of these twenty, nineteen MTW participants resided in Ivey Lane for a 98% response and one resident resided in Citrus Square for a 5% response rate. In 2013, one resident relocated from Ivey Lane to Reeves Terrace. This section of the report only pertains to the ***twenty returning MTW clients that were interviewed in both 2012 and 2013.***

The returning residents most often reported that they had been in the MTW program for two years. In 2012, six or 30% of the returning MTW clients were employed. Of that six, three reported working full-time. Four reported having the opportunity to move into management. In 2013, the number of residents employed increased by 100% as twelve residents reported being employed, also there was a 100% increase in full-time workers as six reported having full-time jobs. Those that reported being out-of-work for 2013 reported medical issues, attending school, and loss of a position as causation.

In 2012, four or 20% of employed returning MTW clients were satisfied with their current employment. Those that reported job satisfaction stated that they enjoyed seeing different people at their places of employment and they were satisfied with the ability to pay their bills. . Those that reported not being satisfied with their current employment as reported by MTW clients was due to lack of hours and a feeling that they were not being adequately

paid for their labor. In 2013, ten or 50% of MTW clients reported being satisfied with their jobs. They reported being comfortable with their positions and not frustrated, having good and easy work as well as performing the work that they applied for as reasons for their satisfaction. In 2013, six MTW clients reported being able to move into management and three reported having benefits such as health, dental and retirement.

In 2012, six MTW clients reported that the MTW Center provided them with training to be successful at their current places of employment. In 2013, only three MTW clients reported that training allowed them to be successful at their current places of employment. In 2013, MTW clients provided responses of finding their employment on their own and on-the-job training as reasons of why the MTW program is not the cause of their on the job success. Those that did recognize the program stated that they were provided with the necessary tools to be successful on their jobs.

In 2012, five MTW clients reported that they participated in employment geared workshops. In 2013, the number of residents participating in employment geared workshops rose to seven.

In 2012, 17 MTW clients reported that the MTW Center referred them to jobs – eight reported gaining employment from the referrals. In 2013, 16 residents reported being referred to jobs – 11 reported gaining employment from the referral.

15% or three MTW residents of the 2012 interviews were receiving unemployment benefits. In 2013, only one MTW client reported receiving unemployment benefits. In 2013, seventeen MTW clients reported receiving government assistance through the form of TANF, Food Stamps, Child Support, SSI/SSDI and Medicaid.

In 2012, only five MTW residents used the bus pass system. The number of MTW clients using the bus pass system did not change in 2013.

In 2012, sixteen MTW clients were aware of the temporary rent subsidy – none of the twenty clients reported having a hardship with paying their monthly rent. Thirteen MTW clients were below the proposed Rent Floor. In 2013, only nine residents reported being below the rent cap (3 residents did choose to pass on this question; also, sixteen residents reported being aware of the subsidy (2 chose to pass on the question).

In 2012, eleven MTW clients reported that they did not complete high school nor had a GED. In 2013, twelve MTW clients reported not having a high school diploma or GED. Pregnancy and Exit Testing were most often responses as not to completing high school. In 2013, 17 MTW clients reported that they are interested in attending a college or vocational school.

### *Closing Comment*

In 2012, one respondent stated that MTW was a good program and the staff is nice. It helps single parents. Another expressed the need for on-site GED classes and childcare for those that are trying to finish school. She also expressed interest in the MTW program subsidizing



utilities. One resident complained of her job referral, she said that she had a very long commute (Kissimmee) for a four hour shift at minimum wage.

In 2013, one respondent reported that she has been very successful with the program. She has obtained a lot and was able to find three jobs. Another resident responded that she likes everything about the program. One resident stated that she likes the program as well as living in public housing. Several clients reported complaints against the staff from speaking about personal matters in public areas to discrimination and exclusion from certain job referrals.

#### **Activity 4**

Activity 4- consolidate inspection and recertification requirements- was carried over during year 1 to year 2. Due to new HUD regulations regarding inspections, many of the proposed changes have been abandoned. According to internal documents, regional inspections were conducted for all public housing sites in Year 2. Similar regional inspections for Section 8 will take place in year 3.

#### **Activity 5**

Activity 5 is to provide interim assistance and counseling to households threatened with foreclosure. Implementation of MTW Activity 5 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.

In year 2, progress has been made on Activity 5. The goal for this activity is to eventually use 50 housing vouchers for foreclosure prevention. Although the foreclosure situation has improved in the Central Florida region, it is still a major problem in the area. To date, two families, both OHA homeowners, are being processed for the program.

Initially, OHA was working with the City of Orlando and their foreclosure prevention program. This program is now defunct and OHA has had to find other agencies willing to work with them.

OHA has worked with four agencies thus far. One of these agencies was going to require compensation for providing monthly budgeting services for families in the program which is not possible, leaving three agencies now involved.

The Urban League has now agreed to also partner with OHA. They will work to get a pool of qualified homeowners for the program. OHA will be handling program paperwork. The biggest concern with this is that the paperwork is only good for two months, thus making a large pool of qualified families counter-productive since the paperwork will expire for most before a program placement can be made.

#### **Activity 6**

Activity 6 states that OHA will provide additional transitional housing with supportive services for homeless households. This activity has continued to face several delays although progress has been made in year 2.

There is a MOU in place with the Wayne Densch center to provide case management to residents in this program. All residents in this program will come from the Wayne Densch Center save for 30-32 who will come from the Department of Veteran's Affairs VASH program.

A contract is currently being negotiated with CGI Federal, which is a subsidiary of the North Tampa Housing Authority. If this contract is successfully negotiated, they will serve as the third party required for this project to progress.

### **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 faced several delays.

This activity is a partnership with the City of Orlando. Several studies have been done to identify properties that are appropriate. One potential location is the former Carter Theater. The third party involved is the Carter Theatre Developers group. The design calls for the first three floors to be commercial and the remaining seven floors to be residential. Forty-four senior Section 8 vouchers have been committed to the project. The original group of residents will have their moving costs paid for. Subsequent residents will be responsible for their own moving costs.

