

Annual PHA Plan <i>(Standard PHAs and Troubled PHAs)</i>	U.S. Department of Housing and Urban Development Office of Public and Indian Housing	OMB No. 2577-0226 Expires: 02/29/2016
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Purpose. The 5-Year and Annual PHA Plans provide a ready source for interested parties to locate basic PHA policies, rules, and requirements concerning the PHA's operations, programs, and services, and informs HUD, families served by the PHA, and members of the public of the PHA's mission, goals and objectives for serving the needs of low- income, very low- income, and extremely low- income families.

Applicability. Form HUD-50075-ST is to be completed annually by **STANDARD PHAs** or **TROUBLED PHAs**. PHAs that meet the definition of a High Performer PHA, Small PHA, HCV-Only PHA or Qualified PHA do not need to submit this form.

Definitions.

- (1) **High-Performer PHA** – A PHA that owns or manages more than 550 combined public housing units and housing choice vouchers, and was designated as a high performer on both of the most recent Public Housing Assessment System (PHAS) and Section Eight Management Assessment Program (SEMAP) assessments if administering both programs, or PHAS if only administering public housing.
- (2) **Small PHA** - A PHA that is not designated as PHAS or SEMAP troubled, or at risk of being designated as troubled, that owns or manages less than 250 public housing units and any number of vouchers where the total combined units exceeds 550.
- (3) **Housing Choice Voucher (HCV) Only PHA** - A PHA that administers more than 550 HCVs, was not designated as troubled in its most recent SEMAP assessment and does not own or manage public housing.
- (4) **Standard PHA** - A PHA that owns or manages 250 or more public housing units and any number of vouchers where the total combined units exceeds 550, and that was designated as a standard performer in the most recent PHAS or SEMAP assessments.
- (5) **Troubled PHA** - A PHA that achieves an overall PHAS or SEMAP score of less than 60 percent.
- (6) **Qualified PHA** - A PHA with 550 or fewer public housing dwelling units and/or housing choice vouchers combined, and is not PHAS or SEMAP troubled.

