

Moving To Work Expansion Cohort #5 (MTW)  
Application Package

Sanford Housing Authority  
FL016

June 24, 2022

[Draft for Public Comment]

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# MTW Plan

## (1) Vision for PHA's Local MTW Program

### Purpose

The Housing Authority of the City of Sanford, Florida (SHA) is applying for Moving to Work (MTW) designation as part of Cohort #5, Asset Building Initiatives. The SHA is applying for MTW status to facilitate asset building of public housing families as they populate newly developed mixed-income communities; facilitate development of 209 public housing units throughout Sanford as envisioned by a 2011 litigation-related agreement among SHA, HUD and former SHA residents; and build upon initiatives SHA helped to develop under the Choice Neighborhoods Initiative (CNI) Planning Grant process for the Goldsboro neighborhood.

### Eligibility to Apply

SHA has demolished its 480 original public housing units, leaving 47.9 acres of vacant land, and SHA is early in the rebuilding process there and throughout Sanford; the first seven public housing units are in the completed 60-unit first stage of Monroe Landings. The Orlando Housing Authority (OHA), which has been administering the SHA at HUD's request since 2011, absorbed SHA's 90-unit voucher program in 2011. Thus, HUD has not scored SHA in PHAS or SEMAP since the last public housing units were demolished in 2014. SHA's last PHAS score qualified for PHAs high performer status, and its inventory of newly constructed units certainly will qualify as the units are completed. In addition, SHA either meets the additional HUD-imposed eligibility requirements or has not had the opportunity to meet reporting or other submission requirements because SHA has not had units that required such reporting. For these reasons, HUD should consider SHA to be a PHAS high performer and to qualify for participation in the MTW expansion.

### Overall Vision

SHA's vision for MTW will further the MTW statutory goals of cost-effectiveness, self-sufficiency and housing choice. SHA's rebuilding will consist of public housing within larger communities supported by low-income housing tax credits (Tax Credits), and SHA will seek MTW-authorized efficiencies to harmonize the rules of differing funding sources. SHA also envisions drawing upon other efficiencies demonstrated to be effective by current MTW PHAs, such as less frequent income reexaminations. SHA envisions self-sufficiency activities that build on both HUD's suggested Opt-Out Savings Account asset-building option and OHA's successful implementation of its MTW Resource Center experience. SHA's program is in the development phase, and therefore will emphasize housing choice through activities that streamline the development of public housing and use funding to increase the supply of other affordable units in Sanford. The SHA's CNI-developed plans also include a homeownership component, which SHA may be able to support with MTW financial and regulatory flexibility.

SHA's MTW participation will benefit from two unique factors: the experience and MTW status of OHA and the development of the Goldsboro CNI Transformation Plan ("Unlocking Goldsboro's Potential: A Transformation Plan to Guide Future Investments and Partnerships"; [https://www.choosegoldsboro.com/\\_files/ugd/fc3723\\_e4062bbfc36d4003b2c06be0c08e11b5.pdf](https://www.choosegoldsboro.com/_files/ugd/fc3723_e4062bbfc36d4003b2c06be0c08e11b5.pdf).) The OHA's dozen years of MTW experience and OHA's continued involvement in the administration of SHA will inform SHA's MTW participation. SHA's MTW program also may benefit from OHA's voucher program, including the possibility of locating project-based vouchers in Sanford. The Goldsboro CNI Transformation Plan provides a blueprint for SHA's public housing redevelopment and activities to assist residents that SHA can use to develop MTW activities and related community partnerships.

### **Key Personnel**

Personnel with primary responsibility for implementation of the SHA's MTW program will include the following individuals:

1. Vivian Bryant, President/CEO Orlando Housing Authority; Member of Florida Bar Association. (Add brief bio)
2. Ayub Fleming, Sanford Housing Authority Interim Director (Add brief bio)
3. Dr. Natalie Gooden, Orlando Housing Authority Moving to Work Resource Center Director for 10 years. (Add brief bio)
4. Tamara Johnson, SHA Choice Neighborhood Community Outreach Coordinator (Add brief bio)
5. Iris Diaz, HUD-Certified Housing Counselor (Add brief bio)
6. Kesha Brown, Orlando Housing Authority Moving to Work Coordinator and Job Recruiter (Add brief bio)

### **Fair Housing**

The SHA will implement its MTW Plan in conformity with applicable laws and regulations, including requirements to affirmatively further fair housing. The SHA's rebuilding of its public housing in diverse affordable housing communities will provide unique opportunities to accomplish fair housing goals.

## **(2) Plan for Future Community/Resident Engagement**

As the SHA rebuilds its public housing community, SHA will build upon the community engagement experience of the CNI Planning Grant process. The SHA and the City of Sanford led this process, and the City of Sanford will be engaged in connection with Moving to Work . The SHA will designate all assisted families to be members of the Resident Advisory Board and will seek their participation directly. SHA will seek involvement of community groups who participated in the CNI planning effort, their successors, and others in the broader Sanford community and will do outreach to racial and ethnic minorities, persons with Limited English Proficiency, persons with disabilities, families with children and groups representing such persons.

The SHA Board of Commissioners will include MTW progress as a standing agenda item for public comment. MTW-related meetings will include in-person and virtual options where possible.

### **(3) Operating and Inventory Information**

The SHA's inventory principally will consist of public housing within larger mixed-income communities, typically also supported by Tax Credits. The goal is for each community to contain public housing, Tax Credit and market-rate housing.

SHA's plans are to accomplish this work in phases. Three Hundred (300) rental units would be located in Goldsboro, of which approximately 10% would be public housing units. SHA has scheduled completion of several developments over the next four years on former SHA public housing sites:

- (1) Lake Monroe Terrace Phase 1 and Phase 2 will include 144 units; and
- (2) Edward Higgins Terrace- Cowan Moughton Terrace combined sites will include 80 units maximum

SHA envisions the remainder of the goal of 209 public housing units to be constructed within SHA's area of operation. The SHA or related entities will retain ownership interests in these developments.

The CNI Transformation Plan also envisioned homeownership units. These units may be developed with the assistance of City of Sanford programs. Their relationship to SHA households and potential initiatives is not yet established.

The SHA's development of the CNI Transformation Plan was innovative and the Plan has innovative and creative elements. SHA's mixed-income, mixed-finance housing development process to commence implementation of the Plan has been innovative.

### **Plan for Moving To Work Program**

The SHA's MTW program would use MTW flexibility to address local needs by streamlining and otherwise supporting its housing rebuilding efforts and assisting the asset building of its assisted households. Initiatives organized under the three statutory goals of MTW are as follows:

#### Cost Effectiveness

1. Evaluate potential for harmonizing requirements of the public housing and Tax Credit programs, in areas such as income recertifications and calculations.
2. Evaluate the possibility of conducting less frequent re-examinations, along the lines found successful by OHA.
3. Allow for SHA public housing site acquisition without advance HUD approval.