The project is currently waiting on a letter of commitment from SunTrust bank to provide financing.

### **Use of Funds B and C**

**MTW Use of Funds B:** Take every reasonable step to complete the greening of OHA. To date air quality surveys have been completed in all of the public housing properties. OHA is working with the Orlando Utility Commission (OUC) to conduct energy workshops with residents to teach strategies to lower utility bills. Their workshops will also consist of installing tools to measure energy expenditures in each residence for participants. This will begin first at Ivey Lane and will then be implemented at Citrus Square.

**MTW Use of Funds C** is to 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 (See Appendix C for a copy of the survey questionnaire). In all, 19 staff members participated (eleven from the Section 8 Department and ten from Public Housing). Participants included eligibility specialists, property and housing managers, and

directors. The majority (16) has worked at OHA for more than three years, 1 has worked at OHA for 1-3 years and 2 have worked there for less than one year.

A section 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 3.

Table 3.

Since the MTW designation....	SD	D	N	A	SA	N/A	Mean
There has been an increase in efficiency at OHA.	0	1	4	7	5	-	3.94
I spend less time doing paperwork.	2	4	5	3	4	-	3.17
There is more of a focus on helping residents achieve self-sufficiency.	1	1	2	7	6	-	4.06
OHA is a more effective agency in helping residents.	1	1	3	5	8	-	4.0
Communication between departments has improved.	0	2	1 0	4	2	-	2.88
Leadership has effectively communicated OHA's goals to staff members.	0	0	8	3	7	-	3.94
I know the goals for OHA under MTW.	0	0	0	9	10	-	4.53
We are accomplishing our goals.	0	1	1	12	5	-	4.11
I believe I have an important role in achieving the goals under MTW.	0	1	1	8	8	-	4.28
My ideas are valued by my superiors.	2	2	4	7	4	-	3.88

On the response scale above, 3 is neutral; a means value 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 an important role in achieving MTW Program goals

The majority of respondents (74%) felt that there is a better understanding of day-to-day work activities under MTW in Year Two and that the implementation of the new Elite computer system has impacted the progress of the MTW program. The majority of respondents (81%) also felt that the MTW designation has been helpful in their day-to-day work activities in Year Two, while 6% said there has been no effect, and 13% said that it has been not very helpful. As a result, there were mixed responses about the impact that MTW has had on the staff's work.

The positive responses were as follows:

- "Our total time to process re-certs have decreased by 30 days."
- "The modified 3<sup>rd</sup> party verification process has allowed for faster processing of annual recertifications."
- "Only consume less time because we do recertifications every 3 years."
- "It has increased communication between residents and staff. Residents feel that the total agency is actively involved in increasing self-sufficiency goals and objectives."
- "It makes it easier to convey to a resident that if you are not working, we will help you find work and become self-sufficient."
- "Has [helped] me to understand the function of my job."
- "I have more time to dedicate to other responsibilities than recertifications. Minimize the errors at the time to calculate rent and processing paperwork."

The negative responses were as follows:

- "The tracking of the re-certs is very time consuming. The elderly and disabled not being recertified for three years causes an issue with the S8 program due to private owners having specific lease dates and wanting rental increases. We have been missing some folks at the annual, due to end payment date of 2014."
- "Timing the steps is ridiculous."
- "It has increased the amount of paperwork required, i.e. tracking re-exam times, referrals to MTW and just general reporting to the executive office."

When asked "what is the best thing that has happened at OHA in Year Two," one respondent flatly stated "nothing," while another said s/he was unsure, because they are always "swamped due to lack of workforce." However, most respondents mainly talked about the clients gaining employment and taking working more seriously than before, because of the promotion of self-sufficiency and the \$225 rent floor. "This shows that you can't sit around like the old days, but you have to make an effort to have income and pay rent." They also mentioned the time saved due to the modified 3<sup>rd</sup> party verification and the disregard of assets, and clients being more prepared with their paperwork.

Respondents were also asked: "In your opinion, what is the most important thing that still needs to be addressed or changed?" Some of the relevant responses were as follows:

- “For the elderly disabled, I would like to see a clearer guideline of procedures. Step by step outlines must be given in order for this plan to work efficiently.”
- “Timing the steps is a waste of time. MTW needs more people to help ALL the adult household members find a job if they are unemployed and can work. It would be less stressful if we had an additional 30 days to do the recertification process. Never have a site do recertifications during the holiday season. It greatly reduces the days to accomplish a recertification.”
- “The amount of time that is spent on paperwork. I spend more time now behind my desk than 3 years ago. I have less time to interact with residents, except as enforcer. In other words, most of my interactions now have a negative connotation because I do not have as much time to get out and walk the property and get to know the residents better.”

Others felt there was a need for more staff, more funding for the MTW program from HUD so to improve services for the residents, and more opportunities for advancement within the organization. Overall, respondents did feel as though MTW has had a positive impact, with some ups and downs. “Few more kinks need to be worked out. Otherwise, everything should be falling into place.” The majority of respondents feel that it has allowed them to be more flexible and has given staff members the ability to focus on other aspects of their jobs.

## **Summary**

OHA made significant progress on many of the activities in their MTW agreement. Although many have continued to face delays, there has been progress made across the board. Key highlights: The new rent plan and recertification process has shown a continued reduction in the staff minutes spent in these processes. The one-stop MTW Resource Center has expanded its client base.

## **Recommendations**

1. Do what is necessary to implement the remainder of the MTW work plan in Year 3, with particular focus on the foreclosure prevention program, the transitional housing program, and continuing to implement the greening of the OHA.
2. Provide OHA outcome data to the evaluation team on a more timely basis. The evaluation team continues to face lengthy delays in transmittal of key program data from OHA. Since these data are compiled quarterly, we see no reason why they cannot be transmitted quarterly. This would greatly facilitate our ability to produce the annual reports in a timely manner.
3. Continue to fine-tune the Service Center offerings to address new or emerging client needs.
4. Consider the possibility of an on-site GED program at the Resource Center.