A.	PHA Information.																										
A.1	<p>PHA Name: <u>Gainesville Housing Authority</u> PHA Code: <u>FL063</u></p> <p>PHA Type: <input checked="" type="checkbox"/> Standard PHA <input type="checkbox"/> Troubled PHA</p> <p>PHA Plan for Fiscal Year Beginning: (MM/YYYY): <u>04/2018</u></p> <p>PHA Inventory (Based on Annual Contributions Contract (ACC) units at time of FY beginning, above)</p> <p>Number of Public Housing (PH) Units <u>635</u> Number of Housing Choice Vouchers (HCVs) <u>1,579</u> Total Combined Units/Vouchers <u>2,214</u></p> <p>PHA Plan Submission Type: <input checked="" type="checkbox"/> Annual Submission <input type="checkbox"/> Revised Annual Submission</p> <p>Availability of Information. PHAs must have the elements listed below in sections B and C readily available to the public. A PHA must identify the specific location(s) where the proposed PHA Plan, PHA Plan Elements, and all information relevant to the public hearing and proposed PHA Plan are available for inspection by the public. At a minimum, PHAs must post PHA Plans, including updates, at each Asset Management Project (AMP) and main office or central office of the PHA. PHAs are strongly encouraged to post complete PHA Plans on their official website. PHAs are also encouraged to provide each resident council a copy of their PHA Plans.</p> <p><input type="checkbox"/> PHA Consortia: (Check box if submitting a Joint PHA Plan and complete table below)</p> <table border="1" style="width: 100%; border-collapse: collapse; margin-top: 10px;"> <thead> <tr> <th rowspan="2" style="width: 25%;">Participating PHAs</th> <th rowspan="2" style="width: 10%;">PHA Code</th> <th rowspan="2" style="width: 25%;">Program(s) in the Consortia</th> <th rowspan="2" style="width: 15%;">Program(s) not in the Consortia</th> <th colspan="2" style="width: 25%;">No. of Units in Each Program</th> </tr> <tr> <th style="width: 10%;">PH</th> <th style="width: 15%;">HCV</th> </tr> </thead> <tbody> <tr> <td>Lead PHA:</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td> </td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td> </td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table>	Participating PHAs	PHA Code	Program(s) in the Consortia	Program(s) not in the Consortia	No. of Units in Each Program		PH	HCV	Lead PHA:																	
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B.	Annual Plan Elements
B.1	<p>Revision of PHA Plan Elements.</p> <p>(a) Have the following PHA Plan elements been revised by the PHA?</p> <p>Y N</p> <p><input type="checkbox"/> <input checked="" type="checkbox"/> Statement of Housing Needs and Strategy for Addressing Housing Needs</p> <p><input type="checkbox"/> <input checked="" type="checkbox"/> Deconcentration and Other Policies that Govern Eligibility, Selection, and Admissions.</p> <p><input type="checkbox"/> <input checked="" type="checkbox"/> Financial Resources. – See Attachment B</p> <p><input type="checkbox"/> <input checked="" type="checkbox"/> Rent Determination.</p> <p><input type="checkbox"/> <input checked="" type="checkbox"/> Operation and Management.</p> <p><input type="checkbox"/> <input checked="" type="checkbox"/> Grievance Procedures.</p> <p><input type="checkbox"/> <input checked="" type="checkbox"/> Homeownership Programs.</p> <p><input type="checkbox"/> <input checked="" type="checkbox"/> Community Service and Self-Sufficiency Programs.</p> <p><input type="checkbox"/> <input checked="" type="checkbox"/> Safety and Crime Prevention.</p> <p><input type="checkbox"/> <input checked="" type="checkbox"/> Pet Policy.</p> <p><input type="checkbox"/> <input checked="" type="checkbox"/> Asset Management.</p> <p><input type="checkbox"/> <input checked="" type="checkbox"/> Substantial Deviation.</p> <p><input type="checkbox"/> <input checked="" type="checkbox"/> Significant Amendment/Modification</p> <p>(b) If the PHA answered yes for any element, describe the revisions for each revised element(s):</p> <p>(c) The PHA must submit its Deconcentration Policy for Field Office review.</p> <p>Please See Attachment “A”</p>
B.2	<p>New Activities.</p> <p>(a) Does the PHA intend to undertake any new activities related to the following in the PHA’s current Fiscal Year?</p> <p>Y N</p> <p><input type="checkbox"/> <input checked="" type="checkbox"/> Hope VI or Choice Neighborhoods.</p> <p><input checked="" type="checkbox"/> <input type="checkbox"/> Mixed Finance Modernization or Development.</p> <p><input checked="" type="checkbox"/> <input type="checkbox"/> Demolition and/or Disposition.</p> <p><input type="checkbox"/> <input checked="" type="checkbox"/> Designated Housing for Elderly and/or Disabled Families.</p> <p><input type="checkbox"/> <input checked="" type="checkbox"/> Conversion of Public Housing to Tenant-Based Assistance.</p> <p><input type="checkbox"/> <input checked="" type="checkbox"/> Conversion of Public Housing to Project-Based Assistance under RAD.</p> <p><input type="checkbox"/> <input checked="" type="checkbox"/> Occupancy by Over-Income Families.</p> <p><input type="checkbox"/> <input checked="" type="checkbox"/> Occupancy by Police Officers.</p> <p><input type="checkbox"/> <input checked="" type="checkbox"/> Non-Smoking Policies.</p> <p><input checked="" type="checkbox"/> <input type="checkbox"/> Project-Based Vouchers.</p> <p><input checked="" type="checkbox"/> <input type="checkbox"/> Units with Approved Vacancies for Modernization.</p> <p><input checked="" type="checkbox"/> <input type="checkbox"/> Other Capital Grant Programs (i.e., Capital Fund Community Facilities Grants or Emergency Safety and Security Grants).</p> <p>(b) If any of these activities are planned for the current Fiscal Year, describe the activities. For new demolition activities, describe any public housing development or portion thereof, owned by the PHA for which the PHA has applied or will apply for demolition and/or disposition approval under section 18 of the 1937 Act under the separate demolition/disposition approval process. If using Project-Based Vouchers (PBVs), provide the projected number of project based units and general locations, and describe how project basing would be consistent with the PHA Plan.</p> <p>Please see Attachment “A”</p>
B.3	<p>Civil Rights Certification.</p> <p>Form HUD-50077, <i>PHA Certifications of Compliance with the PHA Plans and Related Regulations</i>, must be submitted by the PHA as an electronic attachment to the PHA Plan.</p>

