

U.S. Department of Housing and Urban Development  
Office of Public and Indian Housing

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# PHA Plans

**5 Year Plan for Fiscal Years 2000 - 2004**

**Annual Plan for Fiscal Year 2000**

## **ORLANDO HOUSING AUTHORITY**

**NOTE: THIS PHA PLANS TEMPLATE (HUD 50075) IS TO BE COMPLETED IN ACCORDANCE WITH  
INSTRUCTIONS LOCATED IN APPLICABLE PIH NOTICES**

**PHA Plan  
Agency Identification**

**PHA Name:**        Orlando Housing Authority

**PHA Number:**    FL004

**PHA Fiscal Year Beginning:** 04/2000

**Public Access to Information**

Information regarding any activities outlined in this plan can be obtained by contacting: (select all that apply)

- Main administrative office of the PHA  
300 Reeves Court, Orlando, FL 32801
- PHA development management offices
- PHA local offices

**Display Locations For PHA Plans and Supporting Documents**

The PHA Plans (including attachments) are available for public inspection at: (select all that apply)

- Main administrative office of the PHA
- PHA development management offices
- PHA local offices
- Main administrative office of the local government  
City of Orlando
- Main administrative office of the County government  
Orange County
- Main administrative office of the State government
- Public library
- PHA website
- Other (list below)

PHA Plan Supporting Documents are available for inspection at: (select all that apply)

- Main business office of the PHA
- PHA development management offices
- Other (list below)

**5-YEAR PLAN**  
**PHA FISCAL YEARS 2000 - 2004**  
[24 CFR Part 903.5]

**A. Mission**

State the PHA's mission for serving the needs of low-income, very low income, and extremely low-income families in the PHA's jurisdiction. (select one of the choices below)

- The mission of the PHA is the same as that of the Department of Housing and Urban Development: To promote adequate and affordable housing, economic opportunity and a suitable living environment free from discrimination.
- The PHA's mission is: (state mission here)

**Mission Statement**

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

**B. Goals**

The goals and objectives list

**HUD Strategic Goal: Increase the availability of decent, safe, and affordable housing.**

- PHA Goal: Expand the supply of assisted housing  
Objectives:
- Apply for additional rental vouchers:
  - Reduce public housing vacancies:
  - Leverage private or other public funds to create additional housing opportunities:
  - Acquire or build units or developments
  - Other (list below) **SEE OHA STATEMENT OF 5 YEAR GOALS AND OBJECTIVES**
- PHA Goal: Improve the quality of assisted housing  
Objectives:
- Improve public housing management: (PHAS score)
  - Improve voucher management: (SEMAP score)
  - Increase customer satisfaction:

- Concentrate on efforts to improve specific management functions: (list; e.g., public housing finance; voucher unit inspections)
- Renovate or modernize public housing units:
- Demolish or dispose of obsolete public housing:  
***OHA is also applying for funds for the demolition of Carver Court (FL-04-03) and Griffin Park (FL0401); OHA also plans to apply for HOPE VI funding for Carver Court (FL0403) and Griffin Park FL-04-01 these two housing developments.***
- Provide replacement public housing:
- Provide replacement vouchers:
- Other: (list below)     ***SEE OHA STATEMENT OF 5 YEAR GOALS AND OBJECTIVES***

- PHA Goal: Increase assisted housing choices  
 Objectives:
  - Provide voucher mobility counseling:
  - Conduct outreach efforts to potential voucher landlords
  - Increase voucher payment standards
  - Implement voucher homeownership program:
  - Implement public housing or other homeownership programs:
  - Implement public housing site-based waiting lists:
  - Convert public housing to vouchers:
  - Other: (list below)     ***SEE OHA STATEMENT OF 5 YEAR GOALS AND OBJECTIVES***

**HUD Strategic Goal: Improve community quality of life and economic vitality**

- PHA Goal: Provide an improved living environment  
 Objectives:
  - Implement measures to de-concentrate poverty by bringing higher income public housing households into lower income developments:
  - Implement measures to promote income mixing in public housing by assuring access for lower income families into higher income developments:
  - Implement public housing security improvements:
  - Designate developments or buildings for particular resident groups (elderly, persons with disabilities)
  - Other: (list below)     ***SEE OHA STATEMENT OF 5 YEAR GOALS AND OBJECTIVES***

**HUD Strategic Goal: Promote self-sufficiency and asset development of families and individuals**

- PHA Goal: Promote self-sufficiency and asset development of assisted households  
Objectives:
  - Increase the number and percentage of employed persons in assisted families:
  - Provide or attract supportive services to improve assistance recipients' employability:
  - Provide or attract supportive services to increase independence for the elderly or families with disabilities.
  - Other: (list below) **SEE OHA STATEMENT OF 5 YEAR GOALS AND OBJECTIVES**

**HUD Strategic Goal: Ensure Equal Opportunity in Housing for all Americans**

- PHA Goal: Ensure equal opportunity and affirmatively further fair housing  
Objectives:
  - Undertake affirmative measures to ensure access to assisted housing regardless of race, color, religion national origin, sex, familial status, and disability:
  - Undertake affirmative measures to provide a suitable living environment for families living in assisted housing, regardless of race, color, religion national origin, sex, familial status, and disability:
  - Undertake affirmative measures to ensure accessible housing to persons with all varieties of disabilities regardless of unit size required:
  - Other: (list below) **SEE OHA STATEMENT OF 5 YEAR GOALS AND OBJECTIVES**

Other PHA Goals and Objectives: (list below)

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**HUD Strategic Goal: Increase the availability of decent, safe and affordable housing in American Communities**

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**Planning Area I - Related Goals of the OHA**

1. Create the capacity to develop and operate a range of housing initiatives.

**Objectives**

1. Fully organize a subsidiary non-profit housing corporation to assume housing development functions.
  2. Identify and acquire the resources to operate the non-profit subsidiary.
  3. Recruit/Hire/Select staff to plan and manage the activities of the subsidiary corporation.
  4. Develop a long-range plan for housing development, identifying the type, probable location, potential partners and required resources.
2. Produce 500 incremental units of quality, affordable mixed-income housing for rental by lower to moderate-income individuals and families, and to replace housing lost through conversion, demolition, and disposition.

**Objectives**

1. Form strategic alliances and partnerships with for-profit and non-profit developers of affordable housing.
2. Develop resources and incentives for development of affordable housing, and advocate for set-asides of Tax Credit allocations for public/private housing development.
3. In cooperation with strategic partners, prepare proposals for phased development and/or acquisition of housing for mixed-income rental in diverse locations.
4. Through networking and direct presentation, obtain support for housing development proposals from governmental officials, housing finance agencies and, where necessary, the local community.
5. Acquire capital, sites and regulatory approvals for development and/or acquisition of affordable housing
6. Facilitate the development of at least 500 units in years 3 through 5.

3. Create 100 units of affordable units for ownership by lower-income families.

### **Objectives**

1. Enter into a formal partnership with non-profit sponsors of affordable home ownership.
  2. Develop a lease-purchase model that can be effectively implemented under prevailing conditions.
  3. Develop and provide a range of incentives and resources to encourage the development by non-profits of affordable housing for ownership.
  4. Identify and secure financial resources and in-kind services to support the initiation of the development of the housing and the operation of the lease-purchase program.
  5. Acquire, newly construct, and/or acquire and rehabilitate homes for lease-purchase by lower income families.
4. Preserve the affordable nature of units of subsidized housing that are currently at risk from expired/expiring restrictions for use as low-income housing.

### **Objectives**

1. Create mechanism within OHA for the collection and analysis of expiring-use information and for response to expiring use issues.
2. Establish or participate in a forum of community partners to develop strategies and identify resources to acquire, control or otherwise prevent properties from losing their low-income nature.
3. Administer Section 8 opt-out vouchers in cases where affordable units cannot be saved.
4. Utilizing formal partnerships with owners and/or for-profit or non-profit redevelopers of “at-risk” properties, gain site control for the development and/or operation these properties as low-income housing.
5. Facilitate the identification and acquisition of financing to undertake required capital improvements to ensure long-term viability of properties.
6. Complete required capital improvements required to sustain the economic viability of those properties where affordable units are to be preserved.

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**HUD Strategic Goal:            Ensure equal opportunity in housing for all Americans**

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**Planning Area II - Related Goals of the OHA**

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

**Objectives**

1.     Implement a marketing and public information program to increase public and corporate awareness and acceptance of the need for affordable housing in all communities.
  2.     Expand the OHA’s role in the Affordable Housing Roundtable to that of key agent for the provision/creation of affordable housing in diverse areas of the county.
  3.     Develop “housing-support” partnerships with major corporations whose employees need conveniently located affordable housing.
  4.     In partnership with local government and non-profit sponsors of affordable housing, develop and implement a land banking program to identify, secure and hold properties/land for development of at least 200 affordable housing units per year in non-impacted areas.
2.     Achieve a 20% increase in the use of Tenant Based Assistance in areas where incomes are above 50% of median.

**Objectives**

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



3. Achieve mandatory income mixes in Public Housing

**Objectives**

1. Identify properties for which de-concentration targets are to be established.
2. Modify and implement admissions and unit assignment policies to facilitate income mixing in applicable housing developments.
3. Develop and implement rent incentives to attract and retain higher-income residents, and to encourage existing residents to work and increase incomes.
4. Develop and implement property (physical) incentives to attract and retain higher-income residents.
5. Develop and implement a marketing program to broaden the characteristics of persons on the waiting list.
6. Establish and utilize systems to monitor impact and effect of policies and incentives.

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**HUD Strategic Goal: Promote self-sufficiency and asset development of families and individuals**

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**Planning Area III - Related Goals of the OHA**

1. Achieve employment of at least one non-elderly/non-disabled adult family member in all Public Housing households.

**Objectives**

1. Develop and implement tenant-selection policies that place a priority on occupancy by families with members who are working, going to school or who are in job training programs.
2. Develop and implement rent determination and program policies that provide work incentives.
3. Enforce the community service requirement for adult public housing residents that meet the standard.
4. Working in partnership with job training, education, and supportive service agencies, facilitate activities that enhance the employability of adults living in non-working households.
5. Working in partnership with job training, education, and supportive service agencies, facilitate job placement and employment of adults living in non-working households.

2. Reduce current rate of unemployment among adult Section 8 beneficiaries by 50%.

**Objectives**

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

3. Enable 50 beneficiaries of tenant-based assistance to become homeowners.

### **Objectives**

1. Develop a plan for implementation of the homeownership provisions of the Section 8 program.
  2. Establish and implement mechanisms to identify Section 8 homeownership candidates.
  3. Enter into partnerships with organizations that provide homebuyer training and counseling, and facilitate the provision of these services to homeownership candidates.
  4. Plan and initiate public information and public relations program to encourage Section 8 owners to offer their units as part of a lease-purchase program.
  5. Establish and implement financial assistance mechanisms (Section 8 subsidy, escrow accounts, first-time homebuyer grants, etc.) to help families accumulate down payments and defray purchase and mortgage costs.
4. Enable 50 public housing families to achieve home ownership.

### **Objectives**

1. Establish and implement mechanisms to identify public housing homeownership candidates.
  2. Enter into partnerships with organizations that provide homebuyer training and counseling and facilitate the provision of these services to homeownership candidates.
  3. Enroll successful candidates into the homeownership track.
  4. Establish and implement financial assistance mechanisms (Section 8 subsidy, escrow accounts, first-time homebuyer grants, etc.) to help families accumulate down payments and defray purchase and mortgage costs.
5. Facilitate the development and operation of 5 additional resident-owned businesses.

### **Objectives**

1. Identify agencies and organizations with ability to and resources to provide resident entrepreneurial training.
2. Assist partners in the identification and recruitment of interested residents to participate in entrepreneurial training.
3. In partnership with the identified entities, develop/expand training program.
4. Identify and secure at least \$100,000 to be used as capital for resident business start-up and develop guidelines for its use.
5. Facilitate the provision of start-up technical assistance and financing to 5 new resident-owned businesses.



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**HUD Strategic Goal:        Improve quality of life and  
   economic viability**

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**Planning Area IV - Related Goals of the OHA**

1. Achieve a 15% higher level of satisfaction among residents of neighborhoods containing distressed public housing.

**Objectives**

1. Conduct a strategic asset analysis on all OHA properties.
  2. Define the boundaries of neighborhood with distressed public housing and establish baseline of community satisfaction regarding physical and social conditions.
  3. In each targeted neighborhood, facilitate the creation of a formal planning and action group consisting of key stakeholders and other public/private community partners.
  4. Working as part of this planning and action group, develop plans to deal with obsolete public housing.
  5. Working with this planning and action group, develop neighborhood-specific improvement plans (including HOPE VI, PHDEP, and other community improvement-type proposals) indicating proposed actions, required resources, and responsible parties.
  6. Work cooperatively with the group to secure the required resources and to implement the improvement initiatives.
2. Increase the economic viability of the OHA by reducing the need for HUD funding by 10%.

**Objectives**

1. Reduce OHA per service unit expenditures by 5% (adjusted for inflation) over the next 5 years by achieving economies through improvements in efficiency, reduction in utility consumption, and cost controls.
2. Increase internally generated rental income by 25% over the next 5 years through changes in admissions policies and facilitation of employment and training programs.
3. Identify and secure alternative funding sources for self-sufficiency programs.
4. Generate additional non-HUD income through housing development activities.
5. Generate additional non-HUD income through the sale of services and entrepreneurial development.

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

**Objectives**

1. Conduct a strategic asset analysis on all OHA properties.
  2. Adopt consultant's recommendations for improving property's competitive position.
  3. Prepare a multi-year capital improvement plan to implement physical components of recommendations.
  4. Undertake and complete capital improvements to achieve market standards in the physical conditions and amenities of existing public housing.
4. Increase by 10% the number of local residents with a favorable image of the OHA and its program beneficiaries.

**Objectives**

1. Designate the person(s) within the agency tasked with the primary responsibility for developing and carrying out public relations and public information activities.
2. Conduct a survey of public perception to establish baseline and to identify opportunities for improvement.
3. Identify the primary public targets for awareness enhancement and perception modification
4. Develop general procedures and case-specific strategies and action plans for providing information related to various aspects of ongoing and planned OHA housing and service activities.
5. Establish and utilize mechanisms to publicize success stories of OHA and its residents.
6. Identify, secure and allocate financial and in-kind resources to support public information effort.
7. Develop and publicize web site containing pertinent information regarding the activities and programs of the OHA.

5. Increase effective resident involvement in improvement initiatives

**Objectives**

1. Increase effectiveness of resident organizations by assisting 3 Resident Councils to obtain 501(c)(3) designation.
2. Institute program-marketing initiative to increase participation in resident initiatives by 10%.
3. Increase resident involvement in OHA planning and operations by establishing formal mechanisms for input and incentives for participation.
4. Increase the opportunity for OHA staff participation in resident council meetings by instituting a policy requiring the attendance of a key member of staff upon invitation by the RC.

6. Increase the ability of the OHA to provide quality services by improving employee performance, productivity and customer service.

**Objectives**

1. Increase employee job knowledge, skill levels, and commitment to customer service by implementing a comprehensive training and orientation program.
2. Demonstrate clear lines of accountability by linking job performance to objective measures as defined in HUD monitoring programs and the objectives of OHA Agency and Annual Plan, Strategic Plan, management improvement plans, and customer service requirements.
3. Maintain the CCS automated management information system hardware and software to state-of-the-industry standards and train employees in the use of the system.
4. Improve work environment by consolidating central office in a quality facility and upgrading satellite offices.
5. Boost employee morale by developing and implementing systems for appreciation and recognition of exemplary employees.
6. Increase level of cooperation and teamwork through mechanisms that facilitate the timely flow of quality information and the collaborative planning of agency operations.
7. Ensure fair compensation to employees by reviewing and revising pay and classification system.

**Annual PHA Plan**  
**PHA Fiscal Year 2000**  
[24 CFR Part 903.7]

**ORLANDO HOUSING AUTHORITY**  
**FL004**

**Annual Plan Type:**

Select which type of Annual Plan the PHA will submit.



**Standard Plan**

***The Orlando Housing Authority is a High Performing PHA. It has chosen to submit the Standard Plan to clearly convey its plan to effectively serve the housing and related needs of lower income families in the City of Orlando and Orange County.***



**Streamlined Plan:**



**High Performing PHA**



**Small Agency (<250 Public Housing Units)**



**Administering Section 8 Only**



**Troubled Agency Plan**



## **Executive Summary of the Annual PHA Plan**

[24 CFR Part 903.7 9 (r)]

Provide a brief overview of the information in the Annual Plan, including highlights of major initiatives and discretionary policies the PHA has included in the Annual Plan.

# **ORLANDO HOUSING AUTHORITY AGENCY PLAN**

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## *Executive Summary*

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### **Purpose**

On February 19, 1999, HUD issued regulations implementing provisions of the Quality Housing and Work Responsibility Act of 1998 (QHWRA). These regulations required each Public Housing Authority (PHA) to develop a Five-Year Plan with a statement of its Mission, Goals, and Objectives. QHWRA also required PHA's to prepare an Annual Plan with a statement of housing needs of the lower income population in its community, along with the strategies, policies and resources to be used in addressing those needs. According to QHWRA, the Five-Year Plan and Annual Plan are to be developed in consultation with PHA Public Housing and Section 8 residents. These plans are also to be offered for review and comment by the public. Finally, the goals and major activities of Five-Year and Annual Plans are to be consistent with key housing-related objectives identified in the Consolidated Plans of the governmental unit(s) within the PHA's jurisdiction. The Orlando Housing Authority (OHA), a public housing authority, is subject to compliance with the planning requirements of QHWRA.

### **Background**

During the period of July - October 1999, the OHA engaged in a collaborative planning process resulting in drafts of the Five-Year and Annual Plans. Public Housing and Section 8 residents, officials from local government, human service agencies, non-profit housing organizations, and other OHA partners participated in a series of planning sessions to identify the critical housing and related needs of lower income families in Orange County. These individuals and organizations also proposed strategies for improving the living conditions of these families. Through their participation and input, these stakeholders helped the OHA refine its mission and affirm the identity of the primary customers. They also helped the OHA devise its approach for carrying out that mission through the provision of affordable housing, creation of quality neighborhoods, and facilitation of appropriate supportive services. In January 2000, the OHA conducted a public hearing in which the general public had an opportunity to present their views and comments on the Agency Plan. Additional opportunities for review, input and comment by residents, stakeholders and the public were provided throughout the planning process.