5. Explore opportunities to initiate cooperative agreements with local community colleges to easily enroll MTW people in AA programs.
6. Continue expanding the MTW program to more and more OHA residents

**Design plan for Year 3 Evaluation:**

- 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.
- Analyze internal MTW Resource Center database to assess changes in income among participants
- Measure the acclimation of residents from new properties being brought into the program.
- Interview clients and staff in the transitional housing program.
- Conduct follow-up interviews with foreclosure prevention program participants to assess impact of the program

Appendix A- Service Center Client Survey

Name of Resident:

1. What apartment complex are you currently residing in?
  - A. Citrus Square
  - B. Griffin Park
  - C. Ivey Lane
  - D. Murchison Terrace
  - E. Reeves Terrace
  - F. Received a *Homes Housing Choice Voucher*
  - G. Other \_\_\_\_\_
2. Did you participate in this interview process in 2012?
  - A. Yes
  - B. No
3. How long have you participated in the MTW program? \_\_\_\_\_
4. Are you currently employed?
  - A. Yes
  - B. No. If no, why not? \_\_\_\_\_
5. If yes, are you employed full-time or part-time with your current employer?
  - A. Full-Time. How long have you been employed FT? \_\_\_\_\_
  - B. Part-Time. How long have you been employed PT? \_\_\_\_\_
  - C. Not Applicable
6. How many hours per week are you employed?
  - A. 0-9
  - B. 10-14
  - C. 15-19
  - D. 20-24
  - E. 25-29
  - F. 30-34
  - G. 35 or more
  - H. Not Applicable
7. Are you satisfied with your current position at your current place of employment?
  - A. Yes. If yes, why?
  - B. No. If no, why not?
  - C. Not Applicable
8. If employed, what type of industry are you employed in? What type of work are you performing? \_\_\_\_\_
9. If you are employed, is there opportunity for you to move into a management position or become vested within the company you work for?



- A. Yes
  - B. No
  - C. Not Applicable
10. If you are employed, do you have benefits such as health, dental, retirement, etc.?
- A. Yes, if yes, which benefits do you have?  
\_\_\_\_\_
  - B. No
  - C. Not applicable
11. Are you currently **un**employed?
- A. Yes. If yes for how long? \_\_\_\_\_
  - B. No
  - C. Not Applicable
12. If **un**employed, are you receiving unemployment benefits?
- A. Yes, if yes for how long and are they about to be exhausted? \_\_\_\_\_
  - B. No
  - C. Not Applicable
13. Are you currently receiving any of the following assistance? If yes, for how long have you been receiving them?
- A. TANF formerly AFCD, length of assistance? \_\_\_\_\_
  - B. Food Stamps, length of assistance? \_\_\_\_\_
  - C. SNAP, length of assistance? \_\_\_\_\_
  - D. Medicaid, length of assistance? \_\_\_\_\_
  - E. Child Support length of assistance? \_\_\_\_\_
  - F. SSI/SSDI, length of assistance? \_\_\_\_\_
  - G. Not Applicable
14. About how many jobs have you applied for in the last week?
15. About how many jobs have you applied for in the last month?
16. About how many jobs have you applied for in the last six months?
17. About how many jobs have you applied for in the last year?
18. About how many job interviews have you attended in the last week?
19. About how many job interviews have you attended in the last month?
20. About how many job interviews have you attended in the last six months?
21. About how many job interviews have you attended in the last year?
22. If employed, did the MTW Center aid you in finding your current job?
- A. Yes
  - B. No
  - C. Not Applicable

23. Do you feel that the MTW Center has provided you with enough training to be successful at your current employment?
- A. Yes
  - B. No
  - C. Not Applicable
24. Why or Why Not?
25. What barriers are you facing in finding employment?
26. What characteristics are you looking for in an employer?
27. What needs do you feel that must be met by your perspective employer?
28. Did you receive any of the following counseling? (Check all that apply)
- A. Alcohol
  - B. Drugs
  - C. Psychological
  - D. Budget/Money Management
  - E. Parenting
  - F. Other \_\_\_\_\_
  - G. N/A
29. What type of counseling would you like to see the Center provide?
30. Did you participate in the Employment Readiness Workshop?
- A. Yes
  - B. No
31. How did the Employment Readiness Workshop aid you in obtaining or searching for employment?
32. What would you like to see added to the Employment Readiness Workshop so that you may obtain employment?
33. What problems are you facing in locating employment?
34. Do you have difficulty reading?
- A. Yes
  - B. No
35. Do you have difficulty writing?
- A. Yes
  - B. No
36. Do you have a high school diploma or GED?
- A. Yes
  - B. No
37. Do you need ESOL classes to aid you in English Language Skills?
- A. Yes
  - B. No

38. Did you participate in the Basic Education Program?
- A. Yes
  - B. No
  - C. Not Applicable
39. Would you like to participate in the Basic Education Program?
- A. Yes
  - B. No
  - C. Not Applicable
40. Would you like to get your high school diploma or GED?
- A. Yes
  - B. No
  - C. Not Applicable
41. Are you interested in attending a college or a vocational school?
- A. Yes
  - B. No
42. Why or Why Not?
43. What career field would you be interested in learning about?
44. Did you receive a bus pass from the MTW Center?
- A. Yes
  - B. No
45. Do you use the bus pass for: (Check all that apply)
- A. Going back and forth to work
  - B. Going back and forth to interviews
  - C. Going back and forth to school
  - D. Not Applicable
46. Is the bus pass helping you get back and forth to work?
- A. Yes. How often do you use the pass to go to and from work?
  - B. No. Why not? \_\_\_\_\_
  - C. Not Applicable
47. Is the bus pass helping you go to and from interviews?
- A. Yes. How often do you use the pass to go to and from interviews in a week?  
\_\_\_\_\_
  - B. No. Why not? \_\_\_\_\_
  - C. Not applicable
48. Is the bus pass helping you go to and from school?
- A. Yes. How often do you use the pass to go to and from school in a week?  
\_\_\_\_\_