<p>B.4</p>	<p>Most Recent Fiscal Year Audit.</p> <p>(a) Were there any findings in the most recent FY Audit?</p> <p>Y N <input type="checkbox"/> <input checked="" type="checkbox"/></p> <p>(b) If yes, please describe:</p>
<p>B.5</p>	<p>Progress Report.</p> <p>Provide a description of the PHA's progress in meeting its Mission and Goals described in the PHA 5-Year and Annual Plan.</p>
<p>B.6</p>	<p>Resident Advisory Board (RAB) Comments.</p> <p>(a) Did the RAB(s) provide comments to the PHA Plan?</p> <p>Y N <input type="checkbox"/> <input type="checkbox"/></p> <p>(c) If yes, comments must be submitted by the PHA as an attachment to the PHA Plan. PHAs must also include a narrative describing their analysis of the RAB recommendations and the decisions made on these recommendations.</p>
<p>B.7</p>	<p>Certification by State or Local Officials.</p> <p><i>Form HUD 50077-SL, Certification by State or Local Officials of PHA Plans Consistency with the Consolidated Plan</i>, must be submitted by the PHA as an electronic attachment to the PHA Plan.</p>
<p>B.8</p>	<p>Troubled PHA.</p> <p>(a) Does the PHA have any current Memorandum of Agreement, Performance Improvement Plan, or Recovery Plan in place?</p> <p>Y N N/A <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/></p> <p>(b) If yes, please describe:</p>
<p>C. Statement of Capital Improvements. Required for all PHAs completing this form that administer public housing and receive funding from the Capital Fund Program (CFP).</p>	
<p>C.1</p>	<p>Capital Improvements. Include a reference here to the most recent HUD-approved 5-Year Action Plan (HUD-50075.2) and the date that it was approved by HUD.</p> <p>October 16, 2017</p>



The 2016 five-year plan outlined seven goals that addressed the housing needs of the Gainesville Housing Authority (GHA). They were:

1. **Maximize the number of affordable units available to the PHA within its current resources by:**
 - a. Employ effective maintenance and management policies to minimize the number of public housing units off-line.
 - b. Reduce turnover time for vacated public housing units; reduce time to renovate public housing units.
 - c. Maintain or increase Housing Choice Voucher Program (HCVP) lease-up rates by maintaining payment standards that will enable families to rent throughout the jurisdiction.
 - d. Maintain or increase HCVP lease-up rates by marketing the program to owners, particularly those outside the areas of minority and poverty concentration.
 - e. Maintain or increase HCVP lease-up rates by effectively screening Section 8 applicants to increase owner acceptance of program.
 - f. Participate in the Consolidated Plan development process to ensure coordination with broader community strategies.

Progress Update:

The GHA continues a proactive preventative maintenance program that includes the property managers, maintenance team and resident services. This collaboration has resulted in GHA reducing its turnover time from move-out to move-in while providing our residents with a sound product.

In FY 2017 the maintenance team began a semi-annual meeting at each of our developments with the focus of providing our residents with up-to-date information on preventative maintenance. These *Chat and Chews* are designed to give tips to minimize maintenance calls and to create a positive relationship between GHA's maintenance team and our residents.

GHA is continuing with a blended payment standard. The standard for zero to three bedroom units is 110% of Fair Market Rents and 100% for four bedrooms and above.

Additionally, the HCVP has worked to enhance our relationship with key organizations such as: Neighborhood Housing Development Corporation; Alachua County Growth Management Housing Program; City of Gainesville Housing Division; USDA Rural Development and Central Florida Community Action. These relationships are vital to the success of our homeownership program and in FY 2019 our goal is to increase our program with at least 6 closings.