## Challenge Statement

The OHA's service area encompasses the jurisdictions of Orange County Government and the City of Orlando. Both governmental units are CDBG Entitlement Communities and therefore required to develop, and regularly update, Consolidated Plans. Based on the data and conclusions contained in the current Consolidated Plans for those governmental units, the key housing-related challenges faced by lower income families are:

1. Limited supply and locations of affordable housing for Extremely Low- and Very Low-Income families;
2. Limited availability and accessibility of affordable housing for the elderly and disabled;
3. Limited availability of affordable homeownership opportunities for Low-Income families.

In addition to data and conclusions contained in the Consolidated Plans, the OHA and its partners identified several obstacles to the provision of affordable housing. They included, but were not necessarily limited to:

1. Lack of public support for affordable housing development; and
2. High cost of housing development.

Lower income families, especially those who are current and potential recipients of OHA program benefits, were determined to have non-housing challenges that impact their ability to obtain suitable quality housing. Among those challenges and obstacles are:

1. High unemployment due to a lack of job skills and job preparedness;
2. Lower levels of educational attainment;
3. Low wages; and
4. High level of dependence on federal assistance.

## Mission, Goals, Strategies

The mission of the OHA is to ***“To lead public-private partnerships in advocating and facilitating affordable housing in decent neighborhoods and self-sufficiency for deserving residents of Orlando and Orange County. Through housing development, housing management, supportive services, and housing advocacy, the OHA fosters quality living environments with a choice of affordable housing options, and offers opportunities for economic independence for its program beneficiaries.”*** This mission is to be accomplished through the development and preservation of affordable housing, ensuring equal opportunity in housing, promoting self-sufficiency, and improving quality of life for lower income residents.

## *Affordable Housing*

Consistent with HUD's Strategic Goal of "*Increasing the availability of decent, safe and affordable housing in American Communities*", the OHA will develop and/or preserve 500 units of affordable housing. Rental housing will be targeted to the extremely low- and very-low income families, while homeownership opportunities will be created for low-income families. Housing opportunities for the elderly and disabled will also be created. Five-year goals are:

1. Create the capacity to develop and operate a range of housing initiatives.
2. Add 500 units of quality, affordable mixed-income housing for rental by lower to moderate income individuals and families, and replace housing lost through conversion, demolition, and disposition on a one-for-one basis.
3. Create 100 units of affordable units for ownership by lower –income families.
4. Preserve the affordable nature of units of subsidized housing that are currently at risk from expired/expiring restrictions for use as low-income housing.

The OHA will accomplish these goals through the creation of public/private partnerships to facilitate affordable housing development and preservation. It will identify and pursue non-traditional sources of funding for these housing activities and utilize mixed-income and mixed-finance approaches where feasible.

***Key activities to be undertaken in the first year of this plan include creating the capacity to effectively engage in housing development, the formation of partnerships, and identification of affordable housing development and preservation opportunities.***

## *Equal Housing Opportunity*

With respect to HUD's strategic goal of "*Ensuring equal opportunity in housing for all Americans*", the OHA will seek to facilitate affordable housing opportunities in areas outside of those with concentrations of low-income families. This includes expanding housing options for Section 8 program participants as well as developing affordable housing outside of areas of low-income concentrations. Related OHA five year goals are:

1. Achieve geographic diversity with the placement of 80% of new affordable units in areas with income levels above 50% of area median.
2. Achieve a 20% increase in the use of Tenant Based Assistance in areas where incomes are above 50% of median.
3. Achieve mandatory income mixes in Public Housing

The OHA will accomplish the first two goals through the use of education and public information as the primary strategy. By creating a better-informed general population and a more knowledgeable group of program recipients and potential housing providers, resistance and obstacles to dispersed affordable housing can be reduced. The implementation of new policies will be the primary method of accomplishing de-concentration in public housing.

*First year activities will focus on identifying targets for the public information and education effort, developing outreach and education strategies, and forging partnerships to help with changing public perceptions of affordable housing and its recipients. First year activities will also focus on implementing policies (i.e., income targeting, income-skipping, preferential transfers, etc.) to encourage income mixing in public housing.*

### Self-Sufficiency

The OHA will address HUD's strategic goal of "Promoting self-sufficiency and asset development" of families and individuals by creating an environment where residents who want to achieve self-sufficiency will have every opportunity to do so. Utilizing existing and newly created partnerships to offer an array of services, the OHA will facilitate employment, training, and educational opportunities to program participants. Greater resident responsibility for work will be accomplished through implementation of policies and procedures that encourage work and reward success. Homeownership will be a vehicle through which asset development will be accomplished. Resident business development will be achieved through a combination of training, technical assistance and financial support for business start-up. Related OHA goals are:

1. Achieve employment of at least one non-elderly/non-disabled adult family member in all Public Housing households.
2. Increase employment of adult Section 8 beneficiaries by 50%.
3. Enable 50 beneficiaries of tenant-based assistance to become homeowners.
4. Enable 50 public housing families to achieve home ownership.
5. Facilitate the development and operation of 5 additional resident-owned businesses.

*First year activities will focus on the implementation of policies that encourage work, the assessment of supportive service/education/employment/training needs of residents, and modifications to existing programs to better meet those needs. Policies to be implemented include admissions preferences (for families that are working, going to school, or are in a training program), rent policies (flat rents), and community work requirements. Partnerships*

*with service agencies will also be strengthened in the first year.*

### Quality of Life

Consistent with HUD's strategic goal of "Improving quality of life and economic viability", the OHA will plan and execute physical, social improvements, and operational improvements resulting in an improved living environment and enhanced customer service. Related OHA goals are:

1. Achieve a 15% higher level of satisfaction among residents of neighborhoods containing distressed public housing.
2. Increase the economic viability of the OHA by reducing the need for HUD funding by 10%.
3. Improve the physical condition of existing OHA-owned or OHA-managed housing units to achieve rent comparability with standard quality housing in the local private housing market.
4. Increase by 10% the number of local residents with a favorable image of the OHA and its program beneficiaries.
5. Increase effective resident involvement in improvement initiatives.
6. Increase the ability of the OHA to provide quality services by improving employee performance, productivity and customer service.

The OHA plans to accomplish the above goals through careful planning and execution of required capital improvements, utilization of partnerships to plan and initiate neighborhood improvements, strengthened partnerships with resident organizations, and operational/administrative changes to enhance agency efficiency.

**First year activities will include targeting neighborhoods for collaborative improvement activities, assessing the housing stock, developing a public relations program, providing technical assistance to resident organizations, and identifying methods for improving the efficiency and effectiveness of its program delivery.**

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## Conclusion

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The OHA's Five-Year Plan and the Annual Plan have the broad support of the resident, human service and non-profit community. Additionally, the OHA's mission, goals and objectives are consistent with the needs and priorities of expressed by local government in their Consolidated Plans. The Five-Year/Annual Plan was prepared with a high level of community involvement and input, and the strategies resulting therefrom

will help the OHA stand out as a leader in affordable housing throughout Orlando and Orange County.

## **Annual Plan Table of Contents**

[24 CFR Part 903.7 9 (r)]

Provide a table of contents for the Annual Plan, including attachments, and a list of supporting documents available for public inspection.

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## Attachments

Indicate which attachments are provided by selecting all that apply. Provide the attachment's name (A, B, etc.) in the space to the left of the name of the attachment. Note: If the attachment is provided as a **SEPARATE** file submission from the PHA Plans file, provide the file name in parentheses in the space to the right of the title.

### Required Attachments:

- Admissions Policy for De-concentration **Attachment A (FL004a01)**
- FY 2000 Capital Fund Program Annual Statement **Attachment B (submitted by mail)**
- Most recent board-approved operating budget (Required Attachment for PHA's that are troubled or at risk of being designated troubled **ONLY**)

### Optional Attachments:

- PHA Management Organizational Chart **Attachment C (submitted by mail)**
- FY 2000 Capital Fund Program 5 Year Action Plan **Attachment D (submitted by mail)**
- Public Housing Drug Elimination Program (PHDEP) Plan **Attachment E (FL004e01)**
- Comments of Resident Advisory Board or Boards (must be attached if not included in PHA Plan text) Attachment F (FL004f01)
- Other (List below, providing each attachment name)

## Supporting Documents Available for Review

Indicate which documents are available for public review by placing a mark in the “Applicable & On Display” column in the appropriate rows. All listed documents must be on display if applicable to the program activities conducted by the PHA.

<b>List of Supporting Documents Available for Review</b>		
<b>Applicable &amp; On Display</b>	<b>Supporting Document</b>	<b>Applicable Plan Component</b>
<input checked="" type="checkbox"/>	PHA Plan Certifications of Compliance with the PHA Plans and Related Regulations	5 Year and Annual Plans
<input checked="" type="checkbox"/>	State/Local Government Certification of Consistency with the Consolidated Plan	5 Year and Annual Plans
<input checked="" type="checkbox"/>	Fair Housing Documentation: Records reflecting that the PHA has examined its programs or proposed programs, identified any impediments to fair housing choice in those programs, addressed or is addressing those impediments in a reasonable fashion in view of the resources available, and worked or is working with local jurisdictions to implement any of the jurisdictions’ initiatives to affirmatively further fair housing that require the PHA’s involvement.	5 Year and Annual Plans
<input checked="" type="checkbox"/>	Consolidated Plan for the jurisdiction/s in which the PHA is located (which includes the Analysis of Impediments to Fair Housing Choice (AI)) and any additional backup data to support statement of housing needs in the jurisdiction	Annual Plan: Housing Needs
<input checked="" type="checkbox"/>	Most recent board-approved operating budget for the public housing program	Annual Plan: Financial Resources;
<input checked="" type="checkbox"/>	Public Housing Admissions and (Continued) Occupancy Policy (A&O), which includes the Tenant Selection and Assignment Plan [TSAP]	Annual Plan: Eligibility, Selection, and Admissions Policies
<input checked="" type="checkbox"/>	Section 8 Administrative Plan	Annual Plan: Eligibility, Selection, and Admissions Policies
<input checked="" type="checkbox"/>	Public Housing De-concentration and Income Mixing Documentation: PHA board certifications of compliance with de-concentration requirements (section 16(a) of the US Housing Act of 1937, as implemented in the 2/18/99 <i>Quality Housing and Work Responsibility Act Initial Guidance; Notice</i> and any further HUD guidance) and 18. Documentation of the required de-concentration and income mixing analysis	Annual Plan: Eligibility, Selection, and Admissions Policies
<input checked="" type="checkbox"/>	Public housing rent determination policies, including the methodology for setting public housing flat rents check here if included in the public housing A & O Policy	Annual Plan: Rent Determination
	Schedule of flat rents offered at each public housing development check here if included in the public housing	Annual Plan: Rent Determination



Applicable & On Display	Supporting Document	Applicable Plan Component
	A & O Policy	
<input checked="" type="checkbox"/>	Section 8 rent determination (payment standard) policies check here if included in Section 8 Administrative Plan	Annual Plan: Rent Determination
<input checked="" type="checkbox"/>	Public housing management and maintenance policy documents, including policies for the prevention or eradication of pest infestation (including cockroach infestation)	Annual Plan: Operations and Maintenance
<input checked="" type="checkbox"/>	Public housing grievance procedures check here if included in the public housing A & O Policy	Annual Plan: Grievance Procedures
<input checked="" type="checkbox"/>	Section 8 informal review and hearing procedures check here if included in Section 8 Administrative Plan	Annual Plan: Grievance Procedures
<input checked="" type="checkbox"/>	The HUD-approved Capital Fund/Comprehensive Grant Program Annual Statement (HUD 52837) for the active grant year	Annual Plan: Capital Needs
N/A	Most recent CIAP Budget/Progress Report (HUD 52825) for any active CIAP grant	Annual Plan: Capital Needs
N/A	Most recent, approved 5 Year Action Plan for the Capital Fund/Comprehensive Grant Program, if not included as an attachment (provided at PHA option)	Annual Plan: Capital Needs
<input checked="" type="checkbox"/>	Approved HOPE VI applications or, if more recent, approved or submitted HOPE VI Revitalization Plans or any other approved proposal for development of public housing	Annual Plan: Capital Needs
N/A	Approved or submitted applications for demolition and/or disposition of public housing	Annual Plan: Demolition and Disposition
<input checked="" type="checkbox"/>	Approved or submitted applications for designation of public housing (Designated Housing Plans)	Annual Plan: Designation of Public Housing
<input checked="" type="checkbox"/>	Approved or submitted assessments of reasonable revitalization of public housing and approved or submitted conversion plans prepared pursuant to section 202 of the 1996 HUD Appropriations Act	Annual Plan: Conversion of Public Housing
<input checked="" type="checkbox"/>	Approved or submitted public housing homeownership programs/plans	Annual Plan: Homeownership
	Policies governing any Section 8 Homeownership program check here if included in the Section 8 Administrative Plan	Annual Plan: Homeownership
	Any cooperative agreement between the PHA and the TANF agency	Annual Plan: Community Service & Self-Sufficiency
N/A	FSS Action Plan/s for public housing and/or Section 8	Annual Plan: Community Service & Self-Sufficiency
<input checked="" type="checkbox"/>	Most recent self-sufficiency (ED/SS, TOP or ROSS or other resident services grant) grant program reports	Annual Plan: Community Service & Self-Sufficiency
<input checked="" type="checkbox"/>	The most recent Public Housing Drug Elimination Program (PHDEP) semi-annual performance report for any open grant and most recently submitted PHDEP application (PHDEP Plan)	Annual Plan: Safety and Crime Prevention
<input checked="" type="checkbox"/>	The most recent fiscal year audit of the PHA conducted under section 5(h)(2) of the U.S. Housing Act of 1937 (42 U.S.C. 1437c(h)), the results of that audit and the PHA's response to any findings	Annual Plan: Annual Audit
N/A	Troubled PHA's: MOA/Recovery Plan	Troubled PHA's
	Other supporting documents (optional) (list individually; use as many lines as necessary)	(specify as needed)

# 1. Statement of Housing Needs

[24 CFR Part 903.7 9 (a)]

Based upon the information contained in the Consolidated Plan/s applicable to the jurisdiction, and/or other data available to the PHA, provide a statement of the housing needs in the jurisdiction by completing the following table. In the "Overall" Needs column, provide the estimated number of renter families that have housing needs. For the remaining characteristics, rate the impact of that factor on the housing needs for each family type, from 1 to 5, with 1 being "no impact" and 5 being "severe impact." Use N/A to indicate that no information is available upon which the PHA can make this assessment.

## A. Housing Needs of Families in the Jurisdiction/s Served by the PHA

Housing Needs of Families in the Jurisdiction by Family Type ( <i>CITY OF ORLANDO</i> )							
Family Type	Overall 1	Affordability	Supply	Quality	Accessibility	Size	Location
Income <= 30% of AMI	8,373	5	4	4	1	2	3
Income >30% but <=50% of AMI	7,127	5	4	4	1	2	3
Income >50% but <80% of AMI	11,513	3	3	3	1	2	2
Elderly	5,955	3	3	1	2	1	1
Families with Disabilities ( <i>based on 3% of lower income population</i> )	465	3	3	1	3	1	1
Race/Ethnicity <b><i>ELI and VLI (Black Non-Hispanic)</i></b>	6,105	5	4	4	1	2	3
Race/Ethnicity <b><i>ELI and VLI (Hispanic - All Races)</i></b>	1,670	5	4	4	1	3	3

Housing Needs of Families in the Jurisdiction by Family Type ( <i>ORANGE COUNTY</i> )							
Family Type	Overall 1	Affordability	Supply	Quality	Accessibility	Size	Location
Income <= 30% of AMI	42,036	5	4	4	1	3	3
Income >30% but <=50% of AMI	35,690	5	4	4	1	2	3
Income >50% but <80% of AMI	23101	3	3	3	1	2	2
Elderly	10,471	2	2	1	2	1	1
Families with Disabilities ( <i>based on 3% of lower income population</i> )	2,427	4	3	2	3	1	2
Race/Ethnicity <i>ELI and VLI (Black Non-Hispanic)</i>	21,559	5	4	4	1	2	3
Race/Ethnicity <i>ELI and VLI (Hispanic - All Races)</i>	12,802	5	4	4	1	3	3

What sources of information did the PHA use to conduct this analysis? (Check all that apply; all materials must be made available for public inspection.)

- Consolidated Plan of the Jurisdiction/s  
*City of Orlando Year: 1995 - 2000*  
*Orange County Year: 1995 - 2000*
- U.S. Census data: the Comprehensive Housing Affordability Strategy (“CHAS”) dataset
- American Housing Survey data  
Indicate year: \_\_\_\_\_
- Other housing market study  
Indicate year: \_\_\_\_\_
- Other sources: (list and indicate year of information)

## B. Housing Needs of Families on the Public Housing and Section 8 Tenant-Based Assistance Waiting Lists

State the housing needs of the families on the PHA's waiting list/s. **Complete one table for each type of PHA-wide waiting list administered by the PHA.** PHAs may provide separate tables for site-based or sub-jurisdictional public housing waiting lists at their option.

<b>Housing Needs of Families on the Waiting List</b>			
Waiting list type: (select one) <input type="checkbox"/> Section 8 tenant-based assistance <input type="checkbox"/> Public Housing <input checked="" type="checkbox"/> Combined Section 8 and Public Housing <input type="checkbox"/> Public Housing Site-Based or sub-jurisdictional waiting list (optional) If used, identify which development/sub-jurisdiction:			
	# of families	% of total families	Annual Turnover
Waiting list total	7,447		251
Extremely low income <=30% AMI	7,403	99.2%	
Very low income (>30% but <=50% AMI)	44	0.8%	
Low income (>50% but <80% AMI)	0	0%	
Families with children	5958	80%	
Elderly families	1042	14%	
Families with Disabilities	267	3.59%	
Race/ethnicity (White Hispanic)	729	9.79%	
Race/ethnicity (Black Hispanic)	34	0.45%	
Race/ethnicity (White Non- Hispanic)	75	1.01%	
Race/ethnicity (Black Non- Hispanic)	6,607	88.72%	
Race/ethnicity (Asian)	2	0.03%	

<b>Characteristics by Bedroom Size (Public Housing Only)</b>			
0-1BR	2,309	31%	57
2 BR	2,383	32%	104
3 BR	2,160	29%	74
4 BR	521	7%	13
5BR	74	1%	3
<b><u>TOTAL</u></b>	<b><u>7,447</u></b>		<b><u>251</u></b>

Is the waiting list closed (select one)? \_\_\_ No  Yes (**Only for Section 8 Applicants**)

If yes:

**B.** How long has it been closed (# of months)? **4 Months (Section 8)**

Does the PHA expect to reopen the list in the PHA Plan year? No X Yes (**Section 8**)

Does the PHA permit specific categories of families onto the waiting list even if generally closed? No  Yes

**C. Strategy for Addressing Needs**

Provide a brief description of the PHA’s strategy for addressing the housing needs of families in the jurisdiction and on the waiting list **IN THE UPCOMING YEAR**, and the Agency’s reasons for choosing this strategy.