- B. No. Why not? \_\_\_\_\_
  - C. Not Applicable
49. How can the MTW Center improve the bus pass system for you?
50. Are you computer literate?
- A. Yes
  - B. No
51. Do you use the computer at the Center?
- A. Yes
  - B. No
52. Do you use the computers at the Orange County Public Libraries?
- A. Yes
  - B. No
53. Do you have a home computer?
- A. Yes
  - B. No
54. Do you have home internet?
- A. Yes
  - B. No
55. Have you used the computer job search feature to search for jobs?
- A. Yes
  - B. No
56. Has the computer job search helped you in locating a job?
- A. Yes
  - B. No
57. Do you need assistance with learning how to use a computer?
- A. Yes
  - B. No
58. What can be done to improve the computer job search at the Center?
59. Did the Center refer you to any jobs?
- A. Yes
  - B. No
60. Did you gain employment from the referrals by the Center?
- A. Yes
  - B. No
61. Do you have an open checking or savings account?
- A. Yes
  - B. No

62. Have you considered planning for retirement?
- A. Yes
  - B. No
63. Do you have any thoughts on how you will retire?
64. Are you aware that this is only a temporary rent subsidy?
- A. Yes
  - B. No
65. Are you having trouble meeting your rent obligations or any other financial obligation (e.g. medical bills)?
- A. Yes, (if yes what hardship are you having) \_\_\_\_\_
  - B. No
66. Have you ever been convicted of a crime?
- A. Yes
  - B. No
  - C. Not Applicable
67. Would you be interested in domestic violence counseling?
- A. Yes
  - B. No
68. What was your total income for 2012?
69. What is your rent payment?
70. What is your age?
71. What is your sex?
- A. Male
  - B. Female
  - C. Transgendered
72. Are you?
- A. Single
  - B. Married
  - C. Separated
  - D. Divorced
  - E. Widowed
73. Do you have children or dependents under the age of 18?
- A. Yes
  - B. No
74. If yes, how many children or dependents under the age of 18 reside with you?
75. Are there any adults that reside with you over the age of 18?

- A. Yes
  - B. No
76. If yes, how many adults over the age of 18 reside with you?
77. What is your race?
- A. African American/Black
  - B. American Indian/Native American
  - C. Asian
  - D. Caucasian
  - E. Hispanic
  - F. Other (please specify)\_\_\_\_\_
78. What is the primary language spoken in your home?
- A. English
  - B. Spanish
  - C. French/Creole
  - D. Other (please specify)\_\_\_\_\_
79. What is your highest level of education
- A. Less than high school. What grade did you dropout and why?  
\_\_\_\_\_
  - B. High School Graduate
  - C. Some College
  - D. Associate of Arts or Associate of Science (AA/AS) Degree
  - E. Four-Year College Degree
  - F. Masters Degree or Law Degree
  - G. Doctorate in Philosophy Degree
80. Did your mother graduate from high school?
- A. Yes
  - B. No
81. Did your mother attend a college or four year institution?
- A. Yes
  - B. No
82. Did your mother graduate from a college or four year institution?
- A. Yes
  - B. No
83. Did your father graduate from high school?
- A. Yes
  - B. No
84. Did your father attend a college or four year institution?

- A. Yes
- B. No

85. Did your father graduate from a college or four year institution?

- A. Yes
- B. No

Appendix B- Results of Self-Sufficiency Center Client Interviews



<b>MTW Clients – ALL</b>	<b>87 Reporting</b>	<b>100% Reporting</b>
<i>Citrus Square</i>	9	10%
<i>Griffin Park</i>	8	9%
<i>Ivey Lane</i>	34	39%
<i>Murchinson Terrace</i>	18	21%
<i>Reeves Terrace</i>	18	21%
<i>Employed</i>	48	55%
<i>Full-Time</i>	27	31%
<i>Part-Time</i>	21	24%
<i>Employed 35 or more hours per week</i>	25	29%
<i>Satisfied with current employment</i>	44	51%
<i>Advancement Opportunities</i>	32	37%
<i>Employer Benefits Package</i>	9	10%
<i>Currently out-of-work</i>	39	45%
<i>Receiving public assistance</i>	79	91%
<i>1-stop Center aided in finding current employment</i>	9	11%
<i>1-stop Center provided employability training</i>	14	16%
<i>Participated in employment-focused programs</i>	22	26%
<i>Difficulty Reading</i>	8	9%
<i>Difficulty Writing</i>	9	11%
<i>Interested in ESOL classes</i>	16	18%
<i>No High School Diploma or GED</i>	31	36%
<i>Interested in receiving a High School Diploma or GED</i>	31	36%
<i>Interested in attending a college or vocational school</i>	70	81%
<i>Use bus pass</i>	20	24%
<i>Used computers at the 1-stop Center</i>	35	41%
<i>Used computers at the 1-stop Center to search for employment</i>	32	37%
<i>Located employment using computers at the 1-stop Center</i>	19	22%
<i>Did the MTW 1-stop Center refer you to any jobs</i>	46	54%
<i>Gained employment from MTW staff referrals</i>	29	34%
<i>Aware of Rent Subsidy</i>	56	68%
<i>English is the Primary Language Spoken at Home</i>	60	74%