In FY 2017, Gainesville Housing worked with Alachua County Housing Authority and the City of Gainesville to create a Joint Assessment of Fair Housing to carry out the mission of Affirmatively Furthering Fair Housing. This comprehensive plan has been completed and the public comment period will end December 1, 2017. Implementation of the plan will be a vital part of GHA's FY 2019.

2. Increase the number of affordable housing units by:

- a. Apply for additional Section 8 units should they become available.
- b. Leverage affordable housing resources in the community through the creation of mixed finance housing.
- c. Pursue housing resources other than public housing or Section 8 tenant-based assistance utilizing the Gainesville Housing Development and Management Corporation (GHDMC) to expand housing opportunities to our families that are not HUD dependent.
- d. Continue the partnership with the GHA's not-for-profit Gainesville Florida Housing Corporation, Inc., in developing the old Seminary Lane property which is now known as Four Corners.

Progress Update:

Woodland Park Phases I, II and III Redevelopment Plan

The GHA has received Low Income Tax Credits which has enabled the agency to embark on a public/private partnership with Pinnacle Housing Group to redevelop Phase I of the Woodland Park Housing Development. This existing 170 unit public housing development, which includes a community facility, will be demolished and replaced with new energy efficient units and state of the art community facility in a mixed income/mixed use community. As part of this revitalization project, all current residents of Woodland Park will be required to relocate temporarily to other GHA housing communities or by using Housing Choice Vouchers. This project will be developed in three Stages. Residents in ninety-one units in Stage I will be relocated during the first Stage of this redevelopment project. During Stage II, the remaining residents will be moved into the newly built units completed during Stage I or to other GHA properties. Upon completion of Phase I of this construction project, the new Woodland Park Community will consist of 96 dwelling units with 32 ACC units and 62 project based housing vouchers. This project is utilizing a mixed income finance approach consisting of LIHTC, private loan, and other funding sources.

Several informational meetings were held throughout FY 2017 with residents of Woodland Park. The purpose of the meetings was to keep our residents well-informed and up-to-date with the progress of GHA's redevelopment efforts.

- General information meetings were held October 3, 2016 and March 16, 2017.
- Seven (7) meetings were held between June 14 and June 17, 2016 with the purpose of the meeting to review and have the General Information Notice signed by the residents.

In addition to the approved Demo/Dispo application, GHA received approval of their resident Relocation Plan. The plan includes the use of temporary vouchers which has been applied for and it is anticipated that residents will begin the move-out process in January 2018.

Phase I of the Woodland Park Redevelopment was scheduled for completion and DOFA on or before December 31, 2018; however, there have been delays beyond GHA's control and we have requested an extension to 2019.



Woodland Park Phase II Redevelopment Plan will include the redevelopment of the remaining units. GHA is currently seeking funding for Phase II to complete the redevelopment of the remaining 77 Woodland Park units

Woodland Park Phase III will consist of building houses for homeownership. All units and homes will have new amenities, the units will be energy efficient, follow current 504 Standards, and provide an "art in public places component".

The Woodland Park Community will also include a Vita-Course. GHA is pursuing a partnership with the City of Gainesville for the construction and equipment of a state of the art outdoor walking/running trail with ADA compliant exercise stations.

Woodland Park Phase I will be completed with Pinnacle Development as GHA's co-developer and this will be the only phase completed by Pinnacle. In October 2017 GHA published an RFQ for a new co-developer and we anticipate awarding the contract before the 2018 fiscal year-end.

3. Diversify its public housing portfolio by utilizing deconcentration, flat rents and income targeting.

Progress Update:

We continue to utilize deconcentration when pulling potential residents from our wait list. With the increased payment standard our voucher participants should be better positioned to move to other areas of the City. Using programs such as GoSection8.com provides our participants access to rentals throughout the entire City of Gainesville.

In FY 2019, a major goal of GHA is to enroll landlords from all areas of the City to further our deconcentration efforts. The redevelopment of Woodland Park will grow our Voucher program with by about 90 participants. This growth will be short-term for about 45 of the participants; however, we have been awarded with 36 tenant protection vouchers and those families will stay within the HCV program.