**(1) Strategies**

**Need: Shortage of affordable housing for all eligible populations**

**Strategy 1. Maximize the number of affordable units available to the PHA within its current resources by:**

Select all that apply

- Employ effective maintenance and management policies to minimize the number of public housing units off-line
- Reduce turnover time for vacated public housing units
- Reduce time to renovate public housing units
- Seek replacement of public housing units lost to the inventory through mixed finance development
- Seek replacement of public housing units lost to the inventory through section 8 replacement housing resources
- Maintain or increase section 8 lease-up rates by establishing payment standards that will enable families to rent throughout the jurisdiction
- Undertake measures to ensure access to affordable housing among families assisted by the PHA,

regardless of unit size required.

- Maintain or increase section 8 lease-up rates by marketing the program to owners, particularly those outside of areas of minority and poverty concentration  
**This activity is part of effort to achieve de-concentration and housing choice goals.**
- Maintain or increase section 8 lease-up rates by effectively screening Section 8 applicants to increase owner acceptance of program
- Participate in the Consolidated Plan development process to ensure coordination with broader community strategies  
**The OHA is a member of the Orlando Consolidated Planning Committee. The OHA will take steps in the plan year to become part of the Orange County Consolidated Planning Committee. Our organization provides input to both the City and County Consolidated planning process through participation in the planning meetings and by providing housing statistics relating the demand for and supply of public housing and Section 8 assistance.**
- Other (list below)

**Strategy 2: Increase the number of affordable housing units by:**

Select all that apply

- Apply for additional section 8 units should they become available
- Leverage affordable housing resources in the community through the creation of mixed - finance housing
- Pursue housing resources other than public housing or Section 8 tenant-based assistance.
- Other: (list below) **(See OHA Goals and Objectives)**

**Need: Specific Family Types: Families at or below 30% of median**

**Strategy 1: Target available assistance to families at or below 30 % of AMI**

Select all that apply

- Exceed HUD federal targeting requirements for families at or below 30% of AMI in public housing
- Exceed HUD federal targeting requirements for families at or below 30% of AMI in tenant-based section 8 assistance
- Employ admissions preferences aimed at families with economic hardships
- Adopt rent policies to support and encourage work
- Other: (list below)

**Need: Specific Family Types: Families at or below 50% of median**

**Strategy 1: Target available assistance to families at or below 50% of AMI**

Select all that apply

- Employ admissions preferences aimed at families who are working
- Adopt rent policies to support and encourage work
- Other: (list below)

**Need: Specific Family Types: The Elderly**

**Strategy 1: Target available assistance to the elderly:**

Select all that apply

- Seek designation of public housing for the elderly  
**In July 1999, the OHA submitted a request for designation of 48 units in the Hampton Park revitalization project as housing for the Elderly Only. This request was approved by HUD on September 7, 1999.**
- Apply for special-purpose vouchers targeted to the elderly, should they become available
- Other: (list below)

**Need: Specific Family Types: Families with Disabilities**

**Strategy 1: Target available assistance to Families with Disabilities:**

Select all that apply

- Seek designation of public housing for families with disabilities
- Carry out the modifications needed in public housing based on the section 504 Needs Assessment for Public Housing
- Apply for special-purpose vouchers targeted to families with disabilities, should they become available
- Affirmatively market to local non-profit agencies that assist families with disabilities  
**The OHA has longstanding relationships with such local agencies. Through regular meetings with these groups and the regular exchange of information, the need for and availability of housing resources for families with disabilities is made known.**

- Other: (list below)  
*The OHA plans to increase the supply of accessible, affordable housing through housing development initiatives. Year one activities will involve building partnerships and planning for new initiatives and actual development on HUD-approved HOPE VI revitalization programs.*

**Need: Specific Family Types: Races or ethnicity's with disproportionate housing needs**

**Strategy 1: Increase awareness of PHA resources among families of races and ethnicity's with disproportionate needs:**

Select if applicable

- Affirmatively market to races/ethnicity's shown to have disproportionate housing needs  
 Other: (list below) *See OHA goals and objectives for ensuring equal housing opportunity.*

*The current information network provides adequate information to racial and ethnic groups with disproportionate housing needs. The OHA effort will be geared toward broader acceptance of affordable housing in diverse areas of the county, especially in non-impacted areas.*

**Strategy 2: Conduct activities to affirmatively further fair housing**

Select all that apply

- Counsel section 8 tenants as to location of units outside of areas of poverty or minority concentration and assist them to locate those units  
*See OHA goals and objectives for ensuring equal housing opportunity.*
- Market the section 8 program to owners outside of areas of poverty /minority concentrations  
*See OHA goals and objectives for ensuring equal housing opportunity.*
- Other: (list below)  
*See OHA goals and objectives for ensuring equal housing opportunity.*

**Other Housing Needs & Strategies: (list needs and strategies below)**

**(2) Reasons for Selecting Strategies**

Of the factors listed below, select all that influenced the PHA's selection of the strategies it will pursue:

- Funding constraints  
 Staffing constraints  
 Limited availability of sites for assisted housing  
 Extent to which particular housing needs are met by other organizations in the community  
 Evidence of housing needs as demonstrated in the Consolidated Plan and other information available to the PHA  
 Influence of the housing market on PHA programs  
 Community priorities regarding housing assistance  
 Results of consultation with local or state government  
 Results of consultation with residents and the Resident Advisory Board  
 Results of consultation with advocacy groups





Other: (list below)

**The above strategies were also selected because: (1) they are consistent with the OHA Mission Statement; (2) they are consistent with the assessment of the capabilities of the OHA; (3) they take maximum advantage of the local opportunities for housing development; and (4) they have the potential for maximizing use of available funding sources.**

# OHA STATEMENT OF GOALS, OBJECTIVES AND YEAR 1 ACTIVITIES

**HUD Strategic Goal: Increase the availability of decent, safe and affordable housing in American Communities**

<b>Planning Area I - Related Goals of the OHA</b>
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**1. Create the capacity to develop and operate a range of housing programs.**

Objective	Activity	End Date
Fully organize a subsidiary non-profit housing corporation to assume housing development functions.	Review corporate charter to ensure mandate	Qtr 1
	Determine adequacy of board and fill vacancies	Qtr 2
	Develop basic operating policies	Qtr 2
	Establish governance	Qtr 2
Identify and acquire the resources to operate the non-profit subsidiary.	Establish budget for first two years of operation	Qtr 2
	Evaluate and allocate internal sources of funding	Qtr 2
	Develop funding proposals for external sources	Qtr 3
Recruit/Hire/Select staff to plan and manage the activities of the subsidiary corporation.	Develop table of organization and job descriptions	Qtr 3
	Recruit and evaluate candidates	Qtr 4
	Select and hire staff	Qtr 4
Develop a long-range plan for housing development, identifying the type, probable location, potential partners and required resources	Identify strategic partners for housing planning and development	Year 2
	Consult with potential partners to determine basic approach to housing development	
	Identify and investigate financing vehicles available for housing development	
	Identify areas to be targeted for development	
	Draft long range development plan	

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

<b>Objective</b>	<b>Activity</b>	<b>End Date</b>
Form strategic alliances and partnerships with for-profit and non-profit developers of affordable housing	Identify potential partners for housing development	Qtr 2
	Enter discussions to determine roles of partners	Qtr 3
	Formalize relationships through MOUs/MOAs	Qtr 4
Develop resources and incentives for development of affordable housing, and advocate for set-asides of Tax Credit allocations for public/private housing development.	Identify impediments to affordable housing development	Qtr 3
	Identify and evaluate applicability of development incentives that have been used successfully in Florida and elsewhere	Qtr 3
	In cooperation with FAHRO, petition for Tax Credit set-asides for mixed finance projects	Qtr 4
	In partnership with the Affordable Housing Roundtable, develop resources to "incentives" affordable housing development	Qtr 4
In cooperation with strategic partners, prepare proposals for phased development and/or acquisition of housing for mixed-income rental in diverse locations.	Determine type, amount and cost of housing to be developed	Year 2
	Select locations for development	
	Develop design criteria and design concepts	
	Prepare development plan(s)	
Through networking and direct presentation, obtain support for housing development proposal from governmental officials, housing finance agencies and, where necessary, the local community		Year 2
Acquire capital, sites and regulatory approvals for development.	Tasks to be determined at a later date	Years 3 and 4
Facilitate the development of at least 500 units in years 3 through	Tasks to be determined at a later date	Years 3 to 5

5.

**3. Create 100 units of affordable units for ownership by lower-income families.**

<b>Objective</b>	<b>Activity</b>	<b>End Date</b>
Enter into a formal partnership with non-profit sponsors of affordable home ownership.	Identify potential partners for housing development	Qtr 3
	Enter discussions to determine roles of partners	Qtr 3
	Formalize relationships through MOAs/MOUs	Qtr 4
Develop a lease-purchase model that can be effectively implemented under prevailing conditions.	Determine parameters and performance expectations for homeownership program	Qtr 4
	Examine applicability of existing Homeownership programs	Qtr 4
	Design lease purchase mechanism that achieves program parameters	Qtr 4
	Determine the forms of housing to be used in the program	Qtr 4
Develop and provide a range of incentives and resources to encourage the development by non-profits of affordable housing for ownership.	Determine impediments to non-profits' homeownership efforts	Year 2
	Create mechanism for providing technical assistance to non-profits	
	Create mechanism for providing pre-development support to non-profits	
Identify and secure financial resources and in-kind services to support the initiation of the development of the housing and the operation of the lease-purchase program.	Develop program budget	Year 2
	Determine amount of buyer assistance required	
	Prepare proposals for funding	
	Initiate the buyer counseling and assistance program	
Acquire and rehabilitate, and/or newly construct homes for lease-purchase by lower income families	Tasks to be determined at a later date	Years 3 to 5

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

Objective	Activity	End Date
Create mechanism within OHA to collect and analyze expiring-use information and to intervene in or respond to expiring use issues.	Assign department or instrumentality with responsibility for preservation activities	Qtr 2
	Establish information linkages with HUD and other sources of expiring use information	Qtr 3
	Develop parameters for project evaluation and intervention	Qtr 3
	Evaluate preservation opportunities for near term use-restriction expirations	Qtr 3
Establish or participate in a forum of community partners to develop strategies and identify resources to acquire, control or otherwise prevent properties from losing their low-income nature.	Request appointment of Hsg. Task Force subcommittee	Qtr 4
	Convene meetings and review near term expirations	Qtr 4
	Select properties for intervention	Qtr 4
	Develop preservation strategy for selected properties	Qtr 4
Administer Tenant-Based Vouchers for persons displaced by expired use restrictions.	Determine the properties for which replacement vouchers will be necessary	Qtr 1
	Inform HUD of OHA's desire to administer the vouchers	Qtr 2
	Formally apply for voucher allocation	Qtr 3
	Issue vouchers and provide program management services	Qtr 4

Objective	Activity	End Date
Utilizing formal partnerships with owners and/or for-profit and/or non-profit redevelopers of “at-risk” properties, gain control for the development and/or operation these properties as low-income housing.	Identify and select development partners	Year 2
	Define roles of partners through negotiation	
	Draft and execute MOUs/MOAs	
	Enter into negotiations with Owners and HUD to develop offers for acquisition or control of properties	
Facilitate the identification and acquisition of financing to undertake required capital improvements to ensure long-term viability of properties.	Tasks to be determined at a later date	Years 2 to 5
Complete required capital improvements required to sustain the economic viability of those properties where affordable units are to be preserved	Tasks to be determined at a later date	Years 3 to 5

**HUD Strategic Goal: Ensure equal opportunity in housing for all Americans**

**Planning Area II - Related Goals of the OHA**

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

<b>Objective</b>	<b>Activity</b>	<b>End Date</b>
Implement a marketing and public information program to increase public and corporate awareness and acceptance of the need for affordable housing in all communities.	Designate the person(s) within the agency tasked with the primary responsibility for developing and carrying out public relations and public information activities.	Qtr 1
	Identify the primary corporate and public targets for awareness enhancement.	Qtr 2
	Develop general procedures and case-specific strategies and action plans for providing information related to the various aspects of ongoing and planned OHA housing and service	Qtr 4
Expand the OHA's role in the Affordable Housing Roundtable to that of key agent for the provision/creation of affordable housing in diverse areas of the county.	Formalize the structure and governance of the AHRT	Qtr 3
	Define the roles of the parties and the priorities of the organization	Qtr 4
	Draft a MOU itemizing those priorities, the members' roles and the resources the parties will commit to priority affordable housing issues	Year 2
Develop "housing-support" partnerships with major corporations whose employees need conveniently located affordable housing.	Identify key corporations with which partnerships may be feasible	Year 2
	Determine the affordable housing attitudes and objectives of these corporations	
	Select those corporations which would most likely advance the cause of affordable housing	
	Develop a joint housing advocacy and public relations plan with these corporations	
	Offer OHA services as development agent	
In partnership with local government and non-profit sponsors of affordable housing, develop and implement a land banking program to identify, secure and hold properties/land for development of at least 200 affordable housing units per year in non-	Tasks to be determined at a later date.	Years 3 to 5

impacted areas.		
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**2. Achieve a 20% increase in the use of Tenant Based Assistance in areas where incomes are above 50% of median.**

<b>Objective</b>	<b>Activity</b>	<b>End Date</b>
Identify the areas of the county to be targeted for enhanced program marketing.	Identify census tracts with incomes above 50% of median	Qtr 1
	Determine housing availability in those identified tracts	Qtr 1
	Identify those selected census tracts with adequate availability of rental housing as targets for marketing	Qtr 1
Develop partnership with service agency to help ease the family's transition to occupancy in non-traditional areas.	Identify agencies and organizations providing services in the targeted areas that can perform the required services	Qtr 1
	Meet with identified agencies to enlist their support and assistance	Qtr 2
	Enter into formal agreements with partnering entities	Qtr 2
	Provide appropriate information and administrative support for partners providing the transition assistance	Qtr 3
Develop and utilize revised orientation program for voucher-holders to emphasize their option to occupy units in non-impacted areas.	Identify additional information to be included in briefing and orientation program	Qtr 2
	Review and revise, if necessary, the format of the briefing	Qtr 3
	Train staff on the use of new briefing materials	Qtr 3
	Incorporate revised materials and presentation into briefings and orientations	Qtr 3
Develop and implement landlord outreach and orientation program to attract owners of units in targeted areas.	Evaluate effectiveness of existing landlord outreach efforts and identify opportunities for improvement	Qtr 2
	Convene focus group of selected owners to identify obstacles to and strategies for outreach	Qtr 2
	Revise information for owners and develop outreach plan	Qtr 3
	Distribute/disseminate information to owners of properties in the targeted areas	Qtr 3



### 3. Achieve mandatory income mixes in Public Housing

Objective	Activity	End Date
Identify properties for which de-concentration targets are to be established.	Determine income mix of properties	Qtr 1
	Compare property-specific income mix with income characteristics of neighborhood	Qtr 1
	Identify properties whose income mix is considerably different than that of neighborhood	Qtr 1
Modify and implement admissions and unit assignment policies to facilitate income mixing in applicable housing developments.	Change ACOP to include preference for families whose adult members are enrolled currently in educational, training, or upward mobility programs	Qtr 1
	Change ACOP to include preference for households that contribute to meeting income goals (broad range of incomes)	Qtr 1
	Change ACOP to allow for income-skipping to achieve more appropriate income mix in targeted developments	Qtr 1
Develop and implement rent incentives to attract and retain higher-income residents, and to encourage existing residents to work and increase incomes.	Implement flat rents	Qtr 1
	Revise ACOP to liberalize reporting requirements for increased income	Qtr 1
	Revise transfer policy to encourage higher income residents to move to targeted properties with disproportionate number of lower income residents	Qtr 3

<b>Objective</b>	<b>Activity</b>	<b>End Date</b>
Develop and implement property (physical) incentives to attract and retain higher-income residents.	Adopt consultant's recommendations regarding improvements and amenities needed to attain market standards	Qtr 1
	Identify and schedule additional improvements needed to make properties competitive with the market	Qtr 3
	Continue current modernization efforts and complete required physical improvements	Years 1 to 5
Develop and implement a marketing program to broaden the characteristics of persons on the waiting list.	Select targets for marketing	Year 2
	Develop marketing strategy to reach target groups	
	Develop marketing materials (brochures, public service announcements, ads)	
	Initiate marketing effort	
Establish and utilize systems to monitor impact and effect of policies and incentives.	Revise software to include income group as a distinguishing tenant characteristic	Year 2
	Track admissions and property occupancy by income group	
	Determine trend of income groups within targeted properties and for all new admissions	Years 2 to 5

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**HUD Strategic Goal: Promote self-sufficiency and asset development of families and individuals**

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**Planning Area III - Related Goals of the OHA**

1. Achieve employment of at least one non-elderly/non-disabled adult family member in all Public Housing households.

Objective	Activity	End Date
Develop and implement tenant-selection policies that place a priority on occupancy by families with members who are working, going to school or who are in job training programs.	Change ACOP to include preference for families whose adult members are enrolled currently in educational, training, or upward mobility programs	Qtr 1
Develop and implement rent determination and program policies that provide work incentives.	Implement flat rents	Qtr 1
	Liberalize income reporting requirements	Qtr 2
	Create policy that uses homeownership option as an incentive for work	Qtr 4
Enforce the community service requirement for adult public housing residents that meet the standard.	Include community service provision in the lease	Qtr 1
	Assign staff responsibility for administration of resident community service requirement	Qtr 1
	Enter into MOA with DCFS to report residents with community service requirement	Qtr 2
	Enter into cooperative agreements with the City of Orlando Park Commission and Orange County Park District to utilize the services of residents with community service obligations	Qtr 3

Objective	Activity	End Date
	Develop community service tracking mechanism	Qtr 3
Working in partnership with job training, education, and supportive service agencies, facilitate activities that enhance the employability of adults living in non-working households.	In cooperation with service partners, assess employability of existing residents	Qtr 2
	Evaluate potential and actual effectiveness of existing programs in light of needs of residents	Qtr 3
	Determine if any program modifications or additional services are needed	Qtr 3
	Modify partnership agreements, service agreements and/or programs to increase level of success	Qtr 4 - ongoing
Working in partnership with job training, education, and supportive service agencies, facilitate job placement and employment of adults living in non-working households	In cooperation with service partners, assess skills of existing residents	Qtr 2
	Identify families that are ready for job placement	Qtr 2
	Refer these identified families to the appropriate job placement agency or service partners	Qtr 3 - ongoing