<b>Employed – ALL</b>	<b>48 Reporting</b>	<b>Reporting %</b>
<i>Citrus Square</i>	4	8%
<i>Griffin Park</i>	4	8%
<i>Ivey Lane</i>	18	38%
<i>Murchinson Terrace</i>	9	19%
<i>Reeves Terrace</i>	13	27%
<i>Full-Time</i>	27	56%
<i>Part-Time</i>	21	44%
<i>Employed 35 or more hours per week</i>	25	52%
<i>Satisfied with current employment</i>	44	92%
<i>Advancement Opportunities</i>	32	68%
<i>Employer Benefits Package</i>	9	19%
<i>Receiving public assistance</i>	46	96%
<i>1-stop Center aided in finding current employment</i>	9	19%
<i>1-stop Center provided employability training</i>	12	26%
<i>Participated in employment-focused programs</i>	13	28%
<b>No</b> <i>High School Diploma or GED</i>	14	29%
<i>Interested in receiving a High School Diploma or GED</i>	14	29%
<i>Interested in attending a college or vocational school</i>	37	77%
<i>Use bus pass</i>	10	21%
<i>Used computers at the 1-stop Center</i>	19	40%
<i>Used computers at the 1-stop Center to search for employment</i>	18	38%
<i>Located employment using computers at the 1-stop Center</i>	11	24%
<i>Did the MTW 1-stop Center refer you to any jobs</i>	26	54%
<i>Gained employment from MTW staff referrals</i>	17	35%
<i>Aware of Rent Subsidy</i>	26	59%
<i>English is the Primary Language Spoken at Home</i>	32	71%

<b>Out-of-Work – ALL</b>	<b>39 Reporting</b>	<b>Reporting %</b>
<i>Citrus Square</i>	5	13%
<i>Griffin Park</i>	4	10%
<i>Ivey Lane</i>	16	41%
<i>Murchinson Terrace</i>	9	23%
<i>Reeves Terrace</i>	5	13%
<i>Full-Time</i>	<i>Not Applicable</i>	<i>Not Applicable</i>
<i>Part-Time</i>	<i>Not Applicable</i>	<i>Not Applicable</i>
<i>Employed 35 or more hours per week</i>	<i>Not Applicable</i>	<i>Not Applicable</i>
<i>Satisfied with current employment</i>	<i>Not Applicable</i>	<i>Not Applicable</i>
<i>Advancement Opportunities</i>	<i>Not Applicable</i>	<i>Not Applicable</i>
<i>Employer Benefits Package</i>	<i>Not Applicable</i>	<i>Not Applicable</i>
<i>Currently out-of-work</i>	39	100%
<i>Receiving public assistance</i>	33	85%
<i>1-stop Center aided in finding current employment</i>	<i>Not Applicable</i>	<i>Not Applicable</i>
<i>1-stop Center provided employability training</i>	<i>Not Applicable</i>	<i>Not Applicable</i>
<i>Participated in employment-focused programs</i>	9	23%
<b>No</b> <i>High School Diploma or GED</i>	17	44%
<i>Interested in receiving a High School Diploma or GED</i>	17	44%
<i>Interested in attending a college or vocational school</i>	33	87%
<i>Use bus pass</i>	10	26%
<i>Used computers at the 1-stop Center</i>	16	42%
<i>Used computers at the 1-stop Center to search for employment</i>	14	37%
<i>Located employment using computers at the 1-stop Center</i>	8	22%
<i>Did the MTW 1-stop Center refer you to any jobs</i>	20	53%
<i>Gained employment from “previous” MTW staff referrals</i>	12	32%
<i>Aware of Rent Subsidy</i>	30	79%
<i>English is the Primary Language Spoken at Home</i>	30	79%

<b>Above \$225 Rent Floor – ALL</b>	<b>24 Reporting</b>	<b>Reporting %</b>
<i>Citrus Square</i>	1	4%
<i>Griffin Park</i>	0	0%
<i>Ivey Lane</i>	13	54%
<i>Murchinson Terrace</i>	2	8%
<i>Reeves Terrace</i>	8	33%
<i>Employed</i>	24	100%
<i>Full-Time</i>	10	42%
<i>Part-Time</i>	6	25%
<i>Employed 35 or more hours per week</i>	8	33%
<i>Currently out-of-work</i>	8	33%
<i>Satisfied with current employment</i>	16	67%
<i>Advancement Opportunities</i>	10	42%
<i>Employer Benefits Package</i>	3	13%
<i>Receiving public assistance</i>	23	96%
<i>1-stop Center aided in finding current employment</i>	4	17%
<i>1-stop Center provided employability training</i>	4	17%
<i>Participated in employment-focused programs</i>	5	22%
<b>No High School Diploma or GED</b>	16	67%
<i>Interested in receiving a High School Diploma or GED</i>	16	67%
<i>Interested in attending a college or vocational school</i>	18	75%
<i>Use bus pass</i>	2	8%
<i>Used computers at the 1-stop Center</i>	9	38%
<i>Used computers at the 1-stop Center to search for employment</i>	12	50%
<i>Located employment using computers at the 1-stop Center</i>	7	29%
<i>Did the MTW 1-stop Center refer you to any jobs</i>	13	54%
<i>Gained employment from MTW staff referrals</i>	8	33%
<i>Aware of Rent Subsidy</i>	13	62%
<i>English is the Primary Language Spoken at Home</i>	15	68%

<b>Above \$225 Rent Floor – Employed</b>	<b>16 Reporting</b>	<b>Reporting %</b>
<i>Citrus Square</i>	1	6%
<i>Griffin Park</i>	0	0%
<i>Ivey Lane</i>	7	44%
<i>Murchinson Terrace</i>	2	13%
<i>Reeves Terrace</i>	6	38%
<i>Full-Time</i>	10	63%
<i>Part-Time</i>	6	38%
<i>Employed 35 or more hours per week</i>	8	50%
<i>Satisfied with current employment</i>	16	67%
<i>Advancement Opportunities</i>	10	63%
<i>Employer Benefits Package</i>	3	19%
<i>Receiving public assistance</i>	16	100%
<i>1-stop Center aided in finding current employment</i>	4	25%
<i>1-stop Center provided employability training</i>	4	25%
<i>Participated in employment-focused programs</i>	3	20%
<b>No High School Diploma or GED</b>	5	31%
<i>Interested in receiving a High School Diploma or GED</i>	5	31%
<i>Interested in attending a college or vocational school</i>	10	63%
<i>Use bus pass</i>	0	100%
<i>Used computers at the 1-stop Center</i>	5	31%
<i>Used computers at the 1-stop Center to search for employment</i>	6	38%
<i>Located employment using computers at the 1-stop Center</i>	5	31%
<i>Did the MTW 1-stop Center refer you to any jobs</i>	10	63%
<i>Gained employment from</i>	5	31%
<i>MTW staff referrals</i>		
<i>Aware of Rent Subsidy</i>	8	62%
<i>English is the Primary Language Spoken at Home</i>	9	60%