4. Target available resources for the elderly

- a. Seek designation of public housing for the elderly
- b. Apply for special-purpose vouchers targeted to the elderly, should they become available

Progress Update:

In FY 2018 the GHA was awarded elderly designation at our Sunshine Park development. While the total units in Sunshine Park totals 70, 10 are designated for 504 usage and the remaining 60 units were designated as elderly only.

5. Target available resources to Families with Disabilities:

- a. Carry out the modifications needed in public housing based on the Section 504 Needs Assessment for public housing.
- b. Apply for special-purpose vouchers targeted to families with disabilities, should they become available
- c. Affirmatively market to local non-profit agencies that assist families with disabilities.
- d. Target through letters, meetings, advertisements, church announcements and other outreach to individuals least likely to apply.

Progress Update:

This goal is a result in part to the Voluntary Compliance Agreement (VCA) that was entered into in 2008 and the VCA was completed and closed in October 2016. GHA recognizes the importance of having 504 designated units and will continue its focus on accessibility. GHA will apply for 40 vouchers to meet the needs of the disabled and non-elderly living in Sunshine and Oak Park.

Conduct activities to affirmatively further fair housing:

- a. Counsel Section 8 tenants as to location of units outside of areas of poverty or minority concentration and assist them to locate them
- b. Market the Section 8 program to owners outside of areas of poverty/minority concentrations;
- c. Improving integrated living patterns and overcoming historic patterns of segregation;
- d. Identify the historic patterns of segregation in our community.
- e. GHA, City of Gainesville and the Alachua County Housing Authority has entered into an MOU to develop our AFFH plan. We have contracted Florida Housing Coalition to assist us and the completed plan will be submitted to HUD by December 15, 2017. The review period ended December 1, 2017 and was adopted by the Board of Commissioners.
- f. In FY 2018 GHA conducted three (3) *Chew and Chat* meetings with our landlords. The goal is to keep an open dialog with our landlords to keep ahead of participant challenges and regulatory requirements.

It is a priority of the GHA to aggressively market the Housing Choice Voucher Program to landlords outside of our areas of poverty. In addition, the GHA will continue working with the City of Gainesville and other not-for-profits in a collaborative effort to improve the living conditions of those in our areas of poverty.

6. Identify and maintain strategies to ensure that GHA meets all regulatory requirements. A score of 80 – 100% on PHAS and 80 – 100% on SEMAP.

- a. Maintain occupancy rate of at least 95%
- b. Maintain a tenants accounts receivable of not more than 2.5%
- c. Review and update all policies and procedures as needed

Progress Update:

In FY 2017, GHA earned an overall PHAS of 89% which is 1 point from meeting our goal of becoming a High Performing agency. We are confident that our FY 2018 PHAS will get us over the threshold of 90% and GHA will become a High Performing agency.

The FY 2017 SEMAP score placed GHA as a standard performer. In March 2017 we implemented strategies and provided rent calculation training to our team and we are confident that our FY 2018 SEMAP score will once again place GHA as a High Performer in the HCV category.

7. The GHA's strategic goals include goals for the Board of Commissioners as well as the executive team. Our goals are:

1. Community and Regional Engagement

GHA will ensure that there is engagement by the agency with key community and regional stakeholders that share, or do not share, their affordable housing vision, mission, goals, and values. A special emphasis will be placed on strengthening relations and interactions with the political community, economic development / business interests, support services providers, for-profit developers, and homeless providers.

Progress Update:

The relationship between a father and his child is a relationship that should be honored, respected, and encouraged. In honor of fathers in Gainesville, GHA, along with Innovative Dads, BBVA Compass, Cade Museum and the City of Gainesville, hosted its annual *Celebrating Fatherhood Event* at Depot Park's Cade Museum, exploring science, technology, engineering, arts and math. This was a celebration to recognize the contribution that fathers, and father figures, make in the lives of their children. The event entailed family-oriented activities and games for all ages. There was food, raffles, and local organizations present informing fathers of various resources available to them in the community. This country is facing an epidemic of children growing up without the love, support, and encouragement that a father can provide. By celebrating fatherhood we were able to bring the community together to honor fathers and encourage them to continue making a positive impact in their children's lives.