2. Reduce current rate of unemployment among adult Section 8 beneficiaries by 50%.

Objective	Activity	End Date
Develop and implement tenant-selection policies that place a priority on occupancy by families with members who are working, going to school or who are in job training programs.	Modify ACOP	Qtr 2
Revise and implement an enhanced program marketing effort to achieve full utilization of all FSS slots.	Poll current and potential participants to ascertain obstacles and disincentives to participation	Qtr 2
	Review and revise informational literature and presentation methods to address perceived obstacles	Qtr 2
	Institute a campaign to saturate the body of potential participants with information regarding the FSS program, its services and benefits	Qtr 3
Create and implement incentives to encourage participants to complete their participation in FSS.	Evaluate the related supportive services in light of the needs expressed by current and potential participants	Qtr 2
	Revamp or expand services, if needed, to address those needs	Qtr 3
	Establish personal achievement recognition awards and publicity for program completion	Qtr 4
Strengthen existing and create new partnerships for the continued implementation of the Family Self-Sufficiency Program.	Evaluate potential and actual effectiveness of existing programs in light of needs of residents	Qtr 2 - ongoing
	Determine if any program modifications or additional services are needed	Qtr 2 - ongoing
	Modify partnership agreements, service agreements and/or programs to increase level of success	Qtr 3 - ongoing

**3. Enable 50 beneficiaries of tenant-based assistance to become homeowners.**

Objective	Activity	End Date
Develop a plan for implementation of the homeownership provisions of the Section 8 program.	Review final rule implementing Section 8 Homeownership provisions	Qtr 1
	Develop program policies	Qtr 2
	Develop procedures for program administration	Qtr 2
Establish and implement mechanisms to identify Section 8 homeownership candidates.	Identify families who meet basic program eligibility guidelines	Qtr 3
	Poll identified families to determine their level of interest in ownership	Qtr 3
	Evaluate home buying potential of interested families	Qtr 3
	Select families for participation in homeownership track	Qtr 4
Enter into partnerships with organizations that provide homebuyer training and counseling and facilitate the provision of these services to homeownership candidates.	Identify organizations that provide homebuyer training and counseling	Qtr 2
	Enter into formal agreement with identified organizations to prepare participants for ownership	Qtr 3
	Refer selected families to the services provided by the partners	Qtr 4
	Track the progress of the participants	Year 2 - ongoing
Plan and initiate public information and public relations program to encourage Section 8 owners to offer their units as part of a lease-purchase program.	Identify targets for public information campaign	Qtr 3
	Develop additional incentives for owner participation	Qtr 3
	Develop and disseminate public information and program marketing materials to attract participation of owners	Qtr 4
Establish and implement financial assistance mechanisms (Section 8 subsidy, escrow accounts, first-time homebuyer grants, etc.) to help families accumulate down payments and defray purchase and mortgage costs.	Determine levels of affordability based on likely participants' financial characteristics	Qtr 3
	Identify potential funding sources for downpayment assistance, mortgage write-downs, and credit enhancements	Qtr 4
	Allocate Section 8 HAP and Public Housing Operating Funds for mortgage assistance	Qtr 4
	Prepare and submit proposals to obtain funding for homebuyer assistance	Years 2 and 3
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Establish rent escrow account for public housing families  
in ownership track

**4. Enable 50 public housing families to achieve home ownership.**

<b>Objective</b>	<b>Activity</b>	<b>End Date</b>
Establish and implement mechanisms to identify public housing homeownership candidates.	Identify families who meet basic program eligibility guidelines	Qtr 3
	Poll identified families to determine their level of interest in ownership	Qtr 3
	Evaluate home buying potential of interested families	Qtr 3
	Select families for participation in homeownership track	Qtr 4
Enter into partnerships with organizations that provide homebuyer training and counseling and facilitate the provision of these services to homeownership candidates.	Identify organizations that provide homebuyer training and counseling	Qtr 2
	Enter into formal agreement with identified organizations to prepare participants for ownership	Qtr 3
Enroll successful candidates into the homeownership track.	Establish case management mechanism for selected families	Qtr 3
	Execute program participation agreements with selected families	Qtr 4 - Year 5
	Refer selected families to the services provided by the partners	Qtr 4 - Year 5
	Track the progress of the participants	Years 2 to 5
Establish and implement financial assistance mechanisms (Section 8 subsidy, escrow accounts, first-time homebuyer grants, etc.) to help families accumulate down payments and defray purchase and mortgage costs.	Determine levels of affordability based on likely participants' financial characteristics	Qtr 3
	Identify potential funding sources for downpayment assistance, mortgage write-downs, and credit enhancements	Qtr 3
	Allocate Section 8 HAP and Public Housing Operating Funds for mortgage assistance	Qtr 4
	Prepare and submit proposals to obtain funding for homebuyer assistance	Years 2 and 3
	Establish rent escrow account for public housing families in ownership track	Years 2 to 5

**5. Facilitate the development and operation of 5 additional resident-owned businesses.**



Objective	Activity	End Date
Identify agencies and organizations with ability to and resources to provide resident entrepreneurial training.	Contact local entities that specialize in training, technical assistance and financial assistance for small business development	Qtr 1
	Determine their level of interest and ability to work with OHA residents to develop their businesses	Qtr 1
	Enter into agreements with those which are likely to be most successful in helping residents start businesses	Qtr 2
Assist partners in the identification and recruitment of interested residents to participate in entrepreneurial training.	Conduct outreach to identify interested residents	Qtr 3
	Conduct interviews of interested residents to determine areas of interest, degree of interest, and existing business-related skills and abilities	Qtr 3
	Select residents to participate in entrepreneurial training and technical assistance	Qtr 4
In partnership with the identified entities, develop/expand training program.	Evaluate current training and T/A program in light of residents' interests and abilities	Qtr 3
	If necessary, develop or modify training plan to match residents' interests and abilities	Qtr 3
	Prepare and execute personalized training and technical assistance plans for participants	Qtr 4
Identify and secure at least \$100,000 to be used as capital for resident business start-up and develop guidelines for its use.	Assess availability of Comp Grant Funds for this activity	Year 2
	Hold discussions with City and County agencies regarding the availability of CDBG or similar funds	
	Investigate private sources of funding from local financial institutions, charitable foundations, economic development agencies	
	Secure commitment of funds to establish are revolving loan fund and/or commitment to permit resident access to existing sources of start-up capital	
Facilitate the provision of start-up technical assistance and financing to 5 new resident-owned businesses.	Appoint business development coordinator	Years 2 to 5
	Create business development/loan fund oversight committee	
	Develop guidelines for access to technical assistance and funding	
	Establish mechanism for monitoring business development activity	
	Select resident businesses to receive T/A and financial assistance	

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**HUD Strategic Goal: Improve quality of life and economic viability**

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**Planning Area IV - Related Goals of the OHA**

1. Achieve a 15% higher level of satisfaction among residents of neighborhoods containing distressed public housing.

Objective	Activity	End Date
Conduct strategic asset analysis of all OHA properties	Prepare RFP for consultant to perform analysis	Qtr 1
	Issue RFP and select consultant	Qtr 2
	Conduct analysis and evaluate conclusions	Qtr 3
	Develop strategic asset management plan for the properties based on the recommendations of the consultant	Qtr 4
Define the neighborhood boundaries and establish baseline of community perception of and satisfaction with physical and social conditions.	Assign OHA staff to coordinate neighborhood planning effort	Qtr 3
	In consultation with City and County Planning Departments, define neighborhoods	Qtr 3
	Develop neighborhood survey instrument and methodology	Qtr 4
	Conduct neighborhood survey, tabulate and evaluate survey results	Qtr 4

Objective	Activity	End Date
<p>In each targeted neighborhood, facilitate the creation of a formal planning and action group consisting of key stakeholders and other public/private community partners.</p>	<p>In neighborhoods where satisfaction levels are low, Identify key stakeholders and organizations</p>	<p>Year 2</p>
	<p>Invite such entities to participate in a formal neighborhood planning process</p>	
	<p>Organize these groups and encourage the creation of a governing structure</p>	
<p>Working as part of this planning and action group, develop neighborhood-specific improvement plans indicated proposed actions, required resources, and responsible parties.</p>	<p>Facilitate the collection of relevant information regarding the neighborhood assets and liabilities</p>	<p>Years 2 to 4</p>
	<p>Facilitate a series of planning sessions to identify challenges, opportunities and improvement strategies</p>	
	<p>Synthesize the decisions of the planning sessions into a neighborhood improvement plan</p>	
	<p>Facilitate the identification of resources and responsible parties to implement the improvement strategies</p>	
<p>Work cooperatively with the group to secure the required resources and to implement the improvement initiatives.</p>	<p>Assist in the preparation of proposals for funding, in-kind services and donations</p>	<p>Years 3 to 5</p>
	<p>Identify internal funding and in-kind resources to be used in support of improvement initiatives</p>	
	<p>Actively encourage local support of the improvement initiatives</p>	

2. Increase the economic viability of the OHA by reducing the need for HUD funding by 10%.

Objective	Activity	End Date
Reduce OHA per service unit expenditures by 5% (adjusted for inflation) over the next 5 years by achieving economies through improvements in efficiency, reduction in utility consumption, and cost controls.	Implement recognition program for employee-generated ideas resulting in savings	Qtr 2
	Evaluate all facets of OHA operations and eliminate duplication and contract functions that can be more efficiently performed by outside entities	Qtr 2
	Develop objective measures of employee productivity and tie these measures to performance evaluations	Qtr 3
	Undertake additional capital improvements related to energy conservation	Years 2 to 4
Increase internally generated rental income by 25% over the next 5 years through changes in admissions policies and facilitation of employment and training programs.	Increase the number of higher rent paying residents in occupancy by 5% per year (See Goals II C and III A)	Years 1 to 5
	Increase the average amount of rent charged by increasing the incomes of families in residence (See Goals II C and III A)	
Identify and secure alternative funding sources for self-sufficiency programs.	Develop priority list of services for which outside funding is required or desired	Qtr 1
	Investigate and evaluate the potential funding opportunities from non-HUD governmental agencies	Qtr 2
	Investigate and evaluate the potential funding opportunities provided by private foundations and corporations	Qtr 2
	Prepare applications for funding.	Qtr 4

<b>Objective</b>	<b>Activity</b>	<b>End Date</b>
Generate additional income through housing development activities.	Generate developer's fees and rental income through the development of housing using alternate financing mechanisms	Years 2 to 5
	Create housing finance mechanisms that generate financing fees for the OHA	
Generate additional non-HUD income through the sale of services and entrepreneurial development.	Evaluate potential for alternative OHA business ventures	Years 3 to 5
	Develop business plan for those opportunities that hold the most promise	
	Create the appropriate corporate structure to operate selected business ventures	

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

Objective	Activity	End Date
Conduct strategic asset analysis of all OHA properties	Prepare RFP for consultant to perform analysis	Qtr 1
	Issue RFP and select consultant	Qtr 2
	Conduct analysis and evaluate conclusions	Qtr 3
	Develop strategic asset management plan for the properties based on the recommendations of the consultant	Qtr 4
Adopt consultant's recommendations for improving property's competitive position.	Identify recommendations that are consistent with strategic asset decisions and market comparability	
	Incorporate the selected improvements into existing modernization budgets and activities	
Undertake and complete capital improvements to achieve market standards in the physical conditions and amenities of existing public housing.	Engage in standard process for designer selection, design, bidding and construction	Years 1 to 5
Prepare a multi-year capital improvement plan.	Establish schedule of resident consultation	Year 2
	In consultation with residents and local stakeholders, establish physical improvement priorities	
	Draft capital improvement plan in the appropriate format	
	Identify and secure sources of funding for improvements	

**4. Increase by 10% the number of local residents with a favorable image of the OHA and its program beneficiaries.**

<b>Objective</b>	<b>Activity</b>	<b>End Date</b>
Designate the person(s) within the agency tasked with the primary responsibility for developing and carrying out public relations and public information activities.	Prepare job description for public information and public relations officer	Qtr 1
	Recruit and select individual to fill the post	Qtr 1
Conduct a survey of public perception to establish baseline and to identify opportunities for improvement.	Develop public perception survey instrument and methodology	Qtr 2
	Conduct public perception survey, tabulate and evaluate survey results	Qtr 2
Identify the primary targets for awareness enhancement and perception modification.	In consultation with members of the Housing Task Force and identify targets	Qtr 3
	Determine current perceptions, knowledge and attitudes regarding affordable housing	Qtr 3
Develop general procedures and case-specific strategies and action plans for providing information related to the various aspects of ongoing and planned OHA housing and service activities.	Review existing public relations and public information mechanisms and determine their applicability to current objectives	Qtr 3
	Develop public relations and information policy	Qtr 3
	Identify the programs and activities requiring a revised approach to PR and PI	Qtr 3
	Develop public relations and information plan for identified activities and programs	Qtr 3
Establish and utilize mechanisms to publicize success stories of OHA and its residents.	Develop a theme that can impact public perceptions	Qtr 2
	Create mechanism to identify OHA human interest stories	Qtr 2

Objective	Activity	End Date
	Establish relationship with local media to obtain commitment to publicize successes	Qtr 3
Identify, secure and allocate financial and in-kind resources to support public information effort.	Develop PR and information budget	Qtr 3
	Identify and allocate sources of funds for anticipated expenses	Qtr 3
	Identify sources of in-kind services and obtain commitments	Qtr 4
Develop and publicize web site containing pertinent information regarding the activities and programs of the OHA.	Establish PR and information objectives	Qtr 3
	Determine information required and format for that information	Qtr 3
	Prepare information for inclusion into web site	Qtr 4
	Secure services of web site designer and update web site	Qtr 4



## 5. Increase effective resident involvement in improvement initiatives

Objective	Activity	End Date
Increase effectiveness of resident organizations by assisting 3 Resident Councils to obtain 501(c)(3) designation.	Identify incorporated Resident Councils that are fully functional and interested in engaging in resident initiatives	Qtr 1
	Secure resources to provide the technical assistance required to prepare IRS documents	Qtr 2
	Facilitate the provision of technical assistance and filing of IRS documents requesting tax-exempt status	Qtr 4
Institute program-marketing initiative to increase participation in resident initiatives by 10%.	Convene working group of tenants and staff to identify obstacles to greater tenant participation and to develop strategies for achieving greater participation	Qtr 2
	Review OHA newsletter and identify improvements that would make it a more effective communication tool	Qtr 2
	Develop incentives and rewards for resident participation	Qtr 3
Increase resident involvement in OHA planning and operations by establishing formal mechanisms for input and incentives for participation.	Review existing MOU's with resident organizations and revise them to strengthen resident participation components	Qtr 2
	Draft and execute an MOU with the city-wide resident advisory committee, formalizing its role	Qtr 2
	Conduct an annual resident satisfaction survey, providing opportunity for resident response and input into variety of operational and policy issues	Qtr 4 - ongoing
Increase the opportunity for OHA staff participation in resident council meetings by instituting a policy requiring the attendance of a key member of staff upon invitation by the RC.	Appoint staff liaisons to each Resident Council	Qtr 1
	Develop calendar of Resident Council meetings	Qtr 1
	Develop procedure for RC to request staff attendance and for RC to be notified of staff designated to attend	Qtr 1

**6. Increase the ability of the OHA to provide quality services by improving employee performance, productivity and customer service.**

<b>Objective</b>	<b>Activity</b>	<b>End Date</b>
Increase employee job knowledge and skill levels by completing a comprehensive training program.	Assess current staff proficiencies in key areas of program management and administration	Qtr 2
	Develop comprehensive training plan	Qtr 3
	Identify and allocate resources required for implementation of training plan	Qtr 3
	Establish system for monitoring employee training	Qtr 4
Demonstrate clear lines of accountability by linking job performance to objective measures as defined in HUD monitoring programs and the objectives of OHA Agency and Annual Plan, Strategic Plan, management improvement plans, and customer service requirements.	Review responsibilities and performance measures light of the mission, goals and objectives of the OHA	Qtr 1
	Distribute work assignments to achieve greater organizational efficiency and effectiveness	Qtr 2
Maintain the CCS automated management information system hardware and software to state-of-the-industry standards and train employees in the use of the system.	Review performance of system against the automated information management needs of the agency and recommend improvements	Qtr 2
	Identify and secure resources required to improve automated systems	Qtr 3
	Train staff to fully utilize automated systems	Qtr 4
Boost employee morale by developing and implementing systems for appreciation and recognition of exemplary employees.	Select staff to form focus group	Qtr 1
	Generate list of recommendations for employee recognition and reward	Qtr 2
	Select recognition and reward mechanisms	Qtr 2

Objective	Activity	End Date
	Commit the resources to support the rewards	Qtr 3
Improve work environment by consolidating central office in a quality facility and upgrading satellite offices.	Re-evaluate requirements for office	Qtr 1
	Investigate availability and cost of existing office space (with consideration for renovation and accommodating future needs)	Qtr 2
	Investigate availability and cost of land for construction	Qtr 2
	Select the most appropriate alternative and develop plan to acquire/develop office space	Qtr 3
	Secure the resources to execute office plan	Year 2
	Undertake acquisition/development activities	Year 3
Increase level of cooperation and teamwork through mechanisms that facilitate the timely flow of quality information and the collaborative planning of agency operations.	Create quality circles to deal with the issues of occupancy, physical conditions, and personnel	Qtr 1
	Create employee newsletter to keep staff informed of major issues affecting the OHA	Qtr 2
	Create committee, composed of staff from all levels, to review progress on the PHA plan and strategic plan	Qtr 3
	Prepare quarterly reports for each of the quality circles and distribute to staff	Qtr 4 - ongoing

Ensure fair compensation to employees by reviewing and revising pay and classification system.	Prepare RFP for personnel administration consultant	Year 3
	Issue RFP and select consultant	
	Conduct compensation and classification review	
	Adopt recommendations	

## **2. Statement of Financial Resources**

[24 CFR Part 903.7 9 (b)]

List the financial resources that are anticipated to be available to the PHA for the support of Federal public housing and tenant-based Section 8 assistance programs administered by the PHA during the Plan year. Note: the table assumes that Federal public housing or tenant based Section 8 assistance grant funds are expended on eligible purposes; therefore, uses of these funds need not be stated. For other funds, indicate the use for those funds as one of the following categories: public housing operations, public housing capital improvements, public housing safety/security, public housing supportive services, Section 8 tenant-based assistance, Section 8 supportive services or other.

