

# MOVING TO WORK

## PLAN AND APPLICAITON



POSTED OCTOBR 12, 2020

## **VISION FOR NSBHA'S LOCAL MTW PROGRAM**

The overall Vision for the New Smyrna Beach Housing Authority Moving to Work program is an integrated quality housing model that transforms families from poverty to prosperity while sustaining financial viability of our organization through implementation of more efficient business processes.

MTW provides NSBHA with the opportunity to develop and implement a comprehensive, integrated and coordinated service delivery model that combines housing; coaching and mentoring; life skills and empowerment; education; and, workforce development. Work alone has long been the central principle for moving individuals from dependence to economic self-sufficiency. Workforce development programs emphasize immediate job placement over education, pre-employment training or career advancement supports. Short-term emphasis on job placement at the expense of long-term services and supports that enable individuals to advance to jobs that pay sustaining-wages, has resulted in low-income individuals entering the labor market but, without sufficient gains to become economically self-sufficient. Lasting solutions to poverty require integrated and sequential delivery of education, training and supports that will enable low-income individuals to acquire the skills and competencies they need to move up the career ladder into higher paying, stable jobs. The self-sufficiency construct under NSBHA's MTW Program will emphasize the long-term nature of poverty alleviation.

Our Vision of quality housing will include the repositioning of our Public Housing portfolio through demolition and new construction of our oldest housing communities. The quality housing model we envision also includes the implementation of initiatives that will provide voucher families with expanded options in higher cost areas closer to services, employment and educational centers.

Our Vision of sustaining financial viability of our organization through more efficient business processes embraces operational improvements and procedures that will result in cost savings in the overall administration of our programs.

The New Smyrna Beach Housing Authority wants to participate in the MTW Demonstration Program to utilize the available flexibilities to address the unique needs of our community. As a coastal beach community, housing options are limited as owners benefit more from short-term vacation rentals than long-term rentals. Low-paying job opportunities abound in the hospitality sector but many individuals, even those working full-time, do not earn enough to cover basic housing needs. The high cost of living and limited housing options necessitates career advancement opportunities. In partnership with our community cohorts, we can more easily address these challenges with the flexibilities provided under the MTW Program.

**Fair Housing and Civil Rights Actions** - The New Smyrna Beach Housing Authority will carry out the MTW Demonstration Program in conformity with title VI of the Civil Rights Act of 1964, the Fair Housing Act, section 504 of the Rehabilitation Act of 1973, and title II of the Americans with Disabilities Act of 1990, and will affirmatively further fair housing by examining the MTW activities and initiative or proposed activities, identifying any impediments to fair housing choice within those activities, addressing those impediments in a reasonable fashion in view of the resources available and working with local jurisdictions to implement any of the jurisdiction's initiatives to affirmatively further fair housing that require the NSBHA's involvement and by maintaining records reflecting these analyses and actions.

## **PLAN FOR FUTURE COMMUNITY/RESIDENT ENGAGEMENT**

Our plan for successful community and resident engagement is designed to inform and shape our MTW Program to better serve our residents and the community; generate needed stakeholder support, and facilitate plan implementation. Great community engagement entails hearing from a large and diverse audience and collecting meaningful public input to inform decisions.

NSBHA has a very comprehensive and active FSS Coordinating Committee comprised of 20 key stakeholders in our Community and an additional 11 key stakeholders that we partner with for Mainstream Vouchers. Stakeholders include most community service organizations and representatives of City and County government. It is our intent to utilize these extensive existing community partnerships along with key resident leaders to create an MTW Advisory Committee that will work jointly with us in the development and implementation of our MTW Program and serve as MTW ambassadors to communicate accurately about the purpose and goals of our MTW Program. MTW Advisory Committee meetings will be posted in advance and open to the general public and all residents who will be encouraged to attend.

General communication will include a specific section on our website dedicated to our MTW Program; quarterly newsletters to residents; guest articles in community based publications; fact sheets for each specific initiative to be developed; and a specific implementation plan for each activity adopted.

## **OPERATING AND INVENTORY INFORMATION**

New Smyrna Beach Housing Authority owns and manages 4 Public Housing Communities with a total of 126 units. Donnelly Homes built in 1954 has a total of 12 units; Live Oak Homes

was built in 1962 has a total of 40 units; Greenlawn Terrace was built in 1954 and has a total of 34 units; and Enterprise Homes has a total of 40 units and was built in 1962.

All Public Housing communities serve the general population and have a mix of 1-bedroom through 5-bedroom units. Live Oaks unit mix also includes 4 efficiency units.