4. Consider streamlined rent calculations such as stepped rents, that also are consistent with asset building and self-sufficiency efforts

#### Self – Sufficiency

1. As part of the Asset Building Initiative, contribute at least \$10 per month to public housing family savings accounts.
2. As part of the Asset Building Initiative and drawing on OHA's experience, set requirements for participation in Sanford Housing Authority Resource Center (SHARC) that will provide support to public housing families. This could be in partnership with OHA's existing MTW Resource Center.
3. Provide additional family support from community resources identified in the CNI Transformation Plan.
4. Evaluate the possibility of conducting less frequent re-examinations, which would provide additional incentive for families to increase assets as well as efficiencies for SHA.
5. Consider streamlined rent calculations not tied to income such as stepped rents, which would support self-sufficiency efforts.
6. Consider development of a local non-traditional activity that will allow use of public housing operating reserves and other public housing funding to support self-sufficiency efforts such as the SHARC, asset-building contributions to savings accounts, elderly care efforts and services for disabled families. The use of public housing funds for supportive services to support public housing residents does not require a local non-traditional activity. SHA may want to provide the SHARC and supportive service resources to other low-income Sanford residents, however, including former SHA public housing residents that now are OHA voucher-holders and/or households assisted by only Tax Credits in developments also containing public housing.

#### Housing Choice

1. Allow for SHA public housing site acquisition without advance HUD approval, which would allow SHA to purchase sites more promptly and increase its ability to obtain desirable sites.
2. Allow for other public housing and mixed-finance development streamlining steps.
3. Include a local non-traditional activity to allow use of public housing operating reserves and other public housing funding to support development of non-public housing affordable rental units and/or affordable homeownership efforts.

### **(4) Proposed Use of MTW Funds**

The SHA requests authority to use public housing funds flexibly as part of its application to participate in the MTW Program (e.g., for local non-traditional activities). The SHA may use MTW funds for activities such as:

Local non-traditional activity that will allow use of public housing operating reserves and other public housing funding to support self-sufficiency efforts such as asset-building contributions to savings accounts, the SHARC, elderly care efforts and services for disabled families;

Local non-traditional activity to allow use of public housing operating reserves and other public housing funding to support development of non-public housing affordable rental units and/or affordable homeownership efforts.

This potential funding would supplement SHA leveraging efforts with regard to both self-sufficiency-related and development-related activities.

### **(5) Evidence of Significant Partnerships**

The SHA developed partnerships as part of the CNI planning process, which SHA can build upon in addition to its relationship with OHA and the City of Sanford to assist with the MTW program. The most significant partnerships include those entities included in the Choice Neighborhood Planning Grant Initiatives: the City of Sanford, the Crooms Technology High School, the Seminole County Community Services Division, the City of Sanford Police Department, the LYNX Transit Authority, and others.

With respect to leveraging of funding or in-kind resources, the SHA already has obtained \$250,000 in federal funds for a Sanford Housing Authority Resource Center with the assistance of Cong. Stephanie Murphy. Additional potential leveraging sources include the Seminole County Community Action Agency service providers

These partnerships will be helpful to SHA's accomplishment of asset-building/self-sufficiency support and housing development goals. They will be key to an extraordinarily successful SHA MTW initiative.

## **Asset Building Initiatives Information (Cohort 5)**

### **(1) Assessment of Existing Asset Building Programs**

The SHA has not had an asset building effort for assisted households and has not had such households since the demolition of its original public housing until very recently, with the initial occupancy of Monroe Landings. Approximately 444 former SHA public housing residents received OHA tenant protection or other vouchers and have the right to return to new SHA public housing units. The OHA's MTW Resource Center has not assisted these households, because their OHA tenant protection vouchers are outside the OHA's MTW block grant and thus are not an eligible source of funding to support the Resource Center. OHA asked HUD to include such vouchers in its MTW block grant at no additional cost to the voucher program but did not accept HUD's offer to allow this as long as OHA gave up certain rights under its MTW Agreement.

Because the OHA administers the SHA, its efforts on asset building for OHA households is relevant. The OHA's MTW Resource Center and its related efforts have had enormous success providing OHA residents with opportunities to increase their earned income, thus enabling growth of savings accounts and building of credit.

### **(2) Choice of Asset Building Initiatives Option**

The SHA proposes to implement Asset Building option 3) C., **PHA-Designed Asset Building Option**. The SHA is choosing this option to have the opportunity of combining the approach of option 3)A., **Opt-Out Savings Account Option**, without every required detail of that option in view of the limited number of SHA assisted families, with the benefits of a Resource Center that will draw on OHA's successful experience. The SHA will not pursue the credit building option at this point, in view of potential resident opposition, privacy concerns and other issues such as rent disputes or adjustments that could affect implementation.

### **(3) Information Specific to Asset Building Initiatives Option Chosen by PHA**

The SHA's asset building initiatives would have three components:

1. Opt-out Savings Accounts

This component will have the following elements:

- All public housing households will be eligible to participate. SHA reserves the ability to change this blanket eligibility once the program contains 100 or more households.
- SHA will contribute \$10 per month toward individual family savings accounts. Families thus must have bank accounts.
- Participating non-elderly non-disabled households whose 30% gross income less utility allowance rent calculations do not allow them to pay \$225 per month as a rent floor, subject to applicable laws and regulations.



- Participating households can withdraw funds from the savings account after 1 year or for urgent needs as defined by SHA.
  - Any household may opt out at any time.
2. SHARC
- Participating households will have access to the activities of either the OHA MTW Resource Center or a separately established SHARC.
  - Participating non-elderly non-disabled households whose 30% gross income less utility allowance rent calculations do not allow them to pay \$225 per month as a rent floor, subject to applicable laws and regulations
  - The SHA will use MTW or other funds to support the operations of the SHARC, as needed to support self-sufficiency efforts of SHA residents.
3. Related programmatic initiatives
- SHA will consider additional MTW activities, such as stepped rents and less frequent than annual income recertifications, which would provide additional incentives for SHA residents to increase their incomes and thus be able to build assets.
  - SHA will collaborate with the Seminole County Community Services Division and other social services support providers to further meet the needs of the MTW program clients.

The primary goal of this program is to help families increase their incomes and thus have the ability to have and increase the value of savings accounts and build other assets. Based on the experience of OHA's MTW Resource Center, SHA expects households to benefit beyond SHA's financial contributions to these accounts.

The elements that require MTW regulatory or funding flexibility may include use of MTW funds for contributions to the household savings accounts, required participation of households in SHARC activities, and potential programmatic changes such as variations in income recertification timing and procedures and variations in rent rules. The expenditure of public housing funds to provide supportive services for public housing households will not require MTW flexibility.

If SHA enrolls 100 public housing households, the cost of the savings contributions would be \$12,000 annually. The SHA also anticipates expending approximately \$840 annually per enrolled resident to support SHASRC activities including supportive services and \$84 annually on administrative expenses related to the asset building initiatives aspect of SHA's MTW program. This funding could come initially from SHA's public housing operating reserves and continue to come from SHA-earned developer fees and rental income from non-public housing SHA units, as well as annual public housing funding. SHA should be able to pay for these expenses and still have significant funding for other envisioned MTW initiatives.

The SHA also would continue to seek other public and private resources that could bolster the asset building initiatives aspect of its MTW program, in addition to the \$258,000 already obtained for the construction of an SHARC. Again, the relationships that SHA built through the CNI planning process may result in additional leveraging.

The material above demonstrates that despite its small program size, SHA could use MTW designation to the significant benefit of its residents and the greater Sanford community. The SHA looks forward to receiving the designation and beginning MTW work, with continued assistance from the OHA and HUD.