<b>Above \$225 Rent Floor – Out of Work</b>	<b>8 Reporting</b>	<b>Reporting %</b>
<i>Citrus Square</i>	0	0%
<i>Griffin Park</i>	0	0%
<i>Ivey Lane</i>	6	75%
<i>Murchinson Terrace</i>	0	0%
<i>Reeves Terrace</i>	2	25%
<i>Employed</i>	<i>Not Applicable</i>	<i>Not Applicable</i>
<i>Full-Time</i>	<i>Not Applicable</i>	<i>Not Applicable</i>
<i>Part-Time</i>	<i>Not Applicable</i>	<i>Not Applicable</i>
<i>Employed 35 or more hours per week</i>	<i>Not Applicable</i>	<i>Not Applicable</i>
<i>Satisfied with current employment</i>	<i>Not Applicable</i>	<i>Not Applicable</i>
<i>Advancement Opportunities</i>	<i>Not Applicable</i>	<i>Not Applicable</i>
<i>Employer Benefits Package</i>	<i>Not Applicable</i>	<i>Not Applicable</i>
<i>Currently out-of-work</i>	8	33%
<i>Receiving unemployment benefits</i>	2	25%
<i>Receiving public assistance</i>	7	88%
<i>1-stop Center aided in finding current employment</i>	<i>Not Applicable</i>	<i>Not Applicable</i>
<i>1-stop Center provided employability training</i>	<i>Not Applicable</i>	<i>Not Applicable</i>
<i>Participated in employment-focused programs</i>	2	25%
<b>No High School Diploma or GED</b>	3	38%
<i>Interested in receiving a High School Diploma or GED</i>	3	38%
<i>Interested in attending a college or vocational school</i>	8	100%
<i>Use bus pass</i>	2	25%
<i>Used computers at the 1-stop Center</i>	4	50%
<i>Used computers at the 1-stop Center to search for employment</i>	6	75%
<i>Located employment using computers at the 1-stop Center</i>	2	25%
<i>Did the MTW 1-stop Center refer you to any jobs</i>	3	38%
<i>Gained employment from “previous” MTW staff referrals</i>	3	38%
<i>Aware of Rent Subsidy</i>	5	63%
<i>English is the Primary Language Spoken at Home</i>	6	75%

<b>Below \$225 Rent Floor – ALL</b>	<b>55 Reporting</b>	<b>Reporting %</b>
<i>Citrus Square</i>	7	13%
<i>Griffin Park</i>	7	13%
<i>Ivey Lane</i>	17	31%
<i>Murchinson Terrace</i>	14	26%
<i>Reeves Terrace</i>	10	18%
<i>Employed full-time</i>	28	51%
<i>Out-of -Work</i>	27	49%
<i>Employed 35 or more hours per week</i>	15	27%
<i>Satisfied with current employment</i>	24	44%
<i>Advancement Opportunities</i>	20	36%
<i>Employer Benefits Package</i>	3	6%
<i>Currently out-of-work</i>	27	49%
<i>Receiving public assistance</i>	54	98%
<i>1-stop Center aided in finding current employment</i>	3	6%
<i>1-stop Center provided employability training</i>	7	13%
<i>Participated in employment-focused programs</i>	15	28%
<b>No High School Diploma or GED</b>	19	35%
<i>Interested in receiving a High School Diploma or GED</i>	19	35%
<i>Interested in ESOL classes</i>	9	16%
<i>Interested in attending a college or vocational school</i>	45	82%
<i>Use bus pass</i>	14	74%
<i>Used computers at the 1-stop Center</i>	23	42%
<i>Used computers at the 1-stop Center to search for employment</i>	18	33%
<i>Located employment using computers at the 1-stop Center</i>	10	18%
<i>Did the MTW 1-stop Center refer you to any jobs</i>	28	51%
<i>Gained employment from MTW staff referrals</i>	18	33%
<i>Aware of Rent Subsidy</i>	42	78%
<i>English is the Primary Language Spoken at Home</i>	40	77%

<b>Below \$225 Rent Floor – Employed</b>	<b>28 Reporting</b>	<b>Reporting %</b>
<i>Citrus Square</i>	3	11%
<i>Griffin Park</i>	4	14%
<i>Ivey Lane</i>	8	29%
<i>Murchinson Terrace</i>	6	21%
<i>Reeves Terrace</i>	7	25%
<i>Full-Time</i>	15	54%
<i>Part-Time</i>	13	46%
<i>Employed 35 or more hours per week</i>	15	54%
<i>Satisfied with current employment</i>	24	86%
<i>Advancement Opportunities</i>	20	71%
<i>Employer Benefits Package</i>	3	11%
<i>Receiving public assistance</i>	28	100%
<i>1-stop Center aided in finding current employment</i>	3	11%
<i>1-stop Center provided employability training</i>	5	19%
<i>Participated in employment-focused programs</i>	8	29%
<b>No High School Diploma or GED</b>	8	29%
<i>Interested in receiving a High School Diploma or GED</i>	8	29%
<i>Interested in attending a college or vocational school</i>	23	82%
<i>Use bus pass</i>	8	30%
<i>Used computers at the 1-stop Center</i>	12	43%
<i>Used computers at the 1-stop Center to search for employment</i>	10	36%
<i>Located employment using computers at the 1-stop Center</i>	4	15%
<i>Did the MTW 1-stop Center refer you to any jobs</i>	13	46%
<i>Gained employment from MTW staff referrals</i>	10	36%
<i>Aware of Rent Subsidy</i>	18	67%
<i>English is the Primary Language Spoken at Home</i>	21	81%