<b>Financial Resources: Planned Sources and Uses</b>		
<b>Sources</b>	<b>Planned \$</b>	<b>Planned Uses</b>
<b>1. Federal Grants (FY 2000 grants)</b>		
a) Public Housing Operating Fund	2,474,073	
b) Public Housing Capital Fund	3,637,570	
c) HOPE VI Revitalization	-----	
d) HOPE VI Demolition	-----	
e) Annual Contributions for Section 8 Tenant-Based Assistance	9,188,386	
f) Public Housing Drug Elimination Program (including any Technical Assistance funds)	433,160	
g) Resident Opportunity and Self-Sufficiency Grants	0	
h) Community Development Block Grant	58,455	
i) HOME		
Other Federal Grants (list below)		
<b>2. Prior Year Federal Grants (un-obligated funds only) (list below)</b>		
TOP (Lake Mann RA - 100,000; Ivey Lane RA - 40,000; Omega RA - 40,000)	180,000	Public Housing Supportive Services

EDSS	401,750	Public Housing Supportive Services
PHDEP	706,540	Public Housing Safety and Security
HOPE VI Revitalization	6,476,000	Public Housing Capital Improvements
<b>3. Public Housing Dwelling Rental Income</b>		
	3,008,690	Public Housing Operations
<b>4. Other income</b> (list below)		
Interest and Other Income	267,230	Public Housing Operations
Farmers Home Administration (rental assistance for Hawthorne Village)	62,437	Other
<b>5. Non-federal sources</b> (list below)		
	9,000	Section 8 Supportive Services
<b>Total resources</b>	<b>26,844,836</b>	

### **3. PHA Policies Governing Eligibility, Selection, and Admissions**

[24 CFR Part 903.7 9 (c)]

#### **A. Public Housing**

Exemptions: PHAs that do not administer public housing are not required to complete subcomponent 3A.

#### **(1) Eligibility**

a. When does the PHA verify eligibility for admission to public housing? (Select all that apply)

When families are within a certain number of being offered a unit: (state number)

When families are within a certain time of being offered a unit: (state time)

**OHA verifies eligibility for admission when family is within 30 days of being offered housing.**

Other: (describe)

b. Which non-income (screening) factors does the PHA use to establish eligibility for admission to public housing (select all that apply)?

- Criminal or Drug-related activity
- Rental history
- Housekeeping
- Other (describe)

**OHA also uses credit history as a screening factor.**

c.  Yes  No: Does the PHA request criminal records from local law enforcement agencies for screening purposes?

d.  Yes  No: Does the PHA request criminal records from State law enforcement agencies for screening purposes?

e.  Yes  No: Does the PHA access FBI criminal records from the FBI for screening purposes? (either directly or through an NCIC-authorized source)

**All applicants are subjected to local, state and federal criminal background checks.**

## **(2)Waiting List Organization**

a. Which methods does the PHA plan to use to organize its public housing waiting list (select all that apply)

Community-wide list

**OHA maintains combined Public Housing and Section 8 Waiting Lists. These waiting lists will be maintained at the Central Office.**

Sub-jurisdictional lists

Site-based waiting lists

**The OHA will maintain a subjurisdictional waiting list for its family property in Apopka, Florida - Marden Meadow and its HOPE VI property in Orlando - Hampton Park. The OHA will also maintain site-based waiting lists for its elderly housing developments - Johnson Manor, Lorna Doone, and Meadow Lake.**

Other (describe)

b. Where may interested persons apply for admission to public housing?

PHA main administrative office

PHA development site management office

**At Marden Meadow in Apopka, Florida, Hampton Park in Orlando, and at the elderly sites (Johnson Manor, Lorna Doone, and Meadow Lake).**

Other (list below)

c. If the PHA plans to operate one or more site-based waiting lists in the coming year, answer each of the following questions; if not, skip to subsection (3) **Assignment**

1. How many site-based waiting lists will the PHA operate in the coming year?

**There will be five site-based waiting lists.**

2.  Yes \_\_\_ No: Are any or all of the PHA's site-based waiting lists new for the upcoming year (that is, they are not part of a previously-HUD-approved site based waiting list plan)?

If yes, how many lists?

**All five Site-based waiting lists are new for the upcoming year.**

3.  Yes \_\_\_ No: May families be on more than one list simultaneously

If yes, how many lists?

**Families may be on both the site-based waiting lists and the jurisdiction-wide list.**

4. Where can interested persons obtain more information about and sign up to be on the site-based waiting lists (select all that apply)?

- PHA main administrative office
- All PHA development management offices
- Management offices at developments with site-based waiting lists
- At the development to which they would like to apply
- Other (list below)

**At Marden Meadow in Apopka, Florida, Hampton Park in Orlando, and the elderly sites in Orlando (Johnson Manor, Lorna Doone, and Meadow Lake.)**

**(3) Assignment**

a. How many vacant unit choices are applicants ordinarily given before they fall to the bottom of or are removed from the waiting list? (select one)

One

**Families may receive a hardship exemption if they reject a unit for sufficient cause.**

Two

Three or More

b.  Yes  No: Is this policy consistent across all waiting list types?

c. If answer to b is no, list variations for any other than the primary public housing waiting list(s) for the PHA: **NOT APPLICABLE.**

**(4) Admissions Preferences**

a. Income targeting:

Yes  No: Does the PHA plan to exceed the federal targeting requirements by targeting more than 40% of all new admissions to public housing to families at or below 30% of median area income?

b. Transfer policies:

In what circumstances will transfers take precedence over new admissions? (list below)

- Emergencies
- Overhoused
- Underhoused
- Medical justification
- Administrative reasons determined by the PHA (e.g., to permit modernization work)

**Modernization and Witness Protection (when requested by official law enforcement agency).**

- Resident choice: (state circumstances below)
- Other: (list below)

c. Preferences

1.  Yes  No: Has the PHA established preferences for admission to public housing (other than date and time of application)? (If "no" is selected, skip to subsection **(5) Occupancy**)

2. Which of the following admission preferences does the PHA plan to employ in the coming year? (select all that apply from either **Former Federal preferences** or other preferences)

**Former Federal preferences:**

- Involuntary Displacement (Disaster, Government Action, Action of Housing Owner, Inaccessibility, Property Disposition)
- Victims of domestic violence **if in a shelter.**
- Substandard housing
- Homelessness
- High rent burden (rent is > 50 percent of income)

Other preferences: (select below)

- Working families and those unable to work because of age or disability
- Veterans and veterans' families



- Residents who live and/or work in the jurisdiction
- Those enrolled currently in educational, training, or upward mobility program
- Households that contribute to meeting income goals (broad range of incomes)
- Households that contribute to meeting income requirements (targeting)
- Those previously enrolled in educational, training, or upward mobility programs
- Victims of reprisals or hate crimes
- Other preference(s) (list below )

**1.Homeownership preference:** in the event that a former Public Housing or Section 8 tenant completed a Homeownership Training Program, has acquired a home, and has lost that home due to insufficient income, that former tenant receives an admission preference.

3. If the PHA will employ admissions preferences, please prioritize by placing a “1” in the space that represents your first priority, a “2” in the box representing your second priority, and so on. If you give equal weight to one or more of these choices (either through an absolute hierarchy or through a point system), place the same number next to each. That means you can use “1” more than once, “2” more than once, etc.

③ Date and Time

**Former Federal preferences:**

- ① Involuntary Displacement (Disaster, Government Action, Action of Housing Owner, Inaccessibility, Property Disposition)
- ② **Victims of domestic violence if family now resides in a shelter**
- Substandard housing
- ② Homelessness
- High rent burden

Other preferences (select all that apply)

- ② Working families and those unable to work because of age or disability
- Veterans and veterans’ families
- Residents who live and/or work in the jurisdiction
- Those enrolled currently in educational, training, or upward mobility programs
- Households that contribute to meeting income goals (broad range of incomes)
- Households that contribute to meeting income requirements (targeting)
- Those previously enrolled in educational, training, or upward mobility programs
- Victims of reprisals or hate crimes
- ② Other preference(s) (list below)

**1. Homeownership preference:** in the event that a former Public Housing or Section 8 tenant completed a Homeownership Training Program, has acquired a home, and has lost that home due to insufficient income, that former tenant receives an admission preference.



4. Relationship of preferences to income targeting requirements:

- The PHA applies preferences within income tiers  
 Not applicable: the pool of applicant families ensures that the PHA will meet income targeting requirements

**(5) Occupancy**

a. What reference materials can applicants and residents use to obtain information about the rules of occupancy of public housing (select all that apply)

- The PHA-resident lease  
 The PHA's Admissions and (Continued) Occupancy policy  
 PHA briefing seminars or written materials  
 Other source (list)

**Manager's orientation with new residents**

**New resident checklist**

**Tenant handbook**

b. How often must residents notify the PHA of changes in family composition?(select all that apply)

- At an annual reexamination and lease renewal  
 Any time family composition changes  
 At family request for revision  
 Other (list)

**(6) De-concentration and Income Mixing**

**Per HUD instructions, no response is made for this section.**

a.  Yes  No: Did the PHA's analysis of its family (general occupancy) developments to determine concentrations of poverty indicate the need for measures to promote de-concentration of poverty or income mixing?

b.  Yes  No: Did the PHA adopt any changes to its **admissions policies** based on the results of the required analysis of the need to promote de-concentration of poverty or to assure income mixing?

c. If the answer to b was yes, what changes were adopted? (select all that apply)

- Adoption of site-based waiting lists  
 **If selected, list targeted developments below:**  
 Employing waiting list "skipping" to achieve de-concentration of poverty or income mixing goals at targeted developments

**If selected, list targeted developments below:**  
Employing new admission preferences at targeted developments

**If selected, list targeted developments below:**  
Other (list policies and developments targeted below)

d.  Yes  No: Did the PHA adopt any changes to **other** policies based on the results of the required analysis of the need for de-concentration of poverty and income mixing?

e. If the answer to d was yes, how would you describe these changes? (select all that apply)

- Additional affirmative marketing  
 Actions to improve the marketability of certain developments  
 Adoption or adjustment of ceiling rents for certain developments  
 Adoption of rent incentives to encourage de-concentration of poverty and income-mixing  
 Other (list below)

f. Based on the results of the required analysis, in which developments will the PHA make special efforts to attract or retain higher-income families? (select all that apply)

- Not applicable: results of analysis did not indicate a need for such efforts  
 List (any applicable) developments below:

g. Based on the results of the required analysis, in which developments will the PHA make special efforts to assure access for lower-income families? (select all that apply)

- Not applicable: results of analysis did not indicate a need for such efforts  
 List (any applicable) developments below:

## B. Section 8

Exemptions: PHAs that do not administer section 8 are not required to complete sub-component 3B. **Unless otherwise specified, all questions in this section apply only to the tenant-based section 8 assistance program (vouchers, and until completely merged into the voucher program, certificates).**

### (1) Eligibility

a. What is the extent of screening conducted by the PHA? (select all that apply)

- Criminal or drug-related activity only to the extent required by law or regulation  
 Criminal and drug-related activity, more extensively than required by law or regulation

***The Section 8 program uses the same screening criteria and procedures as is***

**used with public housing applicants.**

- More general screening than criminal and drug-related activity (list factors below)  
 Other (list below)

- b.  Yes  No: Does the PHA request criminal records from local law enforcement agencies for screening purposes?
- c.  Yes  No: Does the PHA request criminal records from State law enforcement agencies for screening purposes?
- d.  Yes  No: Does the PHA access FBI criminal records from the FBI for screening purposes? (either directly or through an NCIC-authorized source)
- e. Indicate what kinds of information you share with prospective landlords? (select all that apply)

- Criminal or drug-related activity  
**This information is provided upon the request of the owner.**  
**Owners are encouraged to perform their own criminal records check on prospective renters.**

- Other (describe below)

**(2) Waiting List Organization**

- a. With which of the following program waiting lists is the section 8 tenant-based assistance waiting list merged? (select all that apply)
- None  
 Federal public housing  
 Federal moderate rehabilitation  
 Federal project-based certificate program  
 Other federal or local program (list below)
- b. Where may interested persons apply for admission to section 8 tenant-based assistance? (select all that apply)
- PHA main administrative office  
 Other (list below)

**(3) Search Time**

- a.  Yes  No: Does the PHA give extensions on standard 60-day period to search for a unit?

If yes, state circumstances below:

**For hardships (as defined in the Administrative Plan) and for hard-to-house families.**

**(4) Admissions Preferences**

a. Income targeting

Yes  No: Does the PHA plan to exceed the federal targeting requirements by targeting more than 75% of all new admissions to the section 8 program to families at or below 30% of median area income?

b. Preferences

1.  Yes  No: Has the PHA established preferences for admission to section 8 tenant-based assistance? (other than date and time of application) (if no, skip to subcomponent **(5) Special purpose section 8 assistance programs**)

2. Which of the following admission preferences does the PHA plan to employ in the coming year? (select all that apply from either **Former Federal preferences** or other preferences)

**Former Federal preferences**

- Involuntary Displacement (Disaster, Government Action, Action of Housing Owner, Inaccessibility, Property Disposition)
- Victims of domestic violence *if in a shelter*
- Substandard housing
- Homelessness
- High rent burden (rent is > 50 percent of income)

Other preferences (select all that apply)

- Working families and those unable to work because of age or disability
- Veterans and veterans' families
- Residents who live and/or work in your jurisdiction
- Those enrolled currently in educational, training, or upward mobility programs
- Households that contribute to meeting income goals (broad range of incomes)
- Households that contribute to meeting income requirements (targeting)
- Those previously enrolled in educational, training, or upward mobility programs
- Victims of reprisals or hate crimes
- Other preference(s) (list below)

**Homeownership preference: in the event that a former Public Housing or Section 8 tenant completed an Homeownership Training Program, has acquired a home, and has lost that home due to insufficient income, that former tenant receives an admission preference.**

3. If the PHA will employ admissions preferences, please prioritize by placing a "1" in the space that represents your first priority, a "2" in the box representing your second priority, and so on. If you give equal weight to one or more of these choices (either through an absolute hierarchy or through a point system), place the same number next to each. That means you can use "1" more than once, "2" more than once, etc.

② Date and Time

**Former Federal preferences**

- Involuntary Displacement (Disaster, Government Action, Action of Housing Owner, Inaccessibility, Property Disposition)
- ①  Victims of domestic violence *if in a shelter*
- Substandard housing
- ①  Homelessness
- High rent burden

**Other preferences (select all that apply)**

- ①  Working families and those unable to work because of age or disability
- Veterans and veterans' families
- Residents who live and/or work in your jurisdiction
- Those enrolled currently in educational, training, or upward mobility programs
- Households that contribute to meeting income goals (broad range of incomes)
- Households that contribute to meeting income requirements (targeting)
- Those previously enrolled in educational, training, or upward mobility programs
- Victims of reprisals or hate crimes
- ①  Other preference(s) (list below)

**Homeownership preference: in the event that a former Public Housing or Section 8 tenant completed an Homeownership Training Program, has acquired a home, and has lost that home due to insufficient income, that former tenant receives an admission preference.**

4. Among applicants on the waiting list with equal preference status, how are applicants selected?  
(select one)

- Date and time of application
- Drawing (lottery) or other random choice technique

5. If the PHA plans to employ preferences for "residents who live and/or work in the jurisdiction" (select one) **NOT APPLICABLE**

This preference has previously been reviewed and approved by HUD



The PHA requests approval for this preference through this PHA Plan

6. Relationship of preferences to income targeting requirements: (select one)

The PHA applies preferences within income tiers

Not applicable: the pool of applicant families ensures that the PHA will meet income targeting requirements

**(5) Special Purpose Section 8 Assistance Programs**

a. In which documents or other reference materials are the policies governing eligibility, selection, and admissions to any special-purpose section 8 program administered by the PHA contained? (select all that apply)

The Section 8 Administrative Plan

Briefing sessions and written materials

Other (list below)

***The OHA operates two special purpose Section 8 programs. They are: (1) Mainstream for Persons with Disabilities; and (2) Family Reunification.***

b. How does the PHA announce the availability of any special-purpose section 8 programs to the public?

Through published notices

Other (list below)

***Program availability is communicated directly to agencies serving the special needs populations. Information is provided to these organizations on a regular basis and any changes in program requirements or availability of additional units of assistance are communicated immediately.***

#### **4. PHA Rent Determination Policies**

[24 CFR Part 903.7 9 (d)]

##### **A. Public Housing**

Exemptions: PHAs that do not administer public housing are not required to complete sub-component 4A.

##### **(1) Income Based Rent Policies**

Describe the PHA's income based rent setting policy/ies for public housing using, including discretionary (that is, not required by statute or regulation) income disregards and exclusions, in the appropriate spaces below.

a. Use of discretionary policies: (select one)

- The PHA will not employ any discretionary rent-setting policies for income based rent in public housing. Income-based rents are set at the higher of 30% of adjusted monthly income, 10% of unadjusted monthly income, the welfare rent, or minimum rent (less HUD mandatory deductions and exclusions). (If selected, skip to sub-component (2))

---or---

- The PHA employs discretionary policies for determining income based rent (If selected, continue to question b.)

b. Minimum Rent

1. What amount best reflects the PHA's minimum rent? (select one)

- \$0  
 \$1-\$25  
 \$26-\$50

2.  Yes  No: Has the PHA adopted any discretionary minimum rent hardship exemption policies?

3. If yes to question 2, list these policies below:

c. Rents set at less than 30% than adjusted income

1.  Yes  No: Does the PHA plan to charge rents at a fixed amount or percentage less than 30% of adjusted income?

4. If yes to above, list the amounts or percentages charged and the circumstances under which these will be used below:

d. Which of the discretionary (optional) deductions and/or exclusions policies does the PHA plan to employ (select all that apply) **NOT APPLICABLE**

- For the earned income of a previously unemployed household member
- For increases in earned income
- Fixed amount (other than general rent-setting policy)

**If yes, state amount/s and circumstances below:**

- Fixed percentage (other than general rent-setting policy)

**If yes, state percentage/s and circumstances below:**

- For household heads
- For other family members
- For transportation expenses
- For the non-reimbursed medical expenses of non-disabled or non-elderly families
- Other (describe below)

e. Ceiling rents

1. Do you have ceiling rents? (rents set at a level lower than 30% of adjusted income) (select one)

- Yes for all developments
- Yes but only for some developments
- No

2. For which kinds of developments are ceiling rents in place? (select all that apply)

**NOT APPLICABLE**

- For all developments
- For all general occupancy developments (not elderly or disabled or elderly only)
- For specified general occupancy developments
- For certain parts of developments; e.g., the high-rise portion
- For certain size units; e.g., larger bedroom sizes
- Other (list below)

3. Select the space or spaces that best describe how you arrive at ceiling rents (select all that apply)

**NOT APPLICABLE**

- Market comparability study
- Fair market rents (FMR)
- 95<sup>th</sup> percentile rents
- 75 percent of operating costs
- 100 percent of operating costs for general occupancy (family) developments
- Operating costs plus debt service
- The "rental value" of the unit
- Other (list below)

f. Rent re-determinations:

1. Between income reexaminations, how often must tenants report changes in income or family composition to the PHA such that the changes result in an adjustment to rent? (select all that apply)

- Never
- At family option
- Any time the family experiences an income increase
- Any time a family experiences an income increase above a threshold amount or percentage: (if selected, specify threshold)
- Other (list below)

g.  Yes  No: Does the PHA plan to implement individual savings accounts for residents (ISAs) as an alternative to the required 12 month disallowance of earned income and phasing in of rent increases in the next year?