## **Appendix 1- Certifications**

Included as part of this appendix are:

1. Moving to Work Certifications of Compliance - Attachment I of PIH Notice

## **Appendix 2: Public Process Documentation**

There is no prescribed format or page limit for this appendix, but materials must include:

- The public notice advertising the public hearing;
- Evidence that the public hearing was held; and
- A resolution signed by the Board of Commissioners (or equivalent governing body) adopting the MTW Plan and application package and the certifications contained therein. This resolution must contain: confirmation of the PHA's desire to obtain MTW designation under the fourth cohort of the MTW Expansion; a statement of the intention to comply with the MTW objectives, the MTW statutory requirements and the MTW Operations Notice; confirmation that the PHA met the public process requirements in Section 5(C)(i)(c) of this Notice; and a statement of the commitment to implement the Asset Building Cohort option proposed in the MTW Plan and application package.

### **Appendix 3 – Required Standard Forms**

Included as part of this appendix are:

1. Certification of Consistency with the Consolidated Plan (HUD-2991)
2. Certification of Payments (HUD-50071)
3. Disclosure of Lobbying Activities (SF-LLL) (not applicable)

**Appendix 4 - Other Supporting Documentation Included as part of this appendix are:**

1. Resumes of SHA Board Members
2. Letter of Support from the Orlando Housing Authority
3. Letter of Support from the City of Sanford [Pending]
4. Letter of Support from (TBD)
5. Letter of Support from (TBD)

**ATTACHMENT I**  
**Moving to Work Certifications of Compliance**

**CERTIFICATIONS OF COMPLIANCE**

**U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT**  
**OFFICE OF PUBLIC AND INDIAN HOUSING**

**Certifications of Compliance with HUD and Federal Requirements and Regulations:**  
**Board Resolution to Accompany Application to the Moving to Work Demonstration Program**

Acting on behalf of the Board of Commissioners of the applicant public housing agency (PHA) listed below, as its Chairperson or other authorized PHA official if there is no Board of Commissioners, I approve the submission of the application to the Moving to Work (MTW) Demonstration Program for the PHA and make the following certifications and agreements with the Department of Housing and Urban Development (HUD) in connection with the submission of the application and implementation thereof:

- (1) The PHA will adhere to the MTW Operations Notice or successor notice and all requirements therein.
- (2) The PHA will adhere to HUD guidance in the MTW Operations Notice or successor notice in continuing to ensure at least 75% of families assisted are very low-income as defined in Section 3(b)(2) of the 1937 Act throughout the PHA's participation in the MTW Demonstration Program.
- (3) The PHA will adhere to HUD guidance in the MTW Operations Notice or successor notice in establishing a reasonable rent policy that is designed to encourage employment and self-sufficiency.
- (4) The PHA will adhere to HUD guidance in the MTW Operations Notice or successor notice in continuing to assist substantially the same total number of eligible low-income families as would have been served absent MTW throughout the PHA's participation in the MTW Demonstration Program.
- (5) The PHA will adhere to HUD guidance in the MTW Operations Notice or successor notice in continuing to maintain a comparable mix of families (by family size) as would have been provided had the funds not been used under the MTW Demonstration Program throughout the PHA's participation in the MTW Demonstration Program.
- (6) The PHA will adhere to HUD guidance in the MTW Operations Notice or successor notice in continuing to ensure housing assisted under the MTW Demonstration Program meets housing quality standards established or approved by the Secretary throughout the PHA's participation in the MTW Demonstration Program.
- (7) The PHA published a notice that a hearing would be held, that the application and all information relevant to the public hearing was available for public inspection for at least 30 days, that there were no less than 15 days between the public hearing and the approval of the application by the Board of Commissioners, and that the PHA conducted a public hearing to discuss the application and invited public comment.
- (8) The PHA took into consideration public and resident comments (including those of its Resident Advisory Board or Boards) before approval of the application by the Board of Commissioners or Board of Directors in order to incorporate any public comments into the application.

- (9) The PHA certifies that the Board of Commissioners has reviewed and approved the budget for the Capital Fund Program grants contained in the Capital Fund Program Annual Statement/Performance and Evaluation Report, form HUD-50075.1 (or successor form as required by HUD).
- (10) The PHA certifies that it will carry out its application in conformity with: Title VI of the Civil Rights Act of 1964 (42 USC 2000d-2000d-4); the Fair Housing Act (42 USC 3601-19); Section 504 of the Rehabilitation Act of 1973 (29 USC 794); Title II of the Americans with Disabilities Act of 1990 (42 USC 12101 et seq.); all regulations implementing these authorities; other applicable Federal, State, and local civil rights laws; and that it will affirmatively further fair housing by fulfilling the requirements set out in HUD regulations found at Title 24 of the Code of Federal Regulations, including regulations in place at the time of this certification, and any subsequently promulgated regulations governing the obligation to affirmatively further fair housing. The MTW PHA is always responsible for understanding and implementing the requirements of HUD regulations and policies and has a continuing obligation to affirmatively further fair housing in compliance with the 1968 Fair Housing Act, the Housing and Community Development Act of 1974, The Cranston-Gonzalez National Affordable Housing Act, and the Quality Housing and Work Responsibility Act of 1998. (42 U.S.C. 3608, 5304(b)(2), 5306(d)(7)(B), 12705(b)(15), and 1437C-1(d)(16)).
- (11) The PHA will carry out its plan in conformity with HUD's Equal Access Rule at 24 CFR 5.105(a)(2) and will not make a determination of eligibility for housing based on sexual orientation, gender identity, or marital status.
- (12) The application is consistent with the applicable Comprehensive Plan (or any plan incorporating such provisions of the Comprehensive Plan) for the jurisdiction in which the PHA is located.
- (13) The application certifies that according to the appropriate State or local officials that the application is consistent with the applicable Consolidated Plan.
- (14) The PHA complies with the prohibitions against discrimination on the basis of age pursuant to the Age Discrimination Act of 1975 and HUD's implementing regulations at 24 C.F.R. Part 146.
- (15) The PHA complies with the Violence Against Women Act and its implementing regulations at 24 C.F.R. Part 5, Subpart L and Parts 960 and 966.
- (16) The PHA complies with the Architectural Barriers Act of 1968 and its implementing regulations at 24 CFR Part 41, Policies and Procedures for the Enforcement of Standards and Requirements for Accessibility by the Physically Handicapped.
- (17) The PHA complies with the requirements of Section 3 of the Housing and Urban Development Act of 1968, Employment Opportunities for Low-or Very-Low Income Persons, and with its implementing regulation at 24 CFR Part 75.
- (18) The PHA complies with requirements with regard to a drug free workplace required by 24 CFR Part 24, Subpart F.
- (19) The PHA complies with requirements with regard to compliance with restrictions on lobbying required by 24 CFR Part 87, together with disclosure forms if required by this Part, and with restrictions on payments to influence Federal Transactions, in accordance with the Byrd Amendment and implementing regulations at 49 CFR Part 24.
- (20) The PHA complies with acquisition and relocation requirements of the Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970 and implementing regulations at 49 CFR Part 24 as applicable.