<b>Below \$225 Rent Floor – Out of Work</b>	<b>27 Reporting</b>	<b>Reporting %</b>
<i>Citrus Square</i>	4	15%
<i>Griffin Park</i>	3	11%
<i>Ivey Lane</i>	9	33%
<i>Murchinson Terrace</i>	8	30%
<i>Reeves Terrace</i>	3	11%
<i>Full-Time</i>	<i>Not Applicable</i>	<i>Not Applicable</i>
<i>Part-Time</i>	<i>Not Applicable</i>	<i>Not Applicable</i>
<i>Employed 35 or more hours per week</i>	<i>Not Applicable</i>	<i>Not Applicable</i>
<i>Satisfied with current employment</i>	<i>Not Applicable</i>	<i>Not Applicable</i>
<i>Advancement Opportunities</i>	<i>Not Applicable</i>	<i>Not Applicable</i>
<i>Employer Benefits Package</i>	<i>Not Applicable</i>	<i>Not Applicable</i>
<i>Currently out-of-work</i>	27	100%
<i>Receiving unemployment benefits</i>	4	15%
<i>Receiving public assistance</i>	26	96.3%
<i>1-stop Center aided in finding current employment</i>	<i>Not Applicable</i>	<i>Not Applicable</i>
<i>1-stop Center provided employability training</i>	<i>Not Applicable</i>	<i>Not Applicable</i>
<i>Participated in employment-focused programs</i>	7	27%
<b>No High School Diploma or GED</b>	11	41%
<i>Interested in receiving a High School Diploma or GED</i>	11	41%
<i>Interested in attending a college or vocational school</i>	22	82%
<i>Use bus pass</i>	6	22%
<i>Used computers at the 1-stop Center</i>	11	41%
<i>Used computers at the 1-stop Center to search for employment</i>	8	30%
<i>Located employment using computers at the 1-stop Center</i>	6	22%
<i>Did the MTW 1-stop Center refer you to any jobs</i>	16	59%
<i>Gained employment from “previous” MTW staff referrals</i>	8	31%
<i>Aware of Rent Subsidy</i>	24	89%
<i>English is the Primary Language Spoken at Home</i>	19	73%

Appendix C - OHA Staff Survey

Please answer each question to your best ability. Please answer openly and truthfully. Please remember that all responses are kept confidential and viewed only by UCF ISBS research staff. This survey should only take 5-10 minutes to complete. Thank you for your participation.

Do you perform recertifications?

- Yes (1)
- No (2)

Has the amount of time that it takes you to complete a re-certification decreased since last year?

- Yes (1)
- No (2)

Are you involved in rent calculations for Public Housing residents?

- Yes (1)
- No (2)

Has the \$225 rent floor been helpful?

- Yes (1)
- No (2)
- I am new to this position (3)

Please explain how/why the rent floor has been helpful.

Has the "Three-Year Recertification of Elderly and Disabled Households" been helpful?

- Yes (1)
- No (2)
- I am new to this position (3)

Please explain how/why the recertification process has been helpful.

Has the \$25,000 disregard of assets been helpful?

- Yes (1)
- No (2)
- I am new to this position (3)

Please explain how/why the disregard of assets has been helpful.

Has the modified third party verification been helpful? Clients are able to bring in recertification information.

- Yes (1)
- No (2)
- I am new to this position (3)

Please explain how/why the modified third party verification has been helpful.

Has the public housing regional approach to completing recertification of residents and inspections been helpful?

- Yes (1)
- No (2)
- I am new to this position (3)

Please explain how/why the public housing regional approach has been helpful.

Has the amount of time that it takes to complete a rent calculation for a public housing resident decreased since last year, i.e., April 1, 2012 through March 31, 2013?

- Yes (1)
- No (2)
- I am new to this position (3)

Please explain how/why you feel there has been a decrease in the amount of time it takes to complete a rent calculation.

There are 6 steps to the recertification of a public housing resident. They are as follows:

- a. Prepare re-exam packet, schedule appointment, mails packet
- b. Review paperwork
- c. Conduct Client interview
- d. Verify information provided by the client.
- e. Perform rent calculation
- f. Process 50058/50059, mail rent adjustment.

Indicate whether you find the steps below difficult.

Do you find step A (prepare re-exam packet, schedule appointment, mail packet) to be difficult?

- Yes (1)
- No (2)
- I am new to this position (3)

Please explain how/why step A is difficult.

Do you find step B (review paperwork) to be difficult?

- Yes (1)
- No (2)
- I am new to this position (3)

Please explain how/why step B is difficult.

Do you find step C (conduct client interview) to be difficult?

- Yes (1)
- No (2)
- I am new to this position (3)

Please explain how/why step C is difficult.

Do you find step D (verify information provided by the client) to be difficult?

- Yes (1)
- No (2)
- I am new to this position (3)

Please explain how/why step D is difficult.

Do you find step E (perform rent calculation) to be difficult?

- Yes (1)
- No (2)
- I am new to this position (3)

Please explain how/why step E is difficult.

Do you find step F (process 50058/50059, mail rent adjustment) to be difficult?

- Yes (1)
- No (2)
- I am new to this position (3)

Please explain how/why step F is difficult.

Are you involved in the calculations the total tenant payment (TTP) for Section 8 Program participants?

- Yes (1)
- No (2)

Has the \$225 rent floor been helpful?

- Yes (1)
- No (2)
- I am new to this position (3)

Please explain how/why the rent floor has been helpful.

Has the "Three-Year Recertification of Elderly and Disabled Households" been helpful?

- Yes (1)
- No (2)
- I am new to this position (3)

Please explain how/why the recertification process has been helpful.

Has the \$25,000 disregard of assets been helpful?

- Yes (1)
- No (2)
- I am new to this position (3)

Please explain how/why the disregard of assets has been helpful.

