



GAINESVILLE HOUSING AUTHORITY

Where Housing Matters

GHA and the City of Gainesville General Policy Meeting

GHA Board of Commissioners

January 14, 2020

5:00 p.m.





Purpose

- PROVIDE THE CITY WITH OVERVIEW OF GHA'S 2020-2025 STRATEGIC PLAN
- FOLLOW UP WITH THE STRATEGIC PARTNERSHIP REQUEST OF DECEMBER 13, 2018

Gainesville Housing Authority (GHA)

Strategic Planning Process and Outcomes





Highlights of Business Plan (2013-2018) Accomplishments

- **Community and Regional Engagement** – New partnerships have been developed and GHA's strong leadership is recognized in the community, supported through key stakeholder meetings and interviews.
- **Marketing and Image Building** – GHA has been able to turn the agency's image around in the last 5 years and is now a well-respected agency.
- **Portfolio Maintenance and Expansion** – GHA created a non-profit, Gainesville Housing Development and Management Corporation (GHDMC), thereby providing them the ability to pursue additional resources and increase the affordable housing assets above and beyond the normal constraints of a Public Housing Agency.
- **Self-Sufficiency and Independent Living** – GHA continues to expand social service and self-sufficiency opportunities through entrepreneurial activities including the Job Training & Entrepreneurial Program (JTEP) program and the award of the JOBS Plus program by HUD in 2019.

GHA Planning Meetings

September 30, 2019 First Resident meeting

October 1, 2019

- Interdepartmental planning meeting (Housing Choice Voucher and Finance Staff)
- Board of Commissioners planning meeting
- Stakeholders meeting

October 2, 2019

Interdepartmental planning meeting (Public Housing and Resident Services)