**(2) Flat Rents**

1. In setting the market-based flat rents, what sources of information did the PHA use to establish comparability? (select all that apply.)

- The section 8 rent reasonableness study of comparable housing
- Survey of rents listed in local newspaper
- Survey of similar unassisted units in the neighborhood
- Other (list/describe below)

**B. Section 8 Tenant-Based Assistance**

Exemptions: PHAs that do not administer Section 8 tenant-based assistance are not required to complete sub-component 4B. **Unless otherwise specified, all questions in this section apply only to the tenant-based section 8 assistance program (vouchers, and until completely merged into the voucher program, certificates).**

**(1) Payment Standards**

Describe the voucher payment standards and policies.

a. What is the PHA's payment standard? (select the category that best describes your standard)

- At or above 90% but below 100% of FMR
- 100% of FMR
- Above 100% but at or below 110% of FMR
- Above 110% of FMR (if HUD approved; describe circumstances below)

b. If the payment standard is lower than FMR, why has the PHA selected this standard? (select all that apply) **NOT APPLICABLE**

- FMRs are adequate to ensure success among assisted families in the PHA's segment of the FMR area
- The PHA has chosen to serve additional families by lowering the payment standard
- Reflects market or submarket
- Other (list below)

c. If the payment standard is higher than FMR, why has the PHA chosen this level? (select all that apply) **NOT APPLICABLE**

- FMRs are not adequate to ensure success among assisted families in the PHA's segment of the FMR area
- Reflects market or submarket
- To increase housing options for families
- Other (list below)

d. How often are payment standards reevaluated for adequacy? (select one)

- Annually
- Other (list below)

e. What factors will the PHA consider in its assessment of the adequacy of its payment standard? (select all that apply)

- Success rates of assisted families
- Rent burdens of assisted families
- Other (list below)

## **(2) Minimum Rent**

a. What amount best reflects the PHA's minimum rent? (select one)

- \$0
- \$1-\$25
- \$26-\$50

b.  Yes  No: Has the PHA adopted any discretionary minimum rent hardship exemption policies? (if yes, list below)

## **5. Operations and Management**

[24 CFR Part 903.7 9 (e)]

Exemptions from Component 5: High performing and small PHAs are not required to complete this section. Section 8 only PHAs must complete parts A, B, and C(2)

### **A. PHA Management Structure**

Describe the PHA's management structure and organization.

(Select one)

- An organization chart showing the PHA's management structure and organization is attached.
- A brief description of the management structure and organization of the PHA follows:

### **B. HUD Programs Under PHA Management**

List Federal programs administered by the PHA, number of families served at the beginning of the upcoming fiscal year, and expected turnover in each. (Use "NA" to indicate that the PHA does not operate any of the programs listed below.)

<b>Program Name</b>	<b>Units or Families Served at Year Beginning</b>	<b>Expected Turnover</b> <i>includes turnover and expected use of vacant units or unused assistance</i>
Public Housing	1606	276 <i>251 turnover; 25 vacant units leased</i>
Section 8 Vouchers	1825	
Section 8 Certificates	-----	
Section 8 Mod Rehab	-----	
Special Purpose Section 8 Certificates/Vouchers (list individually)	Mainstream 100 Family Reunification 200	
Public Housing Drug Elimination Program (PHDEP)	1397	0
Other Federal Programs(list individually)		
<b><i>Farmer's Home Adm.</i></b>	84	8

### C. Management and Maintenance Policies

List the PHA's public housing management and maintenance policy documents, manuals and handbooks that contain the Agency's rules, standards, and policies that govern maintenance and management of public housing, including a description of any measures necessary for the prevention or eradication of pest infestation (which includes cockroach infestation) and the policies governing Section 8 management.

(1) Public Housing Maintenance and Management: (list below)

#### Management

- a. *Admissions and Continued Occupancy Policy*
- b. *Tenant Selection and Assignment Plan (included in ACOP)*
- c. *Grievance Procedures*
- d. *Tenant Handbook*
- e. *Management and Operations Procedure Manual*
- f. *Dwelling Lease and Addenda*
- g. *Tenant Briefing Checklist*

#### Maintenance

- a. *Maintenance Policy and Procedure Manual*
- b. *Dwelling Lease*
- c. *List of Resident Repair and Maintenance Charges*
- d. *Operations and Procedures Manual*

(2) Section 8 Management: (list below)

- a. *Section 8 Administrative Plan*

### **6. PHA Grievance Procedures**

[24 CFR Part 903.7 9 (f)]

Exemptions from component 6: High performing PHAs are not required to complete component 6. Section 8-Only PHAs are exempt from sub-component 6A.

#### **A. Public Housing**

1.  Yes  No: Has the PHA established any written grievance procedures in addition to federal requirements found at 24 CFR Part 966, Subpart B, for residents of public housing?

**If yes, list additions to federal requirements below:**

2. Which PHA office should residents or applicants to public housing contact to initiate the PHA grievance process? (select all that apply)

- PHA main administrative office  
 PHA development management offices  
 Other (list below)

## B. Section 8 Tenant-Based Assistance

1.  Yes  No: Has the PHA established informal review procedures for applicants to the Section 8 tenant-based assistance program and informal hearing procedures for families assisted by the Section 8 tenant-based assistance program in addition to federal requirements found at 24 CFR 982?

If yes, list additions to federal requirements below:

2. Which PHA office should applicants or assisted families contact to initiate the informal review and informal hearing processes? (select all that apply)

- PHA main administrative office  
 Other (list below)

## 7. Capital Improvement Needs

[24 CFR Part 903.7 9 (g)]

Exemptions from Component 7: Section 8 only PHAs are not required to complete this component and may skip to Component 8.

### A. Capital Fund Activities

Exemptions from sub-component 7A: PHAs that will not participate in the Capital Fund Program may skip to component 7B. All other PHAs must complete 7A as instructed.

#### (1) Capital Fund Program Annual Statement

Using parts I, II, and III of the Annual Statement for the Capital Fund Program (CFP), identify capital activities the PHA is proposing for the upcoming year to ensure long-term physical and social viability of its public housing developments. This statement can be completed by using the CFP Annual Statement tables provided in the table library at the end of the PHA Plan template **OR**, at the PHA's option, by completing and attaching a properly updated HUD-52837.

Select one:

The Capital Fund Program Annual Statement is provided as an attachment to the PHA Plan at Attachment (state name)



**The updated HUD-52837 is attached to this Annual Plan document.**

-OR-

- The Capital Fund Program Annual Statement is provided below: (if selected, copy the CFP Annual Statement from the Table Library and insert here)

**(2) Optional 5-Year Action Plan**

Agencies are encouraged to include a 5-Year Action Plan covering capital work items. This statement can be completed by using the 5 Year Action Plan table provided in the table library at the end of the PHA Plan template **OR** by completing and attaching a properly updated HUD-52834.

- a.  Yes  No: Is the PHA providing an optional 5-Year Action Plan for the Capital Fund? (if no, skip to sub-component 7B)

**b. If yes to question a, select one:**

- The Capital Fund Program 5-Year Action Plan is provided as an attachment to the PHA Plan at Attachment (state name)  
**The updated HUD-52837, including the 5 year action plan, is attached to this Annual Plan document.**

-OR-

- The Capital Fund Program 5-Year Action Plan is provided below: (if selected, copy the CFP optional 5 Year Action Plan from the Table Library and insert here)

**B. HOPE VI and Public Housing Development and Replacement Activities (Non-Capital Fund)**

Applicability of sub-component 7B: All PHAs administering public housing. Identify any approved HOPE VI and/or public housing development or replacement activities not described in the Capital Fund Program Annual Statement.

Yes  No: a) Has the PHA received a HOPE VI revitalization grant? (if no, skip to question c; if yes, provide responses to question b for each grant, copying and completing as many times as necessary)

b) Status of HOPE VI revitalization grant (complete one set of questions for each grant)

- 1. Development name: Orange Villa
- 2. Development (project) number: FL-04-07
- 3. Status of grant: (select the statement that best describes the current status)

- Revitalization Plan under development
- Revitalization Plan submitted, pending approval
- Revitalization Plan approved
- Activities pursuant to an approved Revitalization Plan underway

Yes  No: c) Does the PHA plan to apply for a HOPE VI Revitalization grant in the Plan year?

**If yes, list development name/s below:**

Griffin Park (FL-04-01) and Carver Court (FL-04-03)

Yes  No: d) Will the PHA be engaging in any mixed-finance development activities for public housing in the Plan year?

**If yes, list developments or activities below:**

The OHA will be engaged in development activities pursuant to the approved and funded HOPE VI program (Orange Villa, now known as Hampton Park). This will be a mixed-finance redevelopment effort and will include public housing.

The OHA will not be engaged in the actual construction or acquisition activities using mixed-financing during the year, however the OHA will be developing its capacity to engage in such mixed-finance projects by fully organizing its non-profit subsidiary and by identifying potential development partners. It will also be engaged in creating plans for housing development.

- Yes  No: e) Will the PHA be conducting any other public housing development or replacement activities not discussed in the Capital Fund Program Annual Statement?

If yes, list developments or activities below:

## **8. Demolition and Disposition**

[24 CFR Part 903.7 9 (h)]

Applicability of component 8: Section 8 only PHAs are not required to complete this section.

1.  Yes  No: Does the PHA plan to conduct any demolition or disposition activities (pursuant to section 18 of the U.S. Housing Act of 1937 (42 U.S.C. 1437p)) in the plan Fiscal Year? (If “No”, skip to component 9; if “yes”, complete one activity description for each development.)

### 2. Activity Description

- Yes  No: Has the PHA provided the activities description information in the optional Public Housing Asset Management Table? (If “yes”, skip to component 9. If “No”, complete the Activity Description table below.)

<b>Demolition/Disposition Activity Description</b>	
1a. Development name:	<u><b>Griffin Park</b></u>
1b. Development (project) number:	<u><b>FL-04-01</b></u>
2. Activity type	<input checked="" type="checkbox"/> Demolition <input type="checkbox"/> Disposition
3. Application status (select one)	<input type="checkbox"/> Approved <input type="checkbox"/> Submitted, pending approval <input checked="" type="checkbox"/> Planned application
4. Date application approved, submitted, or planned for submission: (DD/MM/YY)	<u><b>Submission Planned for 01/July/2000</b></u>
5. Number of units affected:	<u><b>198</b></u>
Coverage of action (select one)	<input type="checkbox"/> Part of the development <input checked="" type="checkbox"/> Total development
7. Timeline for activity:	a. Actual or projected start date of activity: <u><b>If application is approved, demolition would begin 01/July/2001</b></u>

b. Projected end date of activity: <b><i><u>If application is approved, demolition would be complete by 01/December/2001</u></i></b>	
<b>Demolition/Disposition Activity Description</b>	
Development name: <b><u>Carver Court</u></b>	
1b. Development (project) number: <b><u>FL-04-03</u></b>	
2. Activity type <input checked="" type="checkbox"/> Demolition <input type="checkbox"/> Disposition	
3. Application status (select one) Approved Submitted, pending approval <input checked="" type="checkbox"/> Planned application	
4. Date application approved, submitted, or planned for submission: <b><i><u>Submission Planned for 01/July/2000</u></i></b>	
5. Number of units affected: <b><u>212</u></b> Coverage of action (select one) <input type="checkbox"/> Part of the development <input checked="" type="checkbox"/> Total development	
7. Timeline for activity: a. Actual or projected start date of activity: <b><i><u>If application is approved, demolition would begin 01/July/2001</u></i></b> b. Projected end date of activity: <b><i><u>If application is approved, demolition would be complete by 01/December/2001</u></i></b>	

**9. Designation of Public Housing for Occupancy by Elderly Families or Families with Disabilities or Elderly Families and Families with Disabilities**

[24 CFR Part 903.79 (i)]

Exemptions from Component 9; Section 8 only PHAs are not required to complete this section.

- 1  Yes  No: Has the PHA designated or applied for approval to designate or does the PHA plan to apply to designate any public housing for occupancy only by the elderly families or only by families with disabilities, or by elderly families and families with disabilities or will apply for designation for occupancy by only elderly families or only families with disabilities, or by elderly families and families with disabilities as provided by section 7 of the U.S. Housing Act of 1937 (42 U.S.C. 1437e) in the upcoming fiscal year? (If “No”, skip to component 10. If “yes”, complete one activity description for each development, unless the PHA is eligible to complete a streamlined submission; PHAs completing streamlined submissions may skip to component 10.)

2. Activity Description

- Yes  No: Has the PHA provided all required activity description information for this component in the **optional** Public Housing Asset Management Table? If “yes”, skip to component 10.

If "No", complete the Activity Description table below.

<b>Designation of Public Housing Activity Description</b>	
1a. Development name:	<u>Hampton Park (formerly known as Orange Villa)</u>
1b. Development (project) number:	<u>FL-04-07</u>
2. Designation type:	<input checked="" type="checkbox"/> Occupancy by only the elderly <input type="checkbox"/> Occupancy by families with disabilities <input type="checkbox"/> Occupancy by only elderly families and families with disabilities
3. Application status (select one)	<input checked="" type="checkbox"/> Approved; included in the PHA's Designation Plan <input type="checkbox"/> Submitted, pending approval <input type="checkbox"/> Planned application
4. Date this designation approved, submitted, or planned for submission:	<u>Approval Date: 09/07/99</u>
5. If approved, will this designation constitute a (select one)	<input checked="" type="checkbox"/> New Designation Plan <input type="checkbox"/> Revision of a previously-approved Designation Plan?
6. Number of units affected:	<u>48</u>
7. Coverage of action (select one)	<input checked="" type="checkbox"/> Part of the development <u><i>This development will have family and elderly housing on the site. A portion of the site containing 48 units designed for elderly occupancy has been designated as housing for the elderly.</i></u> <input type="checkbox"/> Total development

**10. Conversion of Public Housing to Tenant-Based Assistance**

[24 CFR Part 903.79 (j)]

Exemptions from Component 10; Section 8 only PHAs are not required to complete this section.

**A. Assessments of Reasonable Revitalization Pursuant to section 202 of the HUD FY 1996 HUD Appropriations Act**

1.  Yes  No: Have any of the PHA's developments or portions of developments been identified by HUD or the PHA as covered under section 202 of the HUD FY 1996 HUD Appropriations Act? (If "No", skip to component 11; if "yes", complete one activity

description for each identified development, unless eligible to complete a streamlined submission. PHAs completing streamlined submissions may skip to component 11.)

2. Activity Description

**NOT APPLICABLE**

Yes  No:

Has the PHA provided all required activity description information for this component in the **optional** Public Housing Asset Management Table? If “yes”, skip to component 11. If “No”, complete the Activity Description table below.

<b>Conversion of Public Housing Activity Description</b>	
development name:	
1b. Development (project) number:	
2. What is the status of the required assessment? Assessment underway Assessment results submitted to HUD Assessment results approved by HUD (if marked, proceed to next question) Other (explain below)	
3. <input type="checkbox"/> Yes <input type="checkbox"/> No: Is a Conversion Plan required? (If yes, go to block 4; if no, go to block 5.)	
4. Status of Conversion Plan (select the statement that best describes the current status) Conversion Plan in development Conversion Plan submitted to HUD on: (DD/MM/YYYY) Conversion Plan approved by HUD on: (DD/MM/YYYY) Activities pursuant to HUD-approved Conversion Plan underway	
5. Description of how requirements of Section 202 are being satisfied by means other than conversion (select one) Units addressed in a pending or approved demolition application (date submitted or approved: Units addressed in a pending or approved HOPE VI demolition application (date submitted or approved:) Units addressed in a pending or approved HOPE VI Revitalization Plan (date submitted or approved: Requirements no longer applicable: vacancy rates are less than 10 percent Requirements no longer applicable: site now has less than 300 units Other: (describe below)	

**B. Reserved for Conversions pursuant to Section 22 of the U.S. Housing Act of 1937**

**C. Reserved for Conversions pursuant to Section 33 of the U.S. Housing Act of 1937**

**11. Homeownership Programs Administered by the PHA**

[24 CFR Part 903.7 9 (k)]

Exemptions from Component 11A: Section 8 only PHAs are not required to complete 11A.

**A. Public Housing**

1  Yes  No: Does the PHA administer any homeownership programs administered by the PHA under an approved section 5(h) homeownership program (42 U.S.C. 1437c(h)), or an approved HOPE I program (42 U.S.C. 1437aaa) or has the PHA applied or plan to apply to administer any homeownership programs under section 5(h), the HOPE I program, or section 32 of the U.S. Housing Act of 1937 (42 U.S.C. 1437z-4). (If “No”, skip to component 11B; if “yes”, complete one activity description for each applicable program/plan, unless eligible to complete a streamlined submission due to **small PHA** or **high performing PHA** status. PHAs completing streamlined submissions may skip to component 11B.)

2. Activity Description

Yes  No: Has the PHA provided all required activity description information for this component in the **optional** Public Housing Asset Management Table? (If “yes”, skip to component 12. If “No”, complete the Activity Description table below.)

<b>Public Housing Homeownership Activity Description</b>	
1a. Development name:	<u>Hampton Park</u>
1b. Development (project) number:	<u>1997 HOPE VI Revitalization Project</u>
2. Federal Program authority:	<input type="checkbox"/> HOPE I <input type="checkbox"/> 5(h) <input type="checkbox"/> Turnkey III <input type="checkbox"/> Section 32 of the USHA of 1937 (effective 10/1/99) <input checked="" type="checkbox"/> <b><i>Nehemiah-type program created as part of the HOPE VI development program</i></b>
3. Application status: (select one)	<input checked="" type="checkbox"/> Approved; included in the PHA’s Homeownership Plan/Program <input type="checkbox"/> Submitted, pending approval <input type="checkbox"/> Planned application
4. Date Homeownership Plan/Program approved, submitted, or planned for submission:	<u>Approval Date:</u>

8/13/99

5. Number of units affected: 36

6. Coverage of action: (select one)

Part of the development

***20 units for purchase by public housing/Section 8 residents will be constructed on site and 16 residents will be able to purchase units off-site.***

Total development

## B. Section 8 Tenant Based Assistance

1.  Yes  No: Does the PHA plan to administer a Section 8 Homeownership program pursuant to Section 8(y) of the U.S.H.A. of 1937, as implemented by 24 CFR part 982 ? (If “No”, skip to component 12; if “yes”, describe each program using the table below (copy and complete questions for each program identified), unless the PHA is eligible to complete a streamlined submission due to high performer status. **High performing PHAs** may skip to component 12.)