- (21) The PHA will take appropriate affirmative action to award contracts to minority and women's business enterprises under 24 CFR 5.105(a).
- (22) The PHA will provide HUD or the responsible entity any documentation needed to carry out its review under the National Environmental Policy Act and other related authorities in accordance with 24 CFR Part 58. Regardless of who acts as the responsible entity, the PHA will maintain documentation that verifies compliance with environmental requirements pursuant to 24 Part 58 and 24 CFR Part 50 and will make this documentation available to HUD upon its request.
- (23) With respect to public housing the PHA will comply with Davis-Bacon or HUD determined wage rate requirements under Section 12 of the United States Housing Act of 1937 and the Contract Work Hours and Safety Standards Act.
- (24) The PHA will keep records in accordance with 2 CFR 200.333-200.337 and facilitate an effective audit to determine compliance with program requirements.
- (25) The PHA will comply with the Lead-Based Paint Poisoning Prevention Act and 24 CFR Part 35.
- (26) The PHA will comply with the requirements of the Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Rewards at 2 CFR Part 200.
- (27) The application and all attachments are available at the primary business office of the PHA and at all other times and locations identified by the PHA in its Plan and will continue to be made available at least at the primary business office of the PHA.

Housing Authority of the City of Sanford, FL

FL-016

**PHA NAME**

**PHA NUMBER/HA CODE**

*I/We, the undersigned, certify under penalty of perjury that the information provided above is true and correct. WARNING: Anyone who knowingly submits a false claim or makes a false statement is subject to criminal and/or civil penalties, including confinement for up to 5 years, fines, and civil and administrative penalties. (18 U.S.C. §§ 287, 1001, 1010, 1012, 1014; 31 U.S.S. §3729, 3802).*

Vivian Bryant, Esq.

President/CEO (pursuant to Agreement)

**NAME OF AUTHORIZED OFFICIAL\***

**TITLE**

**SIGNATURE**

**DATE**

**\* Must be signed by either the Chairperson or Secretary of the Board of the PHA's legislative body. This certification cannot be signed by an employee unless authorized by the PHA Board to do so. If this document is not signed by the Chairman or Secretary, documentation such as the by-laws or authorizing board resolution must accompany this certification.**

## NOTICE OF PUBLIC COMMENT PERIOD AND PUBLIC HEARING

### HOUSING AUTHORITY OF THE CITY OF SANFORD, FLORIDA (SHA) - INTENT TO APPLY TO THE UNITED STATES DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT (HUD) FOR THE MOVING TO WORK DEMONSTRATION PROGRAM (MTW) ASSET BUILDING COHORT

The Sanford Housing Authority (SHA) hereby notifies the public of its intent to apply for the United States Department of Housing and Urban Development (HUD) Moving to Work (MTW) Demonstration Program Asset Building Cohort. Moving to Work (MTW) is a demonstration program for public housing authorities (PHAs) that provides an opportunity to design and test innovative, locally-designed strategies to streamline and simplify housing authority programs, support resident self-sufficiency, and increase housing choices for low-income families.

If selected for the MTW Asset Building Cohort, the Sanford Housing Authority will establish an asset-building program that encourages financial literacy, the growth of savings accounts, and/or credit building for public housing households.

The SHA announces the **Public Comment Period** on the draft Moving to Work (MTW) Plan and Application for Asset Building Cohort for its public housing residents. **The Public Comment Period will begin on June 24, 2022, and end on July 26, 2022.** A copy of the draft MTW Plan and Application will be available for review and comment for the duration of the Public Comment Period on the Orlando Housing Authority's website [www.orl-oha.org](http://www.orl-oha.org) and at the following locations/times between the hours of 9:00 a.m. and 4:00 p.m., Monday through Wednesday, and Thursday from 9:00 a.m. - Noon:

Sanford Housing Authority	Orlando Housing Authority	OHA Satellite Office
120 Lexington Green Ln	390 N. Bumby Ave.	510 W. Lake Mary Blvd.
Sanford, FL 32771	Orlando, FL 32803	Sanford, FL 32773

The SHA will receive comments on the draft MTW Plan and Application until July 26, 2022. Written comments should be addressed to Vivian Bryant, Esq., President/CEO, Sanford Housing Authority, 120 Lexington Green Lane, Sanford, Florida, 32771.

**SHA will hold a Public Hearing to accept comments on the draft MTW Plan and Application on Thursday, July 7, 2022 at 10:00 a.m. at City of Sanford Police Headquarters, 815 Historic Goldsboro Boulevard, Sanford, FL 32771.**

For more information, please contact the Sanford Housing Authority at (407) 323-3150. Persons requiring transportation and/or special accommodations to attend and participate in the Public Hearing may call the same number by Friday, July 1, 2022 at 4:00 p.m. SHA will provide Spanish language translation, and sign language interpretation upon request. Attendance at the public hearing is not mandatory. TDD#: (407) 894-9891, Florida Relay #: 711.



## AVISO DE PERÍODO DE COMENTARIOS Y AUDIENCIA PÚBLICA

### AUTORIDAD DE VIVIENDA DE LA CIUDAD DE SANFORD, FLORIDA (SHA) INTENCIÓN DE APLICAR AL DEPARTAMENTO DE VIVIENDA Y DESARROLLO URBANO DE LOS ESTADOS UNIDOS (HUD) PARA LA COHORTE DE DESARROLLO DE ACTIVOS DEL PROGRAMA DE DEMOSTRACIÓN DE MOVIÉNDOSE A TRABAJAR (MTW)

Por la presente, la Autoridad de Vivienda de Sanford (SHA) notifica al público su intención de aplicar para la Cohorte de Desarrollo de Activos del Programa de Demostración de Moviéndose A Trabajar (MTW) del Departamento de Vivienda y Desarrollo Urbano de los Estados Unidos (HUD). Moviéndose a Trabajar (MTW) es un programa de demostración para las autoridades de viviendas públicas (PHAs) que brinda la oportunidad de diseñar y probar estrategias innovadoras diseñadas localmente para optimizar y simplificar los programas de la autoridad de vivienda, apoyar la autosuficiencia de los residentes y aumentar las opciones de vivienda para familias de escasos recursos.

Si es seleccionada para la Cohorte de Desarrollo de Activos de MTW, la Autoridad de Vivienda de Sanford establecerá un programa de desarrollo de activos que fomente la educación financiera, el crecimiento de las cuentas de ahorro y/o la creación de crédito para los hogares de vivienda pública.

La SHA anuncia el **Período de Comentarios Públicos** sobre el borrador del Plan de Moviéndose a Trabajar (MTW) y la Solicitud para la Cohorte de Desarrollo de Activos para sus residentes de viviendas públicas. **El Período de Comentarios Públicos comenzará el 24 de Junio de 2022 y finalizará el 26 de Julio de 2022.** Una copia del borrador del Plan MTW y la Aplicación estarán disponibles para revisión y comentarios durante el Período de Comentarios Públicos en el sitio web de la Autoridad de Vivienda de Orlando, [www.orl-oha.org](http://www.orl-oha.org) y en los siguientes lugares/horarios entre las 9:00 a.m. y las 4:00 p.m., de Lunes a Miércoles, y los Jueves de 9:00 a.m. al mediodía:

Autoridad de Vivienda de Sanford  
120 Lexington Green Ln  
Sanford, Florida 32771

Autoridad de Vivienda de Orlando  
390 N. Bumby Ave.  
Orlando, Florida 32803

Oficina Satélite de OHA  
510 W. Lake Mary Blvd.  
Sanford, Florida 32773

La SHA recibirá comentarios sobre el borrador del Plan MTW y la Aplicación hasta el 26 de Julio de 2022. Los comentarios por escrito deben enviarse a Vivian Bryant, Lcda., Presidenta/Directora Ejecutiva, Sanford Housing Authority, 120 Lexington Green Lane, Sanford, Florida, 32771.