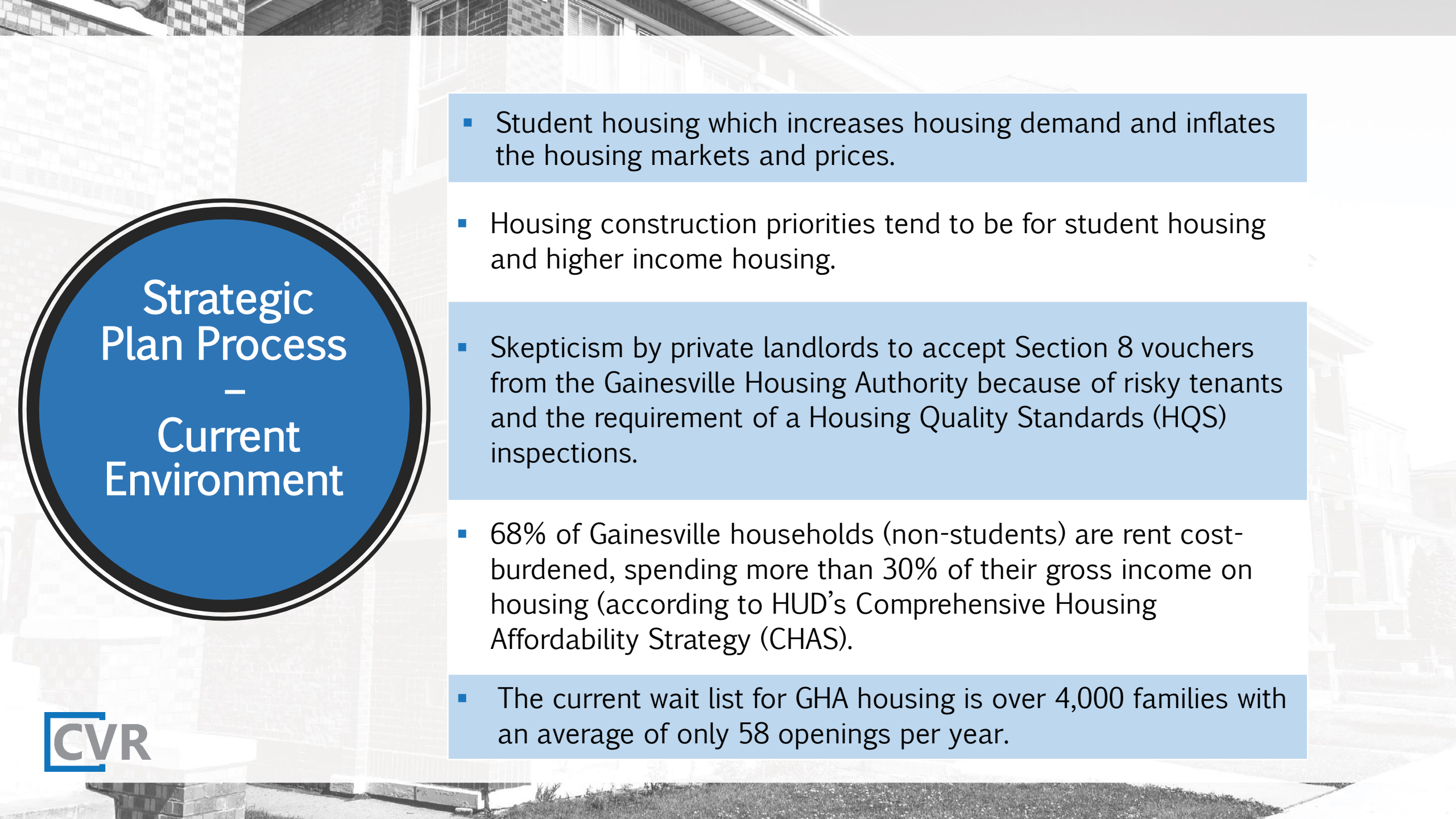
GHA Planning Meetings

October 29, 2019	Second Resident meeting
October 30, 2019	GHA Staff retreat
October 31, 2019	Board of Commissioners retreat
December 17, 2019	Board of Commissioners meeting

Other GHA Planning Opportunities

September 3 – October 6, 2019	87 Surveys received
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August 28 – November 15, 2019	25 one-on-one phone interviews
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Strategic Plan Process – Current Environment

- Student housing which increases housing demand and inflates the housing markets and prices.
- Housing construction priorities tend to be for student housing and higher income housing.
- Skepticism by private landlords to accept Section 8 vouchers from the Gainesville Housing Authority because of risky tenants and the requirement of a Housing Quality Standards (HQS) inspections.
- 68% of Gainesville households (non-students) are rent cost-burdened, spending more than 30% of their gross income on housing (according to HUD's Comprehensive Housing Affordability Strategy (CHAS).
- The current wait list for GHA housing is over 4,000 families with an average of only 58 openings per year.



Strategic Plan Process – Highlights

- Updated and Enhanced
 - Mission
 - Vision
 - Goals
 - Objectives
 - Strategies
- Aligned Gainesville Housing Development and Management Corporation (GHDMC) with GHA
- Focused on Housing Need
- Focused on Building Partnerships
- Focused on Continuous Improvement Internally and Externally
- Focused on Self-Sufficiency



Strategic Plan Process – Highlights

Addressing the Housing Need:

- **Goal 1 – STRATEGY:** GHA will expand its housing portfolio
- **Goal 4 – OBJECTIVE:** Build the capacity of GHDMC
- **Goal 6 – OBJECTIVE:** Solidify City partnership and support on furthering the development of affordable housing
- **Goal 7 – OBJECTIVE:** Develop a Marketing Plan for state and national organizations to enhance competitiveness for grants and partnerships

Addressing GHA

- **Goal 2 – STRATEGY:** GHA will cultivate an environment that fosters professional development, rewards high achievement and promotes team building
- **Goal 3 – OBJECTIVE:** Apply for all new funding opportunities that are feasible and realistic
- **Goal 5 – STRATEGY:** GHA board members will be engaged and possess a diverse set of knowledge and experience to help further agency goals and governance

Addressing the Community

- **Goal 4 – OBJECTIVE:** Create a Gainesville housing collaborative to increase philanthropic opportunities (GHDMC)
- **Goal 6 – OBJECTIVE:** Develop MOU with key service providers

A photograph of a large, multi-story building with a grid of windows and a central entrance. The building is light-colored with dark window frames. In the foreground, there is a paved walkway, some greenery, and a flagpole with an American flag. The sky is blue with some clouds. The text "Mission & Vision Statement" is overlaid in the center of the image.

Mission & Vision Statement

GHA Mission Statement as of 2013

“The Gainesville Housing Authority will function as a performance-driven, customer focused sustainable business; advocating for, preserving and developing quality affordable housing and self-sufficiency opportunities.”

GHA Mission Statement as of 2019

“Gainesville Housing Authority (GHA) is an innovative, performance-driven, customer focused business; advocating for and developing quality affordable housing and self-sufficiency opportunities.”



GHA Vision Statement as of 2013

“The Gainesville Housing Authority will be the leader in developing affordable housing to ensure that all Gainesville residents have access to high quality housing, providing a foundation for improving their quality of life and achieving self-sufficiency.”

GHA Vision Statement as of 2019

“Gainesville Housing Authority (GHA) will be the leader in developing affordable housing while promoting self-sufficiency and improving the quality of life for members of the community.”