Our Public Housing Program consists of 77% single headed households and 23% couples; 78% of all heads of households are female while 22% are male; 29% of all households have earned income from wages; 35% receive Social Security benefits; 15% receive SSI benefits; and the balance of 21% have other sources of income, including 2% with no reported income.

Public Housing families are 64% White; 32% Black; 3% of Mixed Race; and 1% Asian; of these families. 94% are non-Hispanic and 6% are Hispanic.

As noted above, all Public Housing communities are over 50 years old and in need of recapitalization. We currently have plans to submit a Section 18 obsolescence application to demolish and dispose of Greenlawn Terrace and Enterprise Homes which are located on contiguous sites. We were successful in securing a 9% Low Income Housing Tax Credit allocation earlier this year and will be building a new community on the site.

All Public Housing Communities maintain high occupancy levels of 95% or more. The only leasing issue we face in Public Housing is the decline of large families in our community resulting in a decreased need for 4- and 5-bedroom units. Several of these units are underoccupied by smaller households.

NSBHA also administers a variety of Section 8 Housing Choice Voucher Programs. We have a baseline of 253 Housing Choice Vouchers; 93 Mainstream Vouchers and 10 VASH Vouchers.

Our Voucher Programs consists of 89% single headed households and 11% couples; 78% of all heads of households are female while 22% are male; 28% of all households have earned income from wages; 39% receive Social Security benefits; 18% receive SSI benefits; and the balance of 15% have other sources of income. Voucher families are 64% White; 32% Black; 3% of Mixed Race; and 1% Asian; of these families. 94% are non-Hispanic and 6% are Hispanic.

The leasing challenge in our Voucher Program is access to high quality housing in areas of opportunity. Landlords unwillingness to participate in the voucher program as well as limited payment standards does not allow our voucher holders to

The primary demographic change we anticipate for the families we serve is an increase of the percent of households with earned income. Our MTW plan will include required participation in self-sufficiency activities designed to increase skills to achieve sustainable wages.

### **PLAN FOR LOCAL MTW PROGRAM**

The New Smyrna Beach Housing Authority will implement the following types of initiatives under its local MTW Program.

#### **COST EFFECTIVENESS**

- **Simplification of Rent Calculation** including elimination of assets and deductions; flat utility allowances; elimination of EID; and simplification of income determination. This initiative will result in reduced staff time calculating tenant rent; thus, lowering operational costs for program administration.
- **Alternate Inspection Requirements** will include an initial baseline inspection and assignment of a unit quality rating; based on rating, owners will certify to HQS compliance. Each year 20% of all units will be randomly selected for inspection. This initiative will significantly

reduce the number of inspections resulting in a reduction of staff hours and associated costs; thus, lowering program administration costs.

- **Tiered Rents and Minimum Rent by Bedroom Size** will provide a flat rent schedule based on income bands within the area median income and will facilitate the rent calculation process. This will reduce time to complete rent transactions and reduce staff costs accordingly.
- **Alternate Interim Recertifications** will reduce the number of interim recertifications and reduce staff costs accordingly. Interims will only be conducted if household income decreases through no fault of the tenant, by a significant percent per month, to be determined based on further analysis.
- **Triennial Recertifications** will reduce the number of monthly recertification transactions resulting in reduction of staff time and associated costs.

### **SELF-SUFFICIENCY**

- **Community Resource Initiative Alliance (CRIA)** will provide a self-sufficiency continuum that is integrated and holistic. NSBHA's current Community Resource Center provides an array of support services including free cell phones and charging stations for the homeless, food security programs and services supporting the traditional FSS program. CRIA will be an MTW initiative requiring participation in a self-sufficiency program designed to assist individuals to acquire the skills and competencies needed to secure a sustainable wage. CRIA will include an education and/or work requirement. Expansion of supports will include "warp-around" services incorporating child care, transportation and education. The current FSS Program Coordinating Committee will be expanded to the CRIA Coordinating Committee and will communicate a shared vision of self-sufficiency throughout the community. Financial incentives will be provided to program participants based on completion of stated goals. Pay-

out of the financial incentives earned will be provided upon exit from the assisted housing program. This initiative will result in self-sufficiency of program participants.

- **Phased Reduced Subsidy** will encourage HCV program participants to more aggressively pursue education and training opportunities offered through other MTW self-sufficiency initiatives. Beginning with year 5 through year 8, subsidy will be reduced on a sliding scale basis to prepare residents for program exit. A detailed exit strategy will be developed households within two years of implementation of this activity. This initiative will result in self-sufficiency of participants.
- **Phased Increased Rent** will apply to Public Housing residents in the same way as the Phased Reduced Subsidy applies to HCV participants. Beginning in year through year 8, rent will increase on a sliding scale basis to prepare residents for program exit. A detailed exist strategy will also be developed for public housing residents.