**La SHA llevará a cabo una Audiencia Pública para aceptar comentarios sobre el borrador del Plan y la Solicitud de MTW el Jueves, 7 de Julio de 2022 a las 10:00 a.m., en el Cuartel General de la Policía de la Ciudad de Sanford, 815 Historic Goldsboro Boulevard, Sanford, FL 32771.**

Para obtener más información, comuníquese con la Autoridad de Vivienda de Sanford al (407) 323-3150. Las personas que requieran transporte y/o acomodación especial para asistir y participar en la Audiencia Pública pueden llamar al mismo número antes del Viernes 1° de Julio de 2022 a las 4:00 p.m. La SHA proporcionará traducción al Español e interpretación de lenguaje de señas a pedido. La asistencia a la audiencia pública no es obligatoria. #TDD: (407) 894-9891, #Relevo en Florida: 711.



# Public Hearing Documentation

(Pending July 7, 2022 )

# Board Resolution

(pending July 26, 2022)

# Appendix 3

## Required Standard Forms

**Certification of Consistency  
with the Consolidated Plan****U.S. Department of Housing  
and Urban Development**

I certify that the proposed activities/projects in the application are consistent with the jurisdiction's current, approved Consolidated Plan.  
(Type or clearly print the following information:)

Applicant Name: Housing Authority of the City of Sanford, Florida (FL-016)

Project Name: MTW Expansion Asset Building Cohort - Application Package

Location of the Project: Sanford, Florida

Name of the Federal  
Program to which the  
applicant is applying: Moving to Work Demonstration Program Asset Building Cohort

Name of  
Certifying Jurisdiction: City of Sanford, FL

# Certification of Payments to Influence Federal Transactions

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

Public reporting burden for this information collection is estimated to average 30 minutes. This includes the time for collecting, reviewing, and reporting data. The information requested is required to obtain a benefit. This form is used to ensure federal funds are not used to influence members of Congress. There are no assurances of confidentiality. HUD may not conduct or sponsor, and an applicant is not required to respond to a collection of information unless it displays a currently valid OMB control number.

Applicant Name

Housing Authority of the City of Sanford, Florida (FL-016)

Program/Activity Receiving Federal Grant Funding

MTW Expansion Asset Building Cohort

The undersigned certifies, to the best of his or her knowledge and belief, that:

(1) No Federal appropriated funds have been paid or will be paid, by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of an agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any Federal contract, the making of any Federal grant, the making of any Federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any Federal contract, grant, loan, or cooperative agreement.

(2) If any funds other than Federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of an agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this Federal contract, grant, loan, or cooperative agreement, the undersigned shall complete and submit Standard Form-LLL, Disclosure Form to Report Lobbying, in accordance with its instructions.

(3) The undersigned shall require that the language of this certification be included in the award documents for all subawards at all tiers (including subcontracts, subgrants, and contracts under grants, loans, and cooperative agreements) and that all sub recipients shall certify and disclose accordingly.

This certification is a material representation of fact upon which reliance was placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by Section 1352, Title 31, U.S. Code. Any person who fails to file the required certification shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.

I hereby certify that all the information stated herein, as well as any information provided in the accompaniment herewith, is true and accurate.

**Warning:** HUD will prosecute false claims and statements. Conviction may result in criminal and/or civil penalties. (18 U.S.C. 1001, 1010, 1012; 31 U.S.C. 3729, 3802)

Name of Authorized Official

Vivian Bryant, Esq.

Title

President/CEO (Pursuant to Agreement)



# Appendix 4

## Other Supporting Documentation

**VIVIAN BRYANT**  
**RESUME**

**EDUCATION:**

**University of Florida Law School, Gainesville, FL**  
(March 1975 - August 1977) Major Emphasis on Real Estate and Property Law  
**JURIS DOCTORATE**  
Admitted to the Florida Bar in April, 1980

**Florida State University School of Social Work, Tallahassee, FL**  
(September 1970 - March 1972)  
Major Emphasis on Planning and Administration  
**MASTER OF SOCIAL WORK**

**Howard University, Washington, D.C.**  
(September 1965 - June 1969)  
Major: Sociology Minor: Psychology  
**BACHELOR OF ARTS**

**BLANCHE ELY HIGH SCHOOL, Pompano Beach, FL**  
(Through June 1965) Class Valedictorian  
**HIGH SCHOOL DIPLOMA**

**EXPERIENCE:**

**Orlando Housing Authority**  
300 Reeves Court, Orlando, FL 32801  
**EXECUTIVE DIRECTOR**

**Dade County Special Housing Programs Department**  
2153 Coral Way, Miami, FL, 33145  
**ASSISTANT DIRECTOR, SECTION 8 AND MULTIFAMILY PROGRAMS**

# **VIVIAN BRYANT**

## **RESUME**

**Dade County Office of Community and Economic Development  
140 W. Flagler Street, Miami, FL,  
ASSISTANT DIRECTOR FOR HOUSING**

**Dade County Office of Community Development  
140 W. Flagler Street, Miami, FL,  
PRINCIPAL PLANNER**

**Dade County Planning Department  
SENIOR PLANNER**

**Florida Department of Health and Rehabilitative Services in Pompano Beach, FL  
SOCIAL WORKER**

### **COMMUNITY INVOLVEMENT**

Inner City Games Board of Directors, Orlando, Florida

Adjunct Professor at Florida Memorial College

Carver YMCA

Centro Campesino Farmworker Project Volunteer

Children's Home Society Parent Program

Christian Hospital Board of Directors

Conservatory of Fine Arts

Delta Sigma Theta Sorority, Inc.

Family Christian Association of America

Gems and Gents Child Development Program Volunteer

Girl Scouts of American Volunteer

Goulds Coalition Advisor

Habitat for Humanities Volunteer

Howard University Booster Club

Miami Choral Society Fund-raiser

NAACP

New Birth Baptist Church Youth for Christ Choir Treasurer

New Birth Baptist Church Optimist Club

Past President St. John Community Development Corporation, Board of Directors

Senior Citizens of North Dade

South Dade Alliance, Inc.