In September 2017 Gainesville Housing and the University of Florida collaborated to once again offer our clients a six-week course about entrepreneurship. Five of our residents graduated from *Gator Bootcamp for Entrepreneurs* gaining the knowledge needed to start a business. The focus of this program was to help members of the community, particularly those facing economic hardships, in starting and growing a business. The boot camp was priced at \$600, but through our program we were granted scholarships to cover the cost for our residents. This program gave our clients the knowledge and skills to grow a business.

GHA also:

- Partnered with Enterprise Rent-a-car to host a job search workshop focusing on resume critiques, and to discuss job opportunities within their company.
- Partnered with Santa Fe Community College to host a Construction and Technical programs Informational Workshop to inform residents about programs offered at a nominal to no cost fee.
- Partnered with Gainesville Police Department to host *Gainesville Uplifting Our Community March*. The purpose for the march was to address, acknowledge and eliminate gang violence within our community.



- Partnered with the City of Gainesville, Alachua County Housing Authority, Office of Equal Opportunity and Department of Housing and Urban Development to host the Fair Housing Expo showcasing opportunities for fair housing in our community.

Gainesville Housing has two business incubators located in their family sites. Both are being used with resident/participant owned-business and one of the businesses has grown adding additional services such as tax preparation.

Our Job Training program hosts a resource area with-in our Woodland Park development. We have a computer lab that allows our residents to search for jobs on line as well as providing print information of openings at local businesses. To assist our residents and participants in their job search we offer assistance with soft skills such as resume' and cover letter preparation; we hold mock interviews and we maintain a community resource board.

We have also applied for the Jobs Plus Initiative grant and hopefully we will have the grant in FY 2019. With the partnerships and supportive services from our local agency partners we plan to increase our employment assistance and training exponentially.

GHA RESIDENT EMPOWERMENT & SERVICE

1. Smoke-Free Initiative:

Gainesville Housing's Smoke-Free Initiative was implemented October 2016 with all of GHA's properties becoming smoke-free.

2. Description of any programs relating to services and amenities provided or offered to assisted families:

The Resident Services Coordinator (RSC) works closely with the public housing team to identify residents whose housekeeping habits pose a non-emergency health or safety risk, encourage insect or rodent infestation, or cause damage to the unit. Once the RSC receives a referral from the property manager a letter is sent out to the resident giving them a 48 hour notice for inspection. On the inspection date the RSC observes the condition of the unit and creates a corrective action plan if needed with the resident. The RSC will work closely with the resident until the resident is following proper housekeeping guidelines. The RSC will conduct an interactive housekeeping seminar with residents once a quarter to discuss cleanliness standards and ensure that residents get the proper help needed to avoid future housekeeping issues.

In FY 2017, Resident Services presented seminars to discuss issues that include hoarding, regular home cleaning and to present cleaning products that can be purchased with food stamps, i.e., vinegar and baking soda. GHA has also purchased cleaning supplies for our new residents as a Welcome to GHA.

Department goals for FY 2019 include:

- Hosting classes that will help residents to increase their spending power through the use of coupons and store specials.
- Implementing a Golden Broom Award to acknowledge residents that maintain their homes in a clean manner.
- Focus on assisting our residents with hoarding issues. We will provide venues for outside vendors to host meetings that focus on how to de-clutter.

3. PHA will compliance with the requirements of community service and treatment of income changes resulting from welfare program requirements

GHA will comply with HUD's CSSR requirement by staying up to date on the latest regulations. GHA's compliance officer will check the "What's New" section of HUD clips on a weekly basis and communicate any changes to the regulations with the public housing team. The compliance officer will work closely with the public housing team and the resident services coordinator (RSC) to ensure that residents are coded properly in our internal system (Lindsey) and in PIC. The compliance officer will do internal audits using the PIC ADHOC Report to compare the information that is uploaded into HUD's system against Lindsey. The property managers are responsible for identifying residents who need to complete the eight hour per month requirement and making a referral to the RSC. The RSC provides the tenant with an approved list of community service worksites and a timesheet to have sign by the person supervising them at the service site location. The RSC keeps track of each resident's service hours and works closely with the property managers to create corrective action plans for residents who are not compliant with the CSSR. Residents who fall behind on hours are given a deficiency agreement if it is approved by the Executive Director. The compliance officer provided the public housing department with clarification on (PIH Notice 2015-12) August 2016.