2. Program Description:

a. Size of Program

Yes  No: Will the PHA limit the number of families participating in the section 8 homeownership option?

**If the answer to the question above was yes, which statement best describes the number of participants? (select one)**

- 25 or fewer participants  
 26 - 50 participants  
 51 to 100 participants  
 more than 100 participants

b. PHA-established eligibility criteria

Yes  No: Will the PHA's program have eligibility criteria for participation in its Section 8 Homeownership Option program in addition to HUD criteria?

**If yes, list criteria below:**

- 1. Head and/or spouse must have been continually employed full-time during the prior 24 month period.**
- 2. Prohibition against short-term (5 years or less) balloon mortgages**
- 3. Minimum family downpayment of \$1,000.**
- 4. A minimum of \$1,000 of the downpayment from family's own resources**

## 12. PHA Community Service and Self-sufficiency Programs

[24 CFR Part 903.7 9 (1)]



## A. PHA Coordination with the Welfare (TANF) Agency

### 1. Cooperative agreements:

- Yes  No: Has the PHA entered into a cooperative agreement with the TANF Agency, to share information and/or target supportive services (as contemplated by section 12(d)(7) of the Housing Act of 1937)?

**If yes, what was the date that agreement was signed? 11/15/00**

### 2. Other coordination efforts between the PHA and TANF agency (select all that apply)

- Client referrals  
 Information sharing regarding mutual clients (*for rent determinations ONLY*)  
 Coordinate the provision of specific social and self-sufficiency services and programs to eligible families  
 Jointly administer programs  
 Partner to administer a HUD Welfare-to-Work voucher program (*to prepare the application for funding*)  
 Joint administration of other demonstration program  
 Other (describe)

## B. Services and programs offered to residents and participants

### (1) General

#### a. Self-Sufficiency Policies

Which, if any of the following discretionary policies will the PHA employ to enhance the economic and social self-sufficiency of assisted families in the following areas? (select all that apply)

- Public housing rent determination policies  
 Public housing admissions policies  
 Section 8 admissions policies  
 Preference in admission to section 8 for certain public housing families  
 Preferences for families working or engaging in training or education programs for non-housing programs operated or coordinated by the PHA  
 Preference/eligibility for public housing homeownership option participation  
 Preference/eligibility for section 8 homeownership option participation  
 Other policies (list below)

**Personnel Policy - Preference for hiring OHA residents.**

#### b. Economic and Social self-sufficiency programs

- Yes  No: Does the PHA coordinate, promote or provide any programs to enhance the

economic and social self-sufficiency of residents? (If “yes”, complete the following table; if “no” skip to sub-component 2, Family Self Sufficiency Programs. The position of the table may be altered to facilitate its use. )

<b>- Economic and Social Self Services and Programs -</b>				
<b>Program Name &amp; Description</b> (including location, if appropriate)	<b>Estimated Size</b>	<b>Allocation Method</b> (waiting list, random selection, specific criteria, etc.)	<b>Access</b> (development office/PHA main office/other provider name)	<b>Eligibility</b> (public housing or section 8 participants or both)
<b>Family Self Sufficiency (FSS):</b> Case management & jobs development program w/supportive services	200 families	Specific Criteria	OHA Central Office enrollment	Section 8 participants
<b>Family Unification:</b> Case management, family counseling, and supportive services program	200 families	Section 8 waiting list and availability of a Family Unification Voucher	Recommendation from Dept. Of Children & Family Services	Section 8 applicants
<b>Resident Training and Development:</b> assessments (including academic, vocational, and case management - supportive services), skills based training, job counseling & job placement assistance	500	Open Participation	OHA Central Office, complex offices, and other social service agencies	Section 8 participants and public housing residents
<b>Summer Camp:</b> Youth services program	200	Random selection	Complex offices	Public housing youth
<b>Transportation Services:</b> OHA van service for programs; provide residents with bus passes for self-sufficiency and other services	700	Specific criteria	Central office & complex offices	Public housing residents
<b>Food Bank:</b> Distribution of food and commodities	500	Open participation	Complex offices; Resident Association participation	Public housing residents
<b>Small Business Development Training:</b> Business development training & support services	8	Open participation	Central office	Section 8 participants and public housing residents

Program Name & Description (including location, if appropriate)	Estimated Size	Allocation Method (waiting list, random selection, specific criteria, etc.)	Access (development office/PHA main office/other provider name)	Eligibility (public housing or section 8 participants or both)
<b>Citizen's Patrol:</b> An OHA-component of the <i>Neighborhood Watch</i> program	2	Specific criteria	Complex offices	Public Housing adults
<b>Resident Activities and Services:</b> wide range of programs, activities, events intended to promote family unity and increase the quality of life for the elderly and disabled	1,000	Open Participation	Central office and Complex offices	Public housing families and Section 8 participants
<b>Drug Prevention &amp; Intervention Services:</b> Contracted services with professional substance abuse organizations	50	Specific criteria	Central Office & Complex Offices	Public housing residents
<b>Community Learning &amp; Enrichment Centers:</b> Educational and tutoring programs/services; computer labs	500	Open Enrollment	Central office and Complex Family Offices	Public housing residents
<b>Community Outreach Program:</b> Info. & Referral Services; Resident Assn. Capacity building	all families	Open enrollment	Complex offices & Resident Association offices	Public housing residents
<b>Voter awareness program,</b> including registration and education	300	Specific criteria	Central office and Complex Offices	Section 8 participants and public housing residents
<b>Homeownership Program</b>	50	Specific criteria	Central office and complex offices	Section 8 participants and public housing residents

**(2) Family Self Sufficiency program/s**

a. Participation Description

<b>Family Self Sufficiency (FSS) Participation</b>		
<i>Program</i>	<i>Required Number of Participants (start of FY 2000 Estimate)</i>	<i>Actual Number of Participants (As of: DD/MM/YY)</i>
<b>Public Housing</b>	0	0
<b>Section 8</b>	200	76

- b.  Yes  No: If the PHA is not maintaining the minimum program size required by HUD, does the most recent FSS Action Plan address the steps the PHA plans to take to achieve at least the minimum program size?

**If no, list steps the PHA will take below:**

**C. Welfare Benefit Reductions**

1. The PHA is complying with the statutory requirements of section 12(d) of the U.S. Housing Act of 1937 (relating to the treatment of income changes resulting from welfare program requirements) by: (select all that apply)

- Adopting appropriate changes to the PHA's public housing rent determination policies and train staff to carry out those policies
- Informing residents of new policy on admission and reexamination
- Actively notifying residents of new policy at times in addition to admission and reexamination.
- Establishing or pursuing a cooperative agreement with all appropriate TANF agencies regarding the exchange of information and coordination of services
- Establishing a protocol for exchange of information with all appropriate TANF agencies

Other: (list below)

**D. Reserved for Community Service Requirement pursuant to section 12(c) of the U.S. Housing Act of 1937**

**13. PHA Safety and Crime Prevention Measures**

[24 CFR Part 903.7 9 (m)]

Exemptions from Component 13: High performing and small PHAs not participating in PHDEP and Section 8 Only PHA's may skip to component 15. High Performing and small PHAs that are participating in PHDEP and are submitting a PHDEP Plan with this PHA Plan may skip to sub-component D.

**A. Need for measures to ensure the safety of public housing residents**

1. Describe the need for measures to ensure the safety of public housing residents (select all that apply)

- High incidence of violent and/or drug-related crime in some or all of the PHA's developments
- High incidence of violent and/or drug-related crime in the areas surrounding or adjacent to the PHA's developments
- Residents fearful for their safety and/or the safety of their children
- Observed lower-level crime, vandalism and/or graffiti
- People on waiting list unwilling to move into one or more developments due to perceived and/or actual levels of violent and/or drug-related crime
- Other (describe below)

2. What information or data did the PHA used to determine the need for PHA actions to improve safety of residents (select all that apply).

- Safety and security survey of residents
- Analysis of crime statistics over time for crimes committed "in and around" public housing authority
- Analysis of cost trends over time for repair of vandalism and removal of graffiti
- Resident reports
- PHA employee reports
- Police reports
- Demonstrable, quantifiable success with previous or ongoing anticrime/anti drug programs
- Other (describe below)

3. Which developments are most affected? (list below)

Griffin Park (FL-04-01)

Carver Court (FL-04-03)

Lake Mann Homes (FL-04-04)

**B. Crime and Drug Prevention activities the PHA has undertaken or plans to undertake in the next PHA fiscal year**

1. List the crime prevention activities the PHA has undertaken or plans to undertake: (select all that apply)



Contracting with outside and/or resident organizations for the provision of crime- and/or drug-prevention activities

OHA contracts with the Orlando Police Department and the Orange County Sheriff's Department for additional patrols in its housing developments.



Crime Prevention Through Environmental Design

A number of improvements have been made including, but not limited to:

Security Screens

Security Fences

Bars over Air Conditioning units

Improved site lighting



Activities targeted to at-risk youth, adults, or seniors



Volunteer Resident Patrol/Block Watchers Program



Other (describe below)

There is a Weed and Seed program in the Parramore area of Orlando which encompasses Griffin Park (FL-04-01) and Carver Court (FL-04-03).

2. Which developments are most affected? (list below)

Griffin Park (FL-04-01)

Carver Court (FL-04-03)

Lake Mann Homes (FL-04-04)

**C. Coordination between PHA and the police**

1. Describe the coordination between the PHA and the appropriate police precincts for carrying out crime prevention measures and activities: (select all that apply)



Police involvement in development, implementation, and/or ongoing evaluation of drug-elimination plan

- Police provide crime data to housing authority staff for analysis and action
- Police have established a physical presence on housing authority property (e.g., community policing office, officer in residence)
- Police regularly testify in and otherwise support eviction cases
- Police regularly meet with the PHA management and residents
- Agreement between PHA and local law enforcement agency for provision of above-baseline law enforcement services
- Other activities (list below)

2. Which developments are most affected? (list below)

*Griffin Park (FL-04-01)*

*Carver Court (FL-04-03)*

*Lake Mann Homes (FL-04-04)*

**D. Additional information as required by PHDEP/PHDEP Plan**

PHA's eligible for FY 2000 PHDEP funds must provide a PHDEP Plan meeting specified requirements prior to receipt of PHDEP funds.

- Yes  No: Is the PHA eligible to participate in the PHDEP in the fiscal year covered by this PHA Plan?
- Yes  No: Has the PHA included the PHDEP Plan for FY 2000 in this PHA Plan?
- Yes  No: This PHDEP Plan is an Attachment. (Attachment E Filename: FL004e01)  
*This PHDEP Plan is the application for FY 2000 PHDEP Funding*

**14. RESERVED FOR PET POLICY**

[24 CFR Part 903.7 9 (n)]

**15. Civil Rights Certifications**

[24 CFR Part 903.7 9 (o)]

Civil rights certifications are included in the PHA Plan Certifications of Compliance with the PHA Plans and Related Regulations.

**16. Fiscal Audit**

[24 CFR Part 903.7 9 (p)]

1.  Yes  No: Is the PHA required to have an audit conducted under section 5(h)(2) of the U.S. Housing Act of 1937 (42 U.S.C. 1437c(h))?  
(If no, skip to component 17.)
2.  Yes  No: Was the most recent fiscal audit submitted to HUD?
3.  Yes  No: Were there any findings as the result of that audit?
4.  Yes  No: If there were any findings, do any remain unresolved? *N/A*  
If yes, how many unresolved findings remain? *N/A*
5.  Yes  No: Have responses to any unresolved findings been submitted to HUD? **NOT**  
**APPLICABLE**  
If not, when are they due (state below)?

## **17. PHA Asset Management**

[24 CFR Part 903.79 (q)]

Exemptions from component 17: Section 8 Only PHAs are not required to complete this component. High performing and small PHAs are not required to complete this component.

1.  Yes  No: Is the PHA engaging in any activities that will contribute to the long-term asset management of its public housing stock, including how the Agency will plan for long-term operating, capital investment, rehabilitation, modernization, disposition, and other needs that have **not** been addressed elsewhere in this PHA Plan?
2. What types of asset management activities will the PHA undertake? (select all that apply)
  - Not applicable
  - Private management
  - Development-based accounting
  - Comprehensive stock assessment
  - Other: (list below)  
**OHA will continue to make capital improvements to bring properties to a level of parity with the private market. (See Capital Improvement Plan that is an attachment to this Annual Plan.)**
3.  Yes  No: Has the PHA included descriptions of asset management activities in the **optional** Public Housing Asset Management Table?



## **18. Other Information**

[24 CFR Part 903.7 9 (r)]

### **A. Resident Advisory Board Recommendations**

1.  Yes  No: Did the PHA receive any comments on the PHA Plan from the Resident Advisory Board/s?
  
2. If yes, the comments are: (if comments were received, the PHA **MUST** select one)
  - Attached at Attachment (File name)
  
  - Provided below:

**Numerous opportunities for provided for the input of the Resident Advisory Board and the General Public. Four (4) written comments were received from RAB, with only two indicating a concern or question. This concern and the OHA response are listed below:**

1. Concern - The RAB would like more information on how the income targets for public housing occupancy will be achieved.

OHA Response: The Annual Plan indicates that the OHA will utilize selection preferences, transfer incentives, and enhanced property conditions as the primary methods of achieving a broad range of incomes in public housing. It also indicated in the Plan that it will require no new approach to ensuring that at least 40% of new admissions to public housing be extremely low income families due to the current composition of the waiting list. At such time that additional HUD guidance is available concerning de-concentration, additional information will be made available to the Resident Advisory Board.

2. Concern - Does the fact that the U.S. District Court of New York enjoined the New York City Housing Authority from using the "working family" selection preference prohibit the OHA from using it?

OHA Response - The OHA is not prohibited from using the "working family" selection preference because the N.Y. case only specifically addresses the NYCHA. The NYCHA is under a pre-existing consent decree to rectify past discrimination and the preference was seen as a violation of the consent decree. The OHA is not operating under a consent decree nor has any court found the OHA's "working family" selection preference discriminatory.

There was one (1) written statement from an "at-large" OHA public housing resident listing several concerns or questions. The concerns/questions and the OHA responses are listed below:

3. Can the OHA consider changing the occupancy standards for elderly households by allowing two same-sex senior citizens to occupy a three (3) bedroom unit?

OHA Response - Shared living arrangements for seniors in public housing are not prohibited by the OHA. However, no change is contemplated in the Admissions and Continued Occupancy Policy to permit occupancy in a unit larger than that which is currently required without a compelling medical or physical reason (i.e., requirement for a live-in aide, need for special medical equipment, etc.)

Shared living arrangements in Section 8 housing is not prohibited by the OHA. However, owners of housing used in this program are allowed to establish their own occupancy standards as long as they are not contrary to law or program regulations.

4. There should be more of a financial incentive to families who find Section 8 apartments that cost less than the Section Fair Market Rents or Payment Standards.

OHA Response - The HUD Section 8 conforming rule has eliminated "shopping" incentives. This financial incentive can no longer be offered to program participants.

5. Can the OHA provide moving assistance to Section 8 families required to move during emergency situations?

OHA Response - There are no plans to amend the Section 8 Administrative Plan to offer financial assistance to families who are required to move because of emergencies. On the other hand, the OHA program administrators will continue to provide counseling, information and referral to such participants when such circumstances require them to move.

6. The OHA should seek a better rapport with program participants and offer a higher level of customer service.

OHA Response - The Agency Plan addresses its goal of improved customer service and better relationships with the community and its clients. This will be accomplished through improving the abilities of staff with training, more accountability, and emphasis on customer service.

3. In what manner did the PHA address those comments? (select all that apply)

Considered comments, but determined that no changes to the PHA Plan were necessary.

The PHA changed portions of the PHA Plan in response to comments

List changes below:

Other: (list below)

## B. Description of Election process for Residents on the PHA Board

1.  Yes  No: Does the PHA meet the exemption criteria provided section 2(b)(2) of the U.S. Housing Act of 1937? (If no, continue to question 2; if yes, skip to sub-component C.)

2.  Yes  No: Was the resident who serves on the PHA Board elected by the residents? (If yes, continue to question 3; if no, skip to sub-component C.)

**Florida Statute 421 requires that 7 persons serve on the OHA Board of Commissioners, with at least one a resident. All members of the board are appointed by the Mayor of Orlando.**

**Prior to the expiration of the term a current resident commissioner, the Mayor's Liaison to the Board of Commissioners will prepare list of at least three (3) candidate residents based on the nominations from bona-fide and duly recognized resident organizations. This list will be presented to the mayor for consideration as potential appointees to the OHA Board of Commissioners. It is understood that the appointing authority is under no obligation to appoint a resident commissioner from this list.**

3. Description of Resident Election Process

a. Nomination of candidates for place on the ballot: (select all that apply)

- Candidates were nominated by resident and assisted family organizations  
 Candidates could be nominated by any adult recipient of PHA assistance  
 Self-nomination: Candidates registered with the PHA and requested a place on ballot  
 Other: (describe)

b. Eligible candidates: (select one)

- Any recipient of PHA assistance  
 Any head of household receiving PHA assistance **and living within the city limits of Orlando**  
 Any adult recipient of PHA assistance  
 Any adult member of a resident or assisted family organization  
 Other (list)

c. Eligible voters: (select all that apply)

- All adult recipients of PHA assistance (public housing and section 8 tenant-based assistance)  
 Representatives of all PHA resident and assisted family organizations  
 Other (list)

**C. Statement of Consistency with the Consolidated Plan**

For each applicable Consolidated Plan, make the following statement (copy questions as many times as necessary).

**CITY OF ORLANDO**

1A. Consolidated Plan jurisdiction: (provide name here)

**City of Orlando, Florida**

2A. The PHA has taken the following steps to ensure consistency of this PHA Plan with the Consolidated Plan for the jurisdiction: (select all that apply)

- The PHA has based its statement of needs of families in the jurisdiction on the needs expressed in the Consolidated Plan/s.
- The PHA has participated in any consultation process organized and offered by the Consolidated Plan agency in the development of the Consolidated Plan.
- The PHA has consulted with the Consolidated Plan agency during the development of this PHA Plan.