GHA Goals

1) Portfolio Management, Repositioning and Expansion

2) Human Resource Management

3) Self-Sufficiency and Independent Living

4) Business Orientation and Sustainability

5) Board Leadership

6) Community and Regional Engagement

7) Marketing and Image-Building



Goal 1: Portfolio Management, Repositioning and Expansion

1.1 Analyze all development and redevelopment opportunities within HUD's new paradigm to determine repositioning options for GHA portfolio (GHDMC)

1.2 Assess the current state of GHA's portfolio (GHDMC)

1.3 Increase the number of housing opportunities by 500 units (GHDMC)

1.4 Increase the number of units in the HCV program where applicable

1.5 Create individualized business and Marketing Plans for each AMP based on sound business and investment models

1.6 Increase security/safety measures for the properties (security cameras, sprinkler systems, fire alarms, update windows)

1.7 Create strategies to retain current landlords and increase landlord interest in the HCV program


1.8 Increase homeownership opportunities

1.9 Develop a Landlord Incentive Program

1.10 Seek First Right of Refusal for GHA for any available donated or conveyed land for affordable housing

1.11 Work with City Council to develop an ordinance that makes it illegal to discriminate based upon lawful source of income

1.12 Work with City Council to create a dedicated source of funding for affordable housing



Goal 2: Human Resource Management

2.1 Identify Staff training needs

2.2 Establish annual performance reviews

2.3 Develop an internal Communications Plan

2.4 Implement the HR Restructuring Recommendations, where applicable


2.5 Participate in community job fairs

2.6 Communicate with University of Florida and Santa Fe College regarding internships and job fairs

2.7 Develop Staff engagement team/committee for planning team building activities and events

2.8 Create an annual plan for Staff to attend and participate in various public meetings and forums

2.9 Develop a Succession Plan



Goal 3: Self- Sufficiency and Independent Living

3.1 Develop training to educate Staff on all self-sufficiency programs available for residents

3.2 Create resident action plans to guide and lead to self-sufficiency

3.3 Apply for all new funding opportunities that are feasible and realistic

3.4 Review and analyze possibilities for all program participants to have self-sufficiency opportunities

3.5 Increase participation in job training programs

3.6 Develop a resident analysis of needs per property to target funding opportunities and programs to assist specific resident populations

3.7 Establish social gatherings for residents to encourage resident participation

3.8 Launch civic engagement programs to increase social awareness

3.9 Build collaboratives for residents to be ready for homeownership (credit check, consumer credit counseling, 1st time home buyer)



Goal 4: Business Orientation and Sustainability

4.1 Annually report on the Strategic Business Plan

4.2 Establish standard operating procedures for GHA Self-Sufficiency programs to ensure continuity within programs

4.3 Partner with and support the Community Land Trust (CLT) to increase affordable housing stock and potential homeownership opportunities for residents

4.4 Explore opportunities to consolidate services with other affordable housing providers

4.5 Explore opportunities to increase mobility potentials

4.6 Analyze the potential to increase payment standards to 120% of the Fair Market Rent (FMR)

4.7 Apply new technology solutions to enhance performance, efficiency, and security

4.8 Increase Section 3 opportunities

4.9 Create a schedule to update policies

4.10 Achieve and maintain High Performer status in SEMAP and PHAS

4.11 Build the capacity of GHDMC (GHDMC)

4.12 Create a Gainesville housing collaborative to increase philanthropic opportunities (GHDMC)

4.13 Develop non-profit fundraising plan (GHDMC)



Goal 5: Board Leadership

- 5.1 Create a comprehensive GHA Board of Commissioners Onboarding Manual
- 5.2 Develop and lead affordable housing forums
- 5.3 Develop an action plan for board member advocacy and promotion of GHA Mission and goals
- 5.4 Educate the public on the strengths, regulatory powers, and capabilities of a public housing authority



Goal 6: Community and Regional Engagement

- 6.1 Develop MOU with key service providers
- 6.2 Partner with County to integrate GHA in Annual Action Plan and Consolidated Plan Goals and deliverables
- 6.3 Advocate for legislative initiatives and Local Ordinances
- 6.4 Develop Affordable Housing Partnership/Working Group
- 6.5 Solidify City partnership and support on furthering the development of affordable housing
- 6.6 Engage in regular civic, philanthropic, community and other potential funding / planning meetings
- 6.7 Build Partnerships with the Florida Housing Finance Corporation (FHFC), Federal Home Loan Bank Board (FHLBB), local banks and other potential funders for future development and service opportunities
- 6.8 Establish a Resident Advisory Board (RAB) for GHA