2. Marketing and Image-Building

GHA will expand the marketing and promotion of its image, mission, and products to the general public and to its target housing markets. The agency will bring clarity and transparency in proactively telling the story of its business impact and public good that are furthered by providing affordable housing in Gainesville. The GHA will be recognized as a strong affordable housing leader and advocate in the community.

Progress Update:

GHA continues to focus on our branding campaign and we are implementing a policy surrounding communications and media relations. As the Authority grows and begins redevelopment we want to have consistent messaging from the entry-level employee to our Board of Commissioners.

In FY 2017 Gainesville Housing celebrated its 50th Anniversary which launched our marketing and image-building campaign to a new level. We have continued that same energy in FY 2018 by attending Chamber of Commerce events, speaking to various local organizations and staying active in the local housing community.

Our goal in FY 2019 is to build and strengthen our relationship with our Voucher Program landlords and one method will be to continue the *Chat & Chew* meetings in FY 2019. We will also be focused on growing relationships with landlords outside of our typical zip code district. GHA's goals will mesh with those of Affirmatively Furthering Fair Housing and we will be reaching out to landlords in areas that will promote our de-concentration efforts.

Partnerships

GHA employees have met with elected official on the local, state and federal levels, attended Alachua County Commission and Gainesville City Commission meetings, Gainesville Chamber of Commerce events, serve on the Alachua County Oversight Empowerment Board, The Blount Center Advisory Committee, The Continuum of Care Governance Board, GNV4ALL and The Gainesville Housing and Community Development Committees and accept invitations to speak at neighborhood and community events.

3. Portfolio Maintenance and Expansion

GHA will expand its portfolio of safe, decent, and sanitary affordable housing in Gainesville. The agency will maintain the quality of its current portfolio through quality asset management while seeking traditional and non-traditional portfolio expansion opportunities that complement its mission, values, and business models.

Progress Update:

In FY 2017 Gainesville Housing Development and Management Corporation (GHDMC) purchased an 18-unit complex bringing the total homes available through GHDMC to 21. Our goal is to increase by twenty (20) units each year which will grow the affordable housing market in our area.

We continue our redevelopment efforts and with each development we will not only provide high-quality housing, but each development will return with more affordable housing units. Phase One of Woodland Park will require that GHA project base 68 vouchers from its current Housing Choice Voucher portfolio.

4. Business Orientation and Sustainability

GHA will function as a high-performing business operation while still being grounded in its advocacy for affordable housing public causes. The agency will achieve the long-term sustainability and diversification that will ensure its strong financial health and condition.

Progress Update:

The GHA continues to work with its financial advisor and its co-developer. In FY 2016 an application for 9% tax credits was awarded to GHDMC and its co-developer Pinnacle Development. Additionally, GHA received \$650,000 from the State of Florida to re-roof Oak Park, install a new generator and add a security system in many of the common areas at Oak Park.

5. Self-Sufficiency and Independent Living

GHA will ensure that all of its residents are linked to the critical support services that will provide opportunities for self-sufficiency and / or independent living. It will be the expectation that all residents that are capable of transitioning into the workforce and out of GHA housing will participate in self-sufficiency initiatives and will transition into market rate housing. Independent living programs and services participation will be encouraged for all elderly and/or disabled residents.

Progress Update:

In FY 2018 Gainesville Housing applied for a Resident Opportunity and Self Sufficiency Grant (ROSS) and we should have confirmation of award in the last quarter of our fiscal year.

As outlined in the resident empowerment section, GHA's Job Training and Entrepreneurship Program (JTEP) continue to be our focal point of providing a road map for our client's self-sufficiency goals. As noted in the GHA Resident and Empowerment section, we are meeting with our clients to assist them in gaining employment or starting their own business. We have created an active partnership with the City of Gainesville's Small Business Procurement Program which is another method of promoting the viability of Section 3 businesses and partnerships.