Summer Bridge Program for Youth Development

Sunland Training Center Volunteer in Tallahassee and Miami

Urban League of Greater Miami

**VIVIAN BRYANT**  
**RESUME**

United Negro College Fund-raiser  
United Pastors of Richmond Heights

**PROFESSIONAL ORGANIZATIONS**

American Bar Association  
Dade County Bar Association  
Federation of Black Employees  
Florida Bar Association  
National Association of Housing and Redevelopment Officials  
National Association of Social Workers  
National Forum of Black Public Administrators  
New Miami Group  
Southeast Regional Council of the National Association of Housing  
and Redevelopment Officials

## Ayub H Fleming 1

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Property Management  
Rehab & Construction  
Personal Development & Life Coaching  
Real Estate Development & Acquisition  
Business & Real Estate Finance

Business Development & Operations  
Financial Literacy  
International finance & marketing  
Seminars and Training  
Marketing & Book Publishing

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### Professional Experience:

#### **Sanford Housing Authority**, Sanford Florida July 2010 - Present

Current Position: Executive Director, SHA

Responsible for operations and finance, property management, procurement and complying with HUD regulations, demolition, real estate development, maintenance of 480 units. Transitioned SHA from a troubled and fiscally insolvent agency to a high performer, relocated 403 families, stabilized finance, and readied agency for redevelopment. Procured developer for development of 50 vacant acres of land. 2016 applied and was awarded a Choice Neighborhood Initiative Planning Grant from HUD. Oversaw development of Historic Goldsboro Transformation Plan including, grant administration and reporting, event planning, budget, public meetings, chaired housing meetings, and development of strategies for transformation plan. Assisting agency with tax credit applications and finance strategies for redevelopment.

#### **Orlando Housing Authority**, Orlando Florida 2001 – 2004, 2008 – Present

Current Position: Asset Development Program Manager, Executive Office

Responsible for: Strategic acquisition and development of non-public housing properties that includes affordable housing, HUD 202, tax credit, RAD conversion, and market rate multi-family properties. Currently manager 663 units, responsible for oversight of property management, construction, compliance, and increasing value of portfolio.

#### **WP Foundation Inc**, Orlando Florida 2005 – Present

Current Position: Co – Founder, President & CEO, Vice Chair, Executive Office

Responsible for day to day operations, fund raising, finance, program development and management of 501C3 that includes programs for abused women and children, transitional housing, homeless program support, food drives, assisted with disaster relief after hurricanes Irma and Maria, and development and execution of personal development programs.

#### **Fleming Investment Properties Inc**, Orlando Florida 2007 - 2010

Position: President & CEO

Responsible for day to day operations, finance and project management on residential and commercial developments, construction and rehab.

#### **Teach the World About Chiropractic / Body by God**, Celebration Florida 2004 - 2007

Position: Chief Executive Officer, Executive Office

Responsible for day to day operations and finance of a national chiropractic coaching program that developed the principles, practices, marketing, and operations of chiropractors nationwide. Acted as lead event planner for national monthly seminars in various states. Managed all phases of operations including marketing and product development.

#### **L Design Group**, Winter Park Florida 2001 - 2002

Position: Business Development Manager, Executive Office

Responsible for marketing, client, and business development as well as developing strategic real estate development partners.

**Masters Touch International Church, Orlando Florida 2000 - 2002**

Position: Executive Administrator, Executive Office

Responsible for day to day operations, property management, security, and finance for Orlando and South Carolina churches that included product development and community relations.

**World Outreach Center / BHMM, Orlando Florida, Irvine California 1987 - 2000**

Position: Security Director, Operations Manager, Director of Operations, Executive Office

Responsible for day to day operations security, procurement, product development, book and magazine development, mail processing, direct mail, print shop, construction rehab and facility maintenance in California, Texas, and Florida, human resources, and shipping. Responsible for the development and operations of four international offices in Australia, England, and Philippines.

**Education:**

Valencia Community College  
Orlando Florida 1984 – 1988  
Graduated with A.A. Degree

Edgewater High School  
Orlando Florida 1982 - 1984

**Certifications:**

Security D, CC, C, G, CW, MB  
Private Investigator  
Risk Management  
Human Resources  
Certified Aggression Management Instructor  
Certified Personal Development Coach

**Board of Director / Service**

Hopes and Dreams Team Inc. 2008 - 2014  
WP Foundation Inc. 2005 – Present  
U Church 2016 – Present

**Other Accomplishments**

Published over 15 books on personal development and inspiration

# Dr. Natalie A. Gooden

## OBJECTIVE

To utilize my leadership and organizational skills in a challenging environment promoting responsibility and professional development

## EDUCATION

2005	Dr. of Christian Counseling	Jacksonville Theological Seminary Jacksonville, Florida
2002	Diploma in Theology	Faith Christian University Orlando, Florida
1996	Master of Arts in Counseling (Mental Health)	Webster University, Orlando, FL
1989	Bachelor of Science in Community Health Education	York College, New York
1983	Associate of Art in Human Services (Mental Health)	LaGuardia College, New York

## PROFESSIONAL HISTORY

### 2010 – Present

#### Housing Authority of the City of Orlando

#### Director Resource Center “Move To Work Project” (MTW)

Orlando, FL

- Directs MTW Department operations and activities; reviews/interprets pertinent policies and regulations; manages department budget and monitors expenditures.
- Supervises, directs, and evaluates assigned staff, processing employee concerns and problems, directing work, counseling, disciplining and completing employee performance appraisals; coordinates training activities.
- Coordinates daily work activities; organizes, prioritizes, and assigns work; monitors status of work in progress and inspects complete work; consults with assigned staff, assists with complex/problem situations, and provides technical expertise.
- Ensures MTW Departmental compliance with all applicable codes, laws, rules, regulations, standards, policies and procedures; ensures adherence to established safety procedures; initiates any action necessary to correct deviations or violations.
- Consults with Executive Director, Board of Commissioners, and other officials as needed to review department activities, provide recommendations, resolve problems, and receive advise/direction, represents Executive Director and/or OHA in developing broad-based communities, resident associations, and Section 8 participants residing in the private housing market.
- Design innovative programs which will attract residents to become involved in self-sufficiency programs, prepares plans for various resident initiatives designed to assist residents in achieving self-sufficiency; recommends policies and programs for approval by Executive Director and/or Board of Commissioners; evaluates and monitors effectiveness of program operations, reviews/approves policies/procedures developed by subordinate staff and designed to promote program effectiveness.

- Oversees implementation of various grants; reviews grant applications prepared by OHA grant writer for administration of MTW Project.
- Performs administrative functions associated with department operations, writes legislation for approval by OHA Board of Commissioners prepares reports required by various funding sources; prepares lease agreements for space in various OHA facilities, including reviewing and evaluating program thrust and benefit of program effectiveness, reviews/approves reports prepared by staff on resident case dispositions and/or progress.
- Coordinated MTW programs/activities with those of other OHA departments, outside agencies, or others as needed; meets with various public/private agency officials to coordinate the effective delivery of services to OHA residents.

## **2008 – Present**

### **Tender Touch Personal Care Inc. (TTPC)**

**Orlando, FL**

#### **Director**

- Direct operations of Tender Touch Personal Care and activities; reviews/interprets pertinent policies and regulations; manages department budget and monitors expenditures.
- Supervise, Independent Contractors and evaluates assigned contractors, performance appraisals; coordinate training activities.
- Coordinates agency activities; organizes, prioritizes, and assigns work; monitors status of work in progress and inspects complete work; consults with assigned staff, assists with complex/problem situations, and provides technical expertise.
- Ensures agency compliance with Florida Agency For Health Administration and all applicable codes, laws, rules, regulations, standards, policies and procedures; ensures adherence to established safety procedures; initiates any action necessary to correct deviations or violations.
- Coordinate services to persons with developmental disabilities and their family within the community with the highest quality of intervention and support services to achieve and maintain health responsible lifestyles by maximize self-sufficiency.
- Evaluate operation of TTPC Agency, and consumer through observation, policies and procedures.
- Monitor Independent Contractors in the day-to-day management of the agency operation to ensure delivery of quality service to Persons with Developmental Disabilities.