Goal 7: Marketing and Image- Building

- 7.1 Develop a comprehensive Marketing Plan
- 7.2 Develop a Marketing Plan for state and national organizations to enhance competitiveness for grants and partnerships
- 7.3 Develop GHA comprehensive annual meetings matrix to ensure regular engagement of stakeholders as well as increasing stakeholder awareness on GHA topics (i.e. HCV, landlords, etc.)
- 7.4 Develop quarterly agency newsletter/email for stakeholders
- 7.5 Develop Annual report for stakeholders on GHA achievements
- 7.6 Create fact sheets on current GHA housing and resident population

Next Steps



The Strategic Business Plan is a dynamic report and is expected to be monitored and updated annually. As the external forces change and internal business structures adjust, the business plan should be adjusted to reflect these movements in order to ensure continuing success of the newly established or updated goals and objectives.

- **Finish Detailing Objectives to make them SMART objectives**

- **Monitor Goals and Objectives Quarterly**

- **Ensure Staff Actions are Focused on NEW Goals and Objectives**

- **Review the Plan Annually and update/adjust as appropriate**



THANK YOU!

Strategic Partnership

On December 13, 2018, at the General Policy Meeting, GHA asked to create a strategic partnership with the City of Gainesville.

The City's initial response was to request an audit of GHA by a third party. (completed)

The second was for us to reconvene and have further discussions.

Strategic Partnership

GHA completed the audit / risk assessment process with the “no reason” for the City not to partner with GHA.

GHA staff has attended and participated in multiple City meetings.

GHA staff continues to look forward to an official partnership with the City of Gainesville.

GHA Organizations

Gainesville Housing Development and Management Corporation

- **Interlocking/Mirroring - Board of Directors**
- Established 2015
- 501.c.3
- Instrumentality of GHA
- Purpose
 - To provide, develop, and manage affordable housing opportunities and properties for low and moderate income persons and/or families primarily located in but not limited to Gainesville Florida and surrounding areas

Gainesville Florida Housing Corporation

- **Separate - Board of Trustees**
- Established 1977
- Florida Not-For-Profit
- Affiliate of GHA
- Purpose
 - To promote, advance, and engage in or assist in the development and/or operation of the housing projects and related facilities for persons of low income in the area of operation of the Gainesville Housing Authority, Gainesville, Florida

Community Housing Providers



Florida Statutes Chapter 421

PHAs are uniquely structured in a way that they can partner with local governments and other agencies to strategically address the affordable housing issues in communities.

F.S. 421 outlines this unique structure and its powers

Why GHA?

PUBLIC ENTITY (GHA)

- GHA structure- not-For Profit public corporation
- Created by the governing Body of the City – Yes
- City Charter created GHA 1966
- As a Not For Profit public organization PHAs are subject to the same transparency, scrutiny as the city.

OTHER

NON PROFIT ORGANIZATIONS

- Non-Profits- 501©3
- Created by the governing Body of the City – No
- Subject to Public Scrutiny – No

Why GHA?

PUBLIC ENTITY (GHA)