In FY 2018, our JTEP assisted 31 residents with professional development and employment and 3 residents started their own business..

GHA plans to become a Move to Work (MTW) Organization. Through the MTW program we will be able to promote resident self-sufficiency among HCV and public housing residents, provide more beneficial services to low-income families and create administrative efficiencies and cost savings.

Move to Work (MTW) Plan:

GHA plans to become a Move to Work (MTW) Organization. MTW will augment our JTEP program as we continue to promote resident self-sufficiency among HCV and public housing residents, break the cycle of poverty in our communities, provide more beneficial services to low-income families and create administrative efficiencies and cost savings.

- Streamline and integrate program policies and processes as appropriate to reduce staff time resulting from different recertification processes and inspection.
- GHA will partner with local housing providers to provide pre and post homeownership counseling in an effort to prevent foreclosure.
- Take advantage of reduced real estate prices to add to GHA's low-income housing inventory: Provide additional project-based housing choices for low income residents. As opportunities arise, use MTW money to acquire and operate additional low-income housing.
- GHA will adopt a preference for working homeless families who have successfully completed one of our CoCs program in an effort to diversify our housing communities and expand our deconcentration efforts. GHA will give 1 preference points to individual s and families who are working at least 30 hours a week and have successfully completed one of our CoCs program partners program.
- With the close-out of the Voluntary Compliance Agreement (VCA), GHA will apply for the Jobs Plus Imitative should funds become available for another grant issuance.

Job Training and Entrepreneurial Youth Program (YJTEP):

In November 2015 GHA launched its Youth Program focusing on empowering our youth to explore, develop, and express their true capabilities. GHA will provide wrap-around services for our youth that will enrich and empower them to achieve the winning spirit as oppose to the sense of hopelessness and disadvantaged. Through YJTEP efforts, we will play a significant role in restoring hope-for the future and ending generational housing.

Progress Update:

In FY 2018 the YJTEP completed the following activities:

- JTEPY held a *Spread Joy with a Toy* drive for our public housing children. This was a Christmas toy drive initiative to help our clients experience a special Christmas. Through our fundraising efforts we were able to raise over \$600 dollars in donations and we provided over 100 gifts to our residents.
- JTEP has opened both community centers on our properties to launch our JTEP youth afterschool program. The community centers have computer labs and they are used for homework assistance, computer learning, and activity engagement.
- JTEPY hosted an inaugural oratorical contest in celebration of Black History Month. Contestants presented speeches on their chosen African-American Leader and were evaluated on

- voice, body language, appearance and enthusiasm. This event was also acknowledged in the Housing Authority FAHRO-GRAM for May/June 2017 Spotlight.
- Partnered with Caring and Sharing Learning Center to host "I AM STEM" summer camp. The summer camp was focused on Science, Technology, Engineering and Math. GHA was able to sponsor 19 children to attend this interactive summer camp.
 - Partnered with Bread for the Mighty to provide summer breakfast and lunch at our Pine Meadows community center.
 - Partnered with Girl Scouts of North Central Florida to provide a Girl Scout Troop in our Pine Meadows and Eastwood Meadows communities.
 - Partnered with GPD to host our annual fall festival in Woodland Park with 100 residents in attendance.
 - Partnered with Empowerment Consultants and Associated, LLC to provide a youth pre-employment training program focusing on career readiness, leadership, professional etiquette and a host of other skills to help prepare our young residents for the future.
 - Tours of the University of Florida and Santa Fe College were conducted.
 - Partnered with 10th Ave Church of Christ and Alpha Phi Alpha to provide a Back to School Bash in the Woodland Park community. We provided free food and drinks and distributed book bags for the new school year.

6. Human Resource Management

GHA will provide for a positive internal organization culture and environment that fosters professional development, performance enhancement, rewards packages, and teambuilding. The agency will also be viewed as an inclusive, progressive, competitive employer that is on the cutting edge of employee recruitment and retention.

Progress Update:

At GHA, we want our employees to be as successful as the clients we serve. We want to provide programs that can boost morale by positioning employees to advance their careers through acquiring new skills and gaining valuable knowledge.

- Must complete