## **HOUSING CHOICE**

- **Local Project Based Voucher Program** will increase the percent of baseline vouchers that will be project based and the number of units per project that can be project based. The local PBV program will also allow for an upfront commitment of PBV units to enable NSBHA to be more competitive in the LIHTC process. This initiative will enable NSBHA to expand housing choice through the development of new housing options particularly in areas of opportunity throughout our community.
- **Local Payment Standards** will expand housing choice through higher payment standards in the higher cost areas of our jurisdiction. Working with a real estate market firm, we will determine the submarkets and complete a rental analysis for each submarket. Payment standards will be established at 50% of the median rent within each submarket.

- **Landlord Incentive Program** – Properties located in areas with a poverty rate and minority concentration rate less than the overall city rates and owners that have never participated in the HCV program will receive a bonus when they accept a voucher. This initiative will expand housing choice to areas of opportunity.
- **Local Homeownership Program** - NSBHA will develop and implement a local homeownership program in partnership with Habitat for Humanity. We envision a model similar to Habitat but will add additional program requirements for our participants and a return of a percent of equity upon resale.

### **PROPOSED USE OF FUNDS**

New Smyrna Beach Housing Authority requests authority to use Public Housing and Housing Choice Voucher funds flexibility for implementation of its Moving to Work initiatives. Our proposed uses of funds include Non-Traditional Housing Programs; Landlord Incentive Programs; Secondary Financing to Support Housing Development Projects; and, Wrap-Around Supportive Services as described in our MTW Vision.

NSBHA also anticipates use funds in a fungible manner across traditional Section 8 and Section 9 programs. These uses may include support of vouchers, particularly local Project Based Vouchers above our baseline or additional self-sufficiency cash incentives.

### **EVIDENCE OF SIGNIFICATION PARTNERSHIPS**

NSBHA has developed a multitude of partnerships actively engaged in supporting our current FSS Program. Our partnership with CareerSource Flagler Volusia is key to achieving our MTW Vision.

CareerSource FV is a private non-profit organization that serves as the administrative entity, planner and grant recipient of the Workforce Innovation and Opportunity Act funds for the New Smyrna Beach area. CareerSource FV coordinates a network of service delivery programs focused on developing skills and credentials for individuals to secure employment with sustaining wages. They also provide opportunities for individuals with barriers to employment including persons with disabilities; low income or disadvantaged, homeless, ex-offenders; basic skill deficiencies and those with limited English proficiency.

Our partnership with CareerSource FV offers individualized services to our residents including initial assessment of needs; development of individuals employment plans; job search and placement assistance; career planning; job skills training; interviewing skills; internships and paid work experience activities.

Additional key partnerships that will support our MTW Vision include Early Learning Coalition, a cooperative of providers offering affordable child care; Our Lady Star of the Sea, a local church that created a fund specifically for NSBHA FSS participants to pay for small financial barriers such as auto repairs and gas; laptops; and utility bills. Educational partnerships include Volusia Literacy Alliance who provides tutoring services in preparation for GED and Daytona State College who provides pre-enrollment assessments to determine college readiness and ability to succeed. Our partnership with SCORE provides support to assist residents in growth of entrepreneurial skills for self-employment and business development.

The in-kind resources available through the partnerships described above will support implementation of the key components of our MTW Program.

**SIGNIFICANT DATES AND MILESTONES FOR THE MTW PROGRAM**

The schedule below highlights the key milestones for the first two years from entry into the MTW Program.

<b>MILESTONE</b>	<b>Q3 21</b>	<b>Q4 21</b>	<b>Q1 22</b>	<b>Q2 22</b>	<b>Q3 22</b>	<b>Q4 22</b>	<b>Q1 23</b>	<b>Q2 23</b>
Entry into the MTW Program								
Execution of MTW Agreement								
Draft Year 1 MTW Plan/Activities								
Resident and Community Engagement								
Plan for IT and Accounting Procedure Changes								
Board Approval Year 1 MTW Plan/Activities								
HUD Approval of Year 1 Plan								
Resident Communication Plan								
Develop Implementation Plans - Year 1 Activities								
Evaluation Plan for Overall Impact of MTW								
Implement Year 1 Activities								
Draft Year 2 Plan								
Resident and Community Engagement								
Board Approval Year 2 Plan								
Year 1 Report Finalized and Submitted to HUD								
HUD Approval Year 2 Plan								
Implement Year 2 Activities								