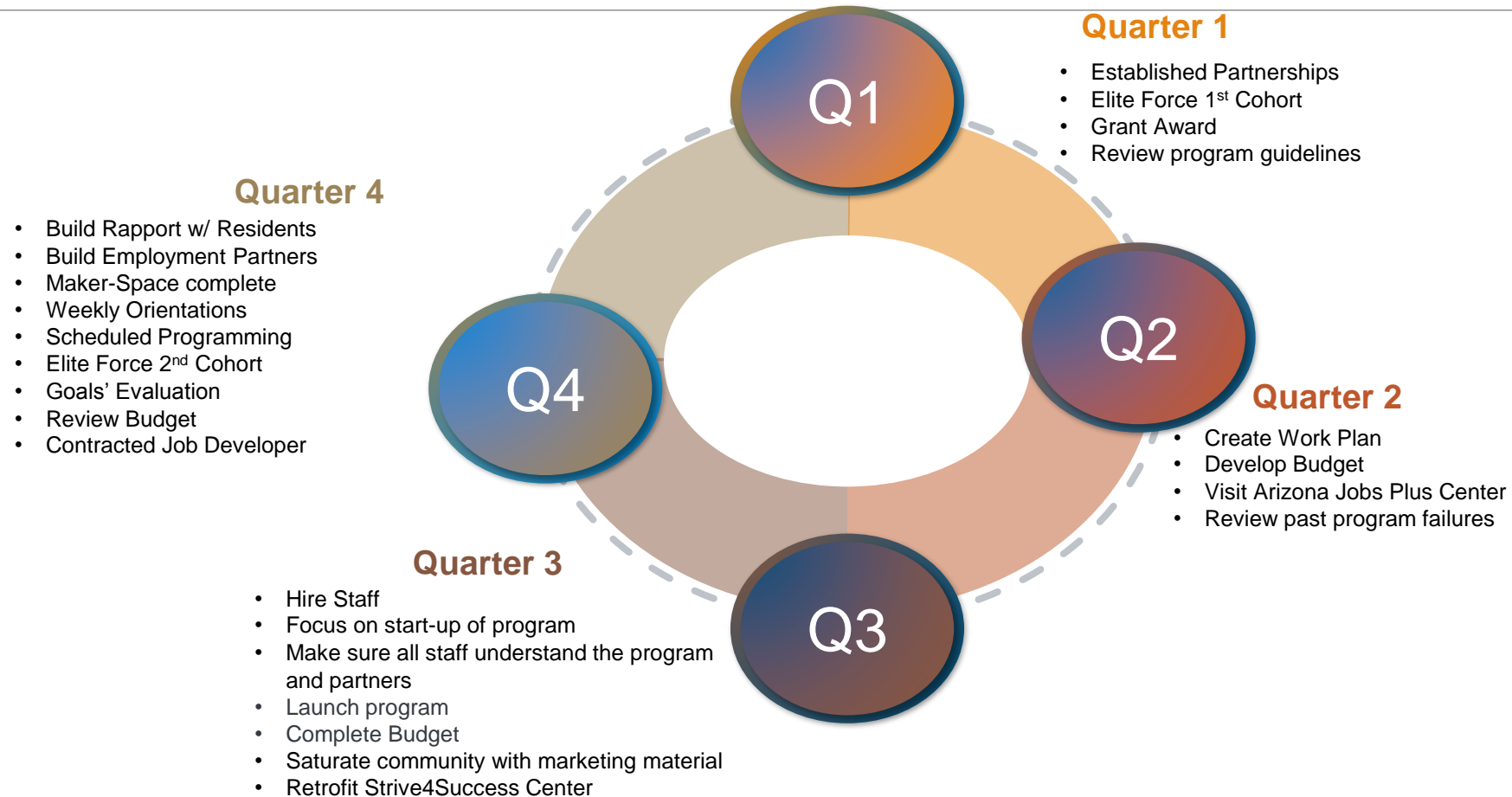
- Must Govern in the Sunshine
- Subject to Public Records Request
- Must adhere to Federal, State, and local laws and ordinance as it relates to being a public entity

OTHER

NON-PROFIT ORGANIZATION – 501© 3

- Govern in Sunshine - No
- Subject to Public Records Request – No
- Must adhere to Federal (IRS), state and local laws as it relates to their specific line of service

Resident Initiatives Status Update



Resident Initiatives Status Update

Enrolled in Strive4Success: 106

Enrolled in JTEP: 48

Project Status

Goal	STATUS	Target Year 1	Objective to reach end of year targets
Individuals enrolled in JPEID	211	150	Conduct weekly orientations, create calendar of workshops through December
Individuals Assessed	100	150	The Apricot Software will be fully operational and will track resident's assessments
Individuals provided with post-assessment	45	100	Through the Apricot Software we can monitor referrals to other organizations. We will have career source available for alternate assessments.

Work-able
adults
215



Average
Yearly
Earnings
\$12,279



Occupied
Units
238



The Asks

GHA asked the City in December 2018 to forge this strategic partnership with the following Asks:

1. Provide the GHA with the Right of Refusal for any available donated or conveyed land for affordable housing.
2. Identify programs or funding that are not meeting their goals and reallocate those funds for affordable housing. (Bonds and Doc Stamps with the County)
3. Develop a pilot program for landlords who rent to low income families to make their properties energy efficient.

The Asks

3. Develop an ordinance that makes it illegal to discriminate based upon lawful source of income.
4. Support the community Land trust program
5. Identify a dedicated source of funding for affordable housing.
6. Advocate to fully fund the Sadowski Affordable Housing Trust Fund and include in the City legislative agenda.

Today's Ask

1. Provide clear direction to staff that GHA and its instrumentality is its affordable Housing Partner and shall be included in all strategic planning, goal setting, and policy decisions regarding affordable housing in our community.
2. Identify any vacant lands, properties, or developments that may be suitable for furthering the GHA strategic goal of adding 500 new affordable units in the next five years.

Thank
You