Has the modified third party verification been helpful? Clients are able to bring in recertification information.

- Yes (1)
- No (2)
- I am new to this position (3)

Please explain how/why the modified third party verification has been helpful.

Has the public housing regional approach to completing recertification of participants been helpful?

- Yes (1)
- No (2)
- I am new to this position (3)

Please explain how/why the public housing regional approach has been helpful.

Has the amount of time that it takes to complete a Section 8 program rent calculation decreased since last year, i.e., April 1, 2012 through March 31, 2013?

- Yes (1)
- No (2)
- I am new to this position (3)

Please explain how/why you feel there has been a decrease in the amount of time it takes to complete a rent calculation.

There are 6 steps to the recertification of a Section 8 Program participant. They are as follows:

- a. Prepare re-exam packet, schedule appointment, mails packet
- b. Review paperwork
- c. Conduct Client interview
- d. Verify information provided by the client.
- e. Perform rent calculation
- f. Process 50058/50059, mail rent adjustment.

Indicate whether you find the steps below difficult.

Do you find step A (prepare re-exam packet, schedule appointment, mail packet) to be difficult?

- Yes (1)
- No (2)
- I am new to this position (3)

Please explain how/why step A is difficult.

Do you find step B (review paperwork) to be difficult?

- Yes (1)
- No (2)
- I am new to this position (3)

Please explain how/why step B is difficult.

Do you find step C (conduct client interview) to be difficult?

- Yes (1)
- No (2)
- I am new to this position (3)

Please explain how/why step C is difficult.

Do you find step D (verify information provided by the client) to be difficult?

- Yes (1)
- No (2)
- I am new to this position (3)

Please explain how/why step D is difficult.

Do you find step E (perform rent calculation) to be difficult?

- Yes (1)
- No (2)
- I am new to this position (3)

Please explain how/why step E is difficult.

Do you find step F (process 50058/50059, mail rent adjustment) to be difficult?

- Yes (1)
- No (2)
- I am new to this position (3)

Please explain how/why step F is difficult.

Has the implementation of the new Elite computer system impacted the progress of the MTW program?

- Yes (1)
- No (2)
- I am new to this position (3)



Do you feel the MTW designation has been helpful in your day to day work activities in year two (April 1, 2012 through March 31, 2013)?

- Not at all helpful (1)
- Not very helpful (2)
- No effect (3)
- Helpful (4)
- Very Helpful (5)
- N/A (6)

In the last staff survey, respondents cited that the first year had been "a learning year." Respondents reported that the MTW designation had increased their workload and that learning the new procedures had been "taxing." In year two (April 1, 2012 through March 31, 2013), do you feel that there is a better understanding of day to day work activities under MTW?

- Yes (1)
- No (2)
- I am new to this position (3)

Please explain the impact that MTW has had on your work.

For the following statements, please rate your level of agreement. Since the MTW designation...

There has been an increase in efficiency at OHA. (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I spend less time doing paperwork. (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
There is more of a focus on helping residents achieve self-sufficiency. (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
OHA is a more effective agency in helping residents. (4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Communication between departments has improved. (5)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Leadership has effectively communicated OHA's goals to staff members. (6)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

For the following statements, please rate your level of agreement.

I know the goals for OHA under MTW. (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
We are accomplishing our goals. (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I believe I have an important role in achieving the goals under MTW. (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My ideas are valued by my superiors. (4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

In your opinion, what is the best thing that has happened at OHA in year two (April 1, 2012 through March 31, 2013)?

In your opinion, what is the most important thing that still needs to be addressed or changed?

How long have you worked at OHA?

- Less than 1 year (1)
- 1-3 years (2)
- More than 3 years (3)

What is your current position?

Additional comments:

## Appendix B - OHA Business Partners

### Current Business Partners

1. ARAMARK
2. CFL Pizza Hut
3. Central Florida Employment Council
4. Christian Help
5. Dade Paper
6. Expedia Local Expert Destination
7. Goodwill Industries of Central Florida, Inc.
8. Hilton Grand Vacations
9. Loews Hotel
10. Mc Donald's
11. Nickelodeon Suites
12. Orange County Sheriff's Office
13. Panera Bread
14. Rosen Hotels & Resorts
15. Select Staffing
16. Sheet Metal Workers Local Union
17. The Peabody Hotel Orlando
18. Top Talent Staffing
20. WCF (Job Vantage)
21. Faneuil Inc.
22. Resource Employment Solutions
23. Future Force Personnel Services
24. Paramount Hospitality Management
25. Hospitality Staffing Solutions (HSS)
26. Express Employment Professionals
27. Papa John's Pizza
28. Marriott Vacation Club
29. Manpower Staffing
30. Wet'n Wild
31. Allied Barton Security System
32. Walgreens (Central Pharmacy Operations)
33. Pollo Tropical
34. Massey Services Inc.
35. Chipotle Mexican Grill
36. Orlando Jobs
37. Orange County Public Schools
38. CSI (Caregiver Services Inc.)
39. Incharge Education Foundation
40. CuraScripts
41. Walt Disney World Swan
42. Walt Disney World Dolphin
43. Wal-Mart (Turkey Lake Rd.)
44. Popeye's
45. Starwood Vacation Ownership
46. Second Harvest Food Bank of Central Florida
47. Soft Rock
48. Connexions
49. Sheraton
50. Bright House
51. Accountemps
52. Alorica
53. Camping World
54. Family Dollar
55. Liberty Mutual
56. Kangaroo Express
57. Mears Transportation
58. Two Men and a Truck
59. ROSS Dress For Less
60. Sea World
61. United Way
62. Westin Hotel & Resort
63. Orlando Regional Hospital
64. Community Health Center
65. Central Florida YMCA
66. Orlando Sentinel
67. ACH of America Staffing Srv

Potential Business Partners (currently working to establish relations).

1. Walt Disney World
2. Nemours Children Hospital
3. VA Hospital