## **2008 – 2008**

### **The Center For Drug-Free Living, Inc.**

#### **Women Residential Program**

**Orlando, FL**

#### **Service Plan Manager**

- Performed psychosocial assessments through interview of clients, family, and others and review of records. Participated in staffing to confer with others and evaluate condition of client. Conducted interviews and investigations, review case files and communicate with other professionals and assist with the development of case management services, resources and other families of clients.
- Monitor clients during routine activities and work therapy. Establish client program and work therapy schedules and work with client to adjust schedules as appropriate. Monitored client communications with families and attorneys.
- Analyzed client and family resource requirements, determined available resources and acquaint client with resources.
- Coordinated appointment and assisted client to access resources including medical, mental health, child welfare, legal, vocational, employment, food stamps, housing, educational and economic assistance.



- Maintained continual contact between all case interested parties including the client, family, court, school, and other institutions or agencies to ensure that all resources are available and that all notifications are made.
- Advocated on the behalf of clients in residential programs to negotiate with clinical staff for home passes.
- Coordinated the planning and implementation of transition and discharge issues.
- Completed required forms and made all necessary documentation to client files relating to all client and family contact, observations, activities and issues relating to each client. Prepared periodic and special reports relating to work activities and project progress.
- Prepared documents for presentation in court and accompany client to court as required.

**2000 – 2006**

**Housing Authority of the City of Orlando**

**Orlando, Florida**

**Family Services Director**

- Directs Family Services Department operations and activities; reviews/interprets pertinent policies and regulations; manages department budget and monitors expenditures.
- Supervises, directs, and evaluates assigned staff, processes employee concerns and problems, directs work, counseling, disciplining and completing employee performance appraisals; coordinates training activities.
- Coordinates daily work activities; organizes, prioritizes, and assigns work; monitors status of work in progress and inspects complete work; consults with assigned staff, assists with complex/problem situations, and provides technical expertise.
- Ensures departmental compliance with all applicable codes, laws, rules, regulations, standards, policies and procedures; ensures adherence to established safety procedures; initiates any actions necessary to correct deviations or violations.
- Consults with Executive Director, Board of Commissioners, and other officials as needed to review department activities, provide recommendations, resolve problems, and receive advise/direction, represents Executive Director and/or OHA in developing broad-based communities, resident associations, and Section 8 participants residing in the private housing market.
- Designs innovation programs which will attract residents to become involved in self-sufficiency programs, prepares plans for various resident initiatives designed to assist residents in achieving self-sufficiency; recommends policies and programs for approval by Executive Director and/or Board of Commissioners; evaluates and monitors effectiveness of program operations, reviews/approves policies/procedures developed by subordinate staff and designed to promote program effectiveness.
- Oversees implementation of various grants; reviews grant applications prepared by OHA grant writer for administration of Family Services Department.
- Performs administrative functions associated with department operations, writes legislation for approval by OHA Board of Commissioners prepares report required by various funding sources; prepares lease agreements for space in various OHA facilities, including reviewing and evaluating program thrust and benefit of program effectiveness, reviews/approves reports prepared by staff on resident case dispositions and/or progress.
- Coordinated Family Services programs/activities with those of other OHA departments, outside agencies, or others as needed; meets with various public/private agency officials to coordinate the effective delivery of services to OHA residents.

- Prepare and maintains reports and histories, and provided monthly reports to other agencies as needed.

**1986 – 1990**

**Franklin Hospital Medical Center**

**Valley Stream, New York**

**Medical Assistant/Stroke Rehabilitation**

- Instructed and counseled patients in the stroke unit
- Taught special techniques to maximize patient's limitations, seeking optimum level of independent functioning
- Worked with Occupational and Speech Therapists' to develop individualized therapeutic programs designed for each patient to become as independent as possible.

**1984 – 1985**

**Planned Parenthood (Parent Educational Program)**

**Jamaica, New York**

**Sex Educator Specialist**

- Planned and implemented educational workshops at schools, prisons, and drug rehabilitation centers.
- Developed community awareness workshops, doubled the amount of services provided to the community in the area of Parent Education.

**1981 – 1983**

**Jamaica Service Program for Older Adults (Home Care)**

**Jamaica, New York**

**Case Manager Specialist**

- Screened initial interview with prospective, chronically ill elderly for health care services required
- Conducted preliminary interview and prepared evaluations for Home Care Unit preliminary review and evaluations for follow-up for chronically ill elderly, and assembled data for final reports.

**References:** Available upon request

# Iris S. Diaz

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Function effectively both as an independent, self-motivated individual and as an active, contributing team player. Communicates well with business professionals, easily establishing rapport and gaining client confidence. Highly motivated and work well with the public. Strong real estate, mortgage lending, housing counseling, money management counseling, planning, organizational and problem-solving abilities with the ability to learn innovative programs.

## Education

- Bachelor of Business Administration Orlando, FL
- Orlando College

## Diploma of Computer Applications

Orlando, FL

- Florida Technical College

## Certifications

- HUD Housing Counselor Certification
- CPFinCap Certification (Certified Practitioner in Financial Capability)
- FHA Loss Mitigation Program Training with HUD
- Effectively Managing Money & Debt During a Crisis
- Building Skills for Financial Confidence

## Skills

- Microsoft Office
- Vast knowledge in the field of money management, real estate, and mortgage loans
- Innate ability to develop and maintain healthy relationships with clients helps while dealing with mortgage lenders, real estate, and insurance agents
- Extensive knowledge of financing options, property rights, tax factors, secondary market transactions, and mortgage underwriting
- Extensive knowledge of housing practices and principles, learn, understand, and interpret laws, rules regulations, and policies
- Acquired proficiency in interpersonal and public speaking skills  
Strong management skill experience/Job Coaching  
Bilingual (English and Spanish)

## Professional Experience

December 2007 to Present Orlando Housing Authority Orlando, FL

### Homeownership Counselor/ FSS Coordinator

- Provide counseling and refer to HUD-approved agency about budget planning, debt reduction, collection policies, and practices, and government schemes and assistance programs
- Had one on one talks, and special sessions with clients, assessed their financial condition, set a budget, credit counseling, and looked for promising solutions to meet their requirements management, pre, and after-purchase.
- Coordinate homeownership counseling, and developed a relationship with other counseling providers, and lenders.
- Coordinated and provided foreclosure prevention counseling and educational services to a homeowner facing foreclosure.
- Maintain excellent client records ensuring documentation is accurate and kept confidential

### **Job Developer/FSS Coordinator**

- Conduct agency educational and community awareness program presentations to clients seeking to become self-sufficient The
- One of the pioneers of the first MTW Housing Agency in Florida as the Job Developer to implement an action plan to assist the client with employability.
- Developed and maintained partnerships, job fair outreach, including community agencies and volunteers, and attend outside meetings as requested.
- Conducted supportive services (e.g., GED, employment workshops, job training, etc.) with appropriate community agencies