Activities to be undertaken by the PHA in the coming year are consistent with the initiatives contained in the Consolidated Plan. (list below)

- 1 Affordable housing preservation
- 2 Increasing supply of affordable housing
- 3 Upgrading existing housing stock
- 4 Provision of special needs housing
- 5 Improvements to public housing
- 6 De-concentration
- 7 Supportive services to help families achieve economic self-sufficiency and to transition from welfare to work

Other: (list below)

3. The Consolidated Plan of the jurisdiction supports the PHA Plan with the following actions and commitments: (describe below)

**ORANGE COUNTY**

1B. Consolidated Plan jurisdiction: (provide name here)

**Orange County, Florida**

2B. The PHA has taken the following steps to ensure consistency of this PHA Plan with the Consolidated Plan for the jurisdiction: (select all that apply)

- The PHA has based its statement of needs of families in the jurisdiction on the needs expressed in the Consolidated Plan's.
- The PHA has participated in any consultation process organized and offered by the Consolidated Plan agency in the development of the Consolidated Plan.
- The PHA has consulted with the Consolidated Plan agency during the development of this PHA Plan.
- Activities to be undertaken by the PHA in the coming year are consistent with the initiatives contained in the Consolidated Plan. (list below)

1. Affordable housing preservation
2. Increasing supply of affordable housing
3. Upgrading existing housing stock
4. Provision of special needs housing
5. Improvements to public housing
6. De-concentration
7. Supportive services to help families achieve economic self-sufficiency and to transition from welfare to work

Other: (list below)

3. The Consolidated Plans of the jurisdiction supports the PHA Plan with the following actions and commitments: (describe below)

**The Governments of Orange County and the City of Orlando are committing local, HOME and CDBG funds to accomplish the following activities over a 5 year period from 1995 to 2000:**

1. Expand rental housing opportunities for lower income persons by producing 100 affordable rental units over 5 years and adding 100 new certificates to HOME's tenant-based assistance program
2. Promote public/private and non profit partnerships to produce affordable rental units and encourage the production of 5,000 units for lower income persons over 5 years
3. Support regulatory initiatives that stimulate production of affordable housing
4. Expand fair housing education and marketing efforts
5. Support efforts to assist low income families to become responsible homeowners and tenants.

**D. Other Information Required by HUD**

Use this section to provide any additional information requested by HUD.

## Attachments

Use this section to provide any additional attachments referenced in the Plans.

### **5. Deviations From and Modifications To the Agency Plan**

The Agency Plan is a living document which shall serve to guide OHA operations and resource management. In the event that circumstances or priorities necessitate actions, which would represent a substantial departure from the goals, objectives, timetables or policies as set forth in the plan, the OHA will invite resident review and input prior to taking actions that would implement such substantial changes.

Development of subsequent Annual Plans shall be vehicle through which updates and minor or routine modifications to the Agency Plan are made. On an annual basis the OHA will review its progress toward the achievement of its goals and objectives as set forth in the Agency Plan. It will also evaluate whether the remaining goals and objectives, and the existing policies and procedures, adequately address the needs of its constituents, stakeholders and the agency. To the extent that those needs are not met by the elements of the existing Agency Plan, the subsequent Annual Plan shall be written to reflect changes to goals, objectives, policies and procedures to address those needs.

In the event that the elements of the subsequent annual plan represent a significant departure from those of the existing Agency Plan, a Significant Amendment or Modification to the Agency Plan will be undertaken.

Under these circumstances, a full and participatory planning process will be used to obtain resident and stakeholder input. A draft of the substantially modified Agency Plan will be subject to the public review, comment, and hearing process.

The OHA will honor the current HUD definitions of Substantial Deviation and Significant Amendment.

- changes to rent or admissions policies or organization of the waiting list;
- additions of non-emergency work items (items not included in the current Annual Statement or 5 Year Action Plan) or change in use of replacement reserve funds under the Capital Fund;
- additions of new activities not included in the current PHDEP Plan;
- and any change with regard to demolition or disposition, designation,

The OHA will also consider the following actions as Substantial Deviations or Significant Amendments if such actions:

- Are contrary to explicitly stated elements of the Agency Plan;
- Change the allocation of resources to any activity by more than 25%;
- Extend the timetable for completion of an activity by 12 months or more;
- Nullify existing goals or results in null action toward achievement of a goal;
- Add new goals;
- Delete existing goals; or
- Change the OHA mission

# Public Housing Drug Elimination Program Plan Amended 7/14/00

**Note: THIS PHDEP Plan template (HUD 50075-PHDEP Plan) is to be completed in accordance with Instructions located in applicable PIH Notices.**

**Annual PHDEP Plan Table of Contents:**

1. General Information/History
2. PHDEP Plan Goals/Budget
3. Milestones
4. Certifications

**Section 1: General Information/History**

- A. Amount of PHDEP Grant \$ 368,361.00
- B. Eligibility type (Indicate with an “x”) N1 \_\_\_\_\_ N2 \_\_\_\_\_ R X
- C. FFY in which funding is requested 2000
- D. Executive Summary of Annual PHDEP Plan

In the space below, provide a brief overview of the PHDEP Plan, including highlights of major initiatives or activities undertaken. It may include a description of the expected outcomes. The summary must not be more than five (5) sentences long

The Housing Authority of the City of Orlando (Florida) will use a multi-faceted approach to reduce drug related activity at its 12 public housing sites. Drug prevention and intervention are addressed through the Family Services Community Outreach Program, Family Development activities and the Computer Learning Centers. Off-duty law enforcement patrols will continue to be used to reduce and prevent future recurrences of drug-related crime. The Orlando Housing Authority believes that its mix of activities emphasizing family-focused initiatives is the most effective way to combat illegal drug use and crime, and, more importantly, prevent future drug related activity.

**E. Target Areas**

Complete the following table by indicating each PHDEP Target Area (development or site where activities will be conducted), the total number of units in each PHDEP Target Area, and the total number of individuals expected to participate in PHDEP sponsored activities in each Target Area.

PHDEP Target Areas (Name of development(s) or site)	Total # of Units within the PHDEP Target Area(s)	Total Population to be Served within the PHDEP Target Area(s)
Griffin Park	198	425
Reeves Terrace	176	449
Carver Court	212	539
Lake Mann Homes	210	609
Murchison Terrace	190	476
Ivey Lane Homes	184	629
Lorna Doone Apartments	104	102
Meadow Lake Apartments	87	88
Johnson Manor	40	41
Citrus Square	87	213
Omega Apartments	74	236
Marden Meadows	45	195





## F. Duration of Program

Indicate the duration (number of months funds will be required) of the PHDEP Program proposed under this Plan (place an “x” to indicate the length of program by # of months. For “Other”, identify the # of months).

6 Months \_\_\_\_\_ 12 Months \_\_\_\_\_ 18 Months \_\_\_\_\_ 24 Months  X  Other \_\_\_\_\_

## G. PHDEP Program History

Indicate each FY that funding has been received under the PHDEP Program (place an “x” by each applicable Year) and provide amount of funding received. If previously funded programs have not been closed out at the time of this submission, indicate the fund balance and anticipated completion date. For grant extensions received, place “GE” in column or “W” for waivers.

Fiscal Year of Funding	PHDEP Funding Received	Grant #	Fund Balance as of Date of this Submission	Grant Extensions or Waivers	Anticipated Completion Date
FY 1995	X \$425,750	FL29DEP0040195	\$0		completed
FY 1996	X \$426,750	FL29DEP0040196	\$0		completed
FY 1997	X \$433,800	FL29DEP0040197	\$18,795		3/15/00
FY1998	X \$433,160	FL29DEP0040198	\$369,935		1/31/01
FY 1999	X \$353,540	FL29DEP0040199	\$350,540		1/31/02

## Section 2: PHDEP Plan Goals and Budget

### A. PHDEP Plan Summary

In the space below, summarize the PHDEP strategy to address the needs of the target population/target area(s). Your summary should briefly identify: the broad goals and objectives, the role of plan partners, and your system or process for monitoring and evaluating PHDEP-funded activities. This summary should not exceed 5-10 sentences.

The Housing Authority of the City of Orlando (Florida) will use a multi-faceted approach to reduce drug related activity at its 12 public housing sites. Drug prevention and intervention are addressed through the Family Services Community Outreach Program, Family Development activities and the Computer Learning Centers. Off-duty law enforcement patrols will continue to be used to reduce and prevent future recurrences of drug-related crime. The Orlando Housing Authority believes that its mix of activities emphasizing family-focused initiatives is the most effective way to combat illegal drug use and crime, and, more importantly, prevent future drug related activity. The Orlando Housing Authority works with a number of partners in order to provide programs and services for the residents of public housing. These partners include the Orlando Police Department, the Orange County Sheriffs Department, the City of Orlando's Recreation Department, the City of Orlando Neighborhood Services Office, the Central Florida YMCA, the Central for Drug Free Living, and the Work Force Development Board. Progress towards achieving program goals will be measured through a variety of methods including analyzing crime statistics, tracking of attendance data, administration of pre and post tests, and collection of resident feedback..

## B. PHDEP Budget Summary

Enter the total amount of PHDEP funding allocated to each line item.

<b>FY 2000 PHDEP Budget Summary</b>	
<b>Budget Line Item</b>	<b>Total Funding</b>
9110 - Reimbursement of Law Enforcement	\$52,571
9120 - Security Personnel	
9130 - Employment of Investigators	
9140 - Voluntary Tenant Patrol	
9150 - Physical Improvements	
9160 - Drug Prevention	\$155,225
9170 - Drug Intervention	\$160,565
9180 - Drug Treatment	
9190 - Other Program Costs	
<b>TOTAL PHDEP FUNDING</b>	<b>\$368,361</b>

## C. PHDEP Plan Goals and Activities

In the tables below, provide information on the PHDEP strategy summarized above by budget line item. Each goal and objective should be numbered sequentially for each budget line item (where applicable). Use as many rows as necessary to list proposed activities (additional rows may be inserted in the tables). PHAs are not required to provide information in shaded boxes. Information provided must be concise—not to exceed two sentences in any column. Tables for line items in which the PHA has no planned goals or activities may be deleted.

<b>9110 - Reimbursement of Law Enforcement</b>						<b>Total PHDEP Funding: \$52,571</b>	
Goal(s)	1. Decrease drug related crime in OHA developments. 2. Improve the relationship between residents and the police.						
Objectives	1. 8% decrease in Part I crimes as reported by law enforcement officials. 2. Hold quarterly meetings with law enforcement officials to identify problem areas. 3. Law enforcement officers will attend 8 resident association meetings at each complex annually.						
Proposed Activities	# of Persons Served	Target Population	Start Date	Expected Complete Date	PHDEP Funding	Other Funding (Amount/Source)	Performance Indicators
1. Off-duty law enforcement patrols at targeted complexes			10/1/00	12/31/01	\$52,571	none	1. Part crime data; 2. Meeting minutes and sign-in sheets for meetings between local law enforcement departments and OHA staff; 3. Minutes and sign-in sheets from resident association meetings attended by law enforcement officers
2.							
3.							

<b>9120 - Security Personnel</b>					<b>Total PHDEP Funding: \$</b>		
Goal(s)							
Objectives							
Proposed Activities	# of Persons Served	Target Population	Start Date	Expected Complete Date	PHDEP Funding	Other Funding (Amount /Source)	Performance Indicators
1.							
2.							
3.							

<b>9130 - Employment of Investigators</b>					<b>Total PHDEP Funding: \$</b>		
Goal(s)							
Objectives							
Proposed Activities	# of Persons Served	Target Population	Start Date	Expected Complete Date	PHDEP Funding	Other Funding (Amount /Source)	Performance Indicators
1.							
2.							
3.							

<b>9140 - Voluntary Tenant Patrol</b>					<b>Total PHDEP Funding: \$</b>		
Goal(s)							
Objectives							
Proposed Activities	# of Persons Served	Target Population	Start Date	Expected Complete Date	PHDEP Funding	Other Funding (Amount /Source)	Performance Indicators
1.							
2.							
3.							

<b>9150 - Physical Improvements</b>					<b>Total PHDEP Funding: \$</b>		
Goal(s)							
Objectives							
Proposed Activities	# of Persons Served	Target Population	Start Date	Expected Complete Date	PHDEP Funding	Other Funding (Amount /Source)	Performance Indicators
1.							

2.								
3.								

9160 - Drug Prevention					Total PHDEP Funding: \$155,225		
Goal(s)	<p><b>1.</b> Increase parents' and other adults' involvement activities with children. <b>2.</b> Increase parents' and other adults' knowledge of family development skills. <b>3.</b> Increase individual's ability to resist pressures to use illegal substances. <b>4.</b> Increase the computer skills of adult residents of the Orlando Housing Authority. <b>5.</b> Increase the computer skills of children living at Orlando Housing Authority complexes. <b>6.</b> Residents will use the computer labs as an aide to finding employment. <b>7.</b> Increase residents' capability to operate the computer labs.</p>						
Objectives	<p><b>1.</b> 50 parents will volunteer/participate in family development activities. <b>2.</b> 30 other adults will volunteer/participate in family development activities. <b>3.</b> 100 parents/other adults will attend family development workshops. <b>4.</b> 60% of parents/other adults attending family development workshops will demonstrate increased knowledge of family development skills. <b>5.</b> 200 individuals will attend workshops on issues related to illegal drug use and prevention. <b>6.</b> 60% of individuals attending workshops on illegal drugs will demonstrate increased knowledge of the negative impacts of illegal drugs. <b>7.</b> 150 (unduplicated in a year) adult residents will use the computer labs at least 2 hours per week. <b>8.</b> 125 (unduplicated in a year) residents will receive software training from the computer lab staff. <b>9.</b> 90 (unduplicated in a year) residents receiving software training will increase their computer skills. <b>10.</b> 60% of adult users will use educational software. 250 (unduplicated in a year) children will use the computer labs at least one hour a month. <b>11.</b> 40% of child users will use educational software. <b>12.</b> 150 residents (unduplicated in a year) will use the computer labs to write resumes and cover letters. <b>13.</b> 150 residents (unduplicated in a year) will use the internet for job search activities. <b>14.</b> 8 residents will be identified in a year s potential staff/volunteers for the computer labs. <b>15.</b> 8 residents will learn how to run the computer labs by the end of one year.</p>						
Proposed Activities	# of Persons Served	Target Population	Start Date	Expected Complete Date	PHDEP Funding	Other Funding (Amount /Source)	Performance Indicators
1. Family Development and Recreation (cultural enrichment, leadership enhancement, drug prevention, and education, parenting and recreation activities)	800	Residents at all of OHA's public housing sites	10/1/00	9/30/02	\$117,194	A variety of local agencies provide inkind funds	<b>1.</b> Attendance sheets and registration forms; <b>2.</b> Pre/post tests
2. Computer Learning Centers—Residents use the centers to complete school assignments, learn how to use computers, conduct job searches, write resumes, and prepare for the GED.	250	Residents at Griffin Park, Carver Court, Lake Mann Homes, Ivey Lane Homes, Murchison Terrace, Reeves Terrace, Lorna Doone Apartments	10/1/00	9/30/02	\$38,031	Comprehensive Grant Program: \$38,031	<b>1.</b> Registration/ attendance records; <b>2.</b> Pre/post tests; <b>3.</b> Sign-in sheets that record the resident's reason for coming to the center (school work, job search, etc.)
3.							

<b>9170 - Drug Intervention</b>					<b>Total PHDEP Funding: \$160,565</b>		
Goal(s)	1. Increase individual's ability to resist pressures to use illegal substances. 2. Residents will become employed and maintain employment for at least 3 months. 3. Employed residents will upgrade their earnings (employment enhancement).						
Objectives	1. 250 families will be recruited to participate in family services programs. 2. 250 families will be screened and referred for appropriate services. 200 families will be provided with supportive services. 3. 75 residents will receive employment retention skills training. 4. 300 residents will receive assistance in identifying job leads or be referred to organizations that can provide this assistance. 5. 100 residents will be referred to training or education programs. 6. 10% of those residents who are referred to training/education programs will enroll in a program. 7. 75 residents will become employed and maintain employment for at least 3 months. 8. 30 employed residents will enroll in training/education programs for the purpose of increasing their earning potential. 9. 50 of employed residents will move into jobs paying higher wages.						
Proposed Activities	# of Persons Served	Target Population	Start Date	Expected Complete Date	PHDEP Funding	Other Funding (Amount /Source)	Performance Indicators
1. Community Outreach: Staff will act as service coordinators and provide limited counseling and to develop individual service plans for households. Issues to be addressed include employment, education and training, child care, transportation, budgeting, substance abuse, and housekeeping.	800	Residents at all of OHA's public housing sites	10/1/00	9/30/02	160,565	HOPE VI: \$20,000; EDSS \$30,000	Documentation in case notes and on tracking forms of all of the services provided. Information obtained in follow-up meetings.
2.							
3.							

<b>9180 - Drug Treatment</b>					<b>Total PHDEP Funding: \$</b>		
Goal(s)							
Objectives							
Proposed Activities	# of Persons Served	Target Population	Start Date	Expected Complete Date	PHDEP Funding	Other Funding (Amount /Source)	Performance Indicators
1.							
2.							
3.							

<b>9190 - Other Program Costs</b>					<b>Total PHDEP Funds: \$</b>		
Goal(s)							
Objectives							
Proposed Activities	# of Persons Served	Target Population	Start Date	Expected Complete Date	PHDEP Funding	Other Funding (Amount /Source)	Performance Indicators
1.							
2.							
3.							

### **Section 3: Expenditure/Obligation Milestones**

Indicate by Budget Line Item and the Proposed Activity (based on the information contained in Section 2 PHDEP Plan Budget and Goals), the % of funds that will be expended (at least 25% of the total grant award) and obligated (at least 50% of the total grant award) within 12 months of grant execution.

<b>Budget Line Item #</b>	<b>25% Expenditure of Total Grant Funds By Activity #</b>	<b>Total PHDEP Funding Expended (sum of the activities)</b>	<b>50% Obligation of Total Grant Funds by Activity #</b>	<b>Total PHDEP Funding Obligated (sum of the activities)</b>
<i>e.g. Budget Line Item # 9120</i>	<i>Activities 1, 3</i>		<i>Activity 2</i>	
9110	Activity 1	\$9,437.50	Activity 1	\$18,875.00
9120				
9130				
9140				
9150				
9160	Activities 1, 2	\$38,806.25	Activities 1, 2	\$77,612.50
9170	Activity 1	\$40,141.25	Activity 1	\$80,282.50
9180				
9190				
<b>TOTAL</b>		<b>\$88,385.00</b>		<b>\$176,770.00</b>

### **Section 4: Certifications**

A comprehensive certification of compliance with respect to the PHDEP Plan submission is included in the “PHA Certifications of Compliance with the PHA Plan and Related Regulations.”