February 1998-February 2008      Countrywide Home Loans      Orlando, FL

### **External Home Loan Consultant**

- Initiated and maintained contact with Brokers, Real Estate Professionals, Selling Agents, etc. within the locality to inform them of loan products and other services offered by Countrywide
- Recommend loan solutions in accordance with lending guidelines and clients' requirements.
- Obtained credit documentation, disclosures, and other forms in accordance with regulatory and Countrywide guidelines
- Review documentation to ensure compliance
- Originated new loan applications, cross-sell additional loan products, and educated client base on loan programs and underwriting guidelines
- Network with outside real estate agents of the surrounding market

### **Home Loan Consultant**

- Utilized telephone and face-to-face marketing outreach to gain and maintain a realtor referral base
- Pre-qualified and counseled potential clients to obtain suitable financing
- Originated new loan applications, cross-sell additional loan products, and provided fulfillment material

### **Loan Specialist**

- Managed and coordinates all aspects of Conventional, FHA, HELOC, Down payment Assistance loans, and VA loans
- Responsible for the process of submitting loans to underwriting, clear conditions, preparing closing packages, funding, and shipping loan in-branch pipeline.
- Communicated updates to all parties involved, resolve post-closing deficiencies, and maintained canceled/declined files

October 1996-February 1998      Mercedes Homes      Orlando, FL

### **Sales Consultant**

- Develop an in-depth knowledge of the competitive marketplace, including product, site, local community, sale, advertising, and demographics
- Maintain working knowledge of company house plans, options, and community information
- Build rapport with customers and delivered a positive, effective sales presentation
- Assist in making prospective buyer appointments with the design center, mortgage, key inspection, and settlement departments when necessary
- Accurately completed computer-generated contracts
- Thoroughly document the transaction, manage the progress of the loan, home options, and construction

## **References**

Provided Upon Request

# Kesha Brown

## EDUCATION

Nova Southeastern University, Ft. Lauderdale, Florida  
**Management and Administration, M.S.**

Bethune-Cookman University, Daytona Beach, Florida  
**Psychology, B.A.**

## WORK HISTORY

- Manpower Orlando, Florida  
**Recruiter/Job Placement Coordinator/Analyst For MTW Program** - Provides career assessment, counseling, and evaluation for program participants; identifies eligible residents and encourages participation in the program. Interview tenants; develop and maintain an employee referral service; completes reviews of employed tenants; and conducts employee surveys. Initiate networking to promote the Orlando Housing Authority Recruiter/Job Placement program. Increase program awareness, solicit participation of local employers and community organizations, secure job leads and career guidance. Participate in community service organizations and projects. Coordinate training programs, delivers life-skills and job training seminars to residents. Plan/coordinate interactive video training and select appropriate text/readings for training purposes. Provide administrative, research, planning and analysis support to management. Review MTW files, utilization reports for accuracy and proper documentation.
- Goodwill Industries of Central Florida Sanford, Florida  
**Community Outreach/Employment Specialist** - Facilitated, developed programs, workshops, and coordinated community events. Established and maintained effective working relationships with community partners. Provided job coaching and job shadowing events. Assisted with the analytical reporting for grant funded position. Research and identified problem areas in reporting processes and developed recommendations for improvement. Assisted in the development/implementation of program budget. Resolved challenges between employers and participants. Provided instruction to management trainees. Assisted with resume writing and job applications for students and community participants.
- Quest, Inc. Orlando, Florida  
**Community Outreach Coordinator** – Planned event advertising, including media outlets, and communications. Provided administrative support and maintained large database of donor's information. Researched and assisted with development of marketing materials. Accurately recorded activities and information using the company's information systems according to policy. Completed various statistical reports, forms, and organizational charts.
- Westminster Care of Orlando Orlando, Florida  
**Social Worker** – Educated individuals and families in health promotion, disease prevention, and medical home referrals. Coordinated and participated in health fairs. Maintained patient confidentiality while inputting required documents into the system. Reviewed case files and provided proper documentation to assist with maintaining CARF accreditation. Developed and implemented best practices for new residents.
- Orange County School Board Orlando, Florida  
**Teacher** – Maintained ethical standards, provided students with academic grades per semester. Planned and managed academic support services. Tracked and documented student participation in project services. Provided the learning tools to assist with educational development for elementary and high school students. Managed assigned projects. Conducted staff training sessions.
- High Tech Institute Orlando, Florida  
**Admissions Representative** – Solicited referrals from prospective candidates to provide a positive flow of student applicants. Prepared and presented factual and statistical data. Provided analysis and researched data weekly to Director of Admissions. Collaborated with marketing team improving the company brand awareness. Attended and conducted meetings representing the company; participated in job fairs.
- Department of Children and Families Haines City, Florida  
**Protective Service Counselor** – Developed goal-oriented programs to assist with reunification of families within timeline required. Provided counseling to evaluate adults and children personalities, abilities, in order to provide regular guidance and support activities.



## ORLANDO HOUSING AUTHORITY

June 16, 2022

Ms. Marianne Nazzaro, Director  
Moving to Work Demonstration Program  
Public and Indian Housing  
U.S. Department of Housing and Urban Development  
451 7th Street S.W.,  
Washington, DC 20410

RE: Letter of Support: Sanford Housing Authority Moving to Work (MTW) Expansion Asset Building Cohort Plan and Application

Dear Ms. Nazzaro:

The Orlando Housing Authority (OHA) supports the Sanford Housing Authority's (SHA) application to the United States Department of Housing and Urban Development (HUD) for the Moving to Work (MTW) Demonstration Program Asset Building Cohort. OHA has managed the day-to-day operations of the Sanford Housing Authority since 2010.

HUD designated the Orlando Housing Authority as a Moving to Work Agency in 2011. The MTW designation has revolutionized how we do business. It provides resources to support innovative programs for public housing residents and housing voucher participants that improve overall self-sufficiency and well-being.

If selected for the MTW Asset Building Cohort, the Sanford Housing Authority will establish an asset-building program that encourages financial literacy, the growth of savings accounts, and credit building for public housing households. Savings and assets are critical to a low-income family's ability to weather unexpected financial challenges, build familial wealth, pursue educational goals, and/or achieve the dream of homeownership. The asset-building initiatives proposed by SHA will strengthen the financial resiliency of public housing residents who reside in the affordable housing communities developed and planned by the SHA. The MTW designation will build upon the strength and success of the resident and community programs underway and contemplated in the Goldsboro Choice Neighborhood Initiative Transformation Plan.

The Orlando Housing Authority wholeheartedly supports the Sanford Housing Authority's application for the HUD Moving to Work (MTW) Expansion Asset Building Cohort. If selected, the OHA President/CEO, Vivian Bryant, and staff are committed to providing peer support to ensure the SHA's success.

Thank you for the opportunity to provide this letter of support. If we can be of further assistance, please contact me at (407)895-3300, extension 1002. If you are hearing or speech impaired, you may contact our office via the Florida Relay Service by calling: 1 (800) 955-8771 (TDD) or 711."

Sincerely,

Ed Carson  
Board Chair  
Orlando Housing Authority



Letter of Support  
City of Sanford, Florida  
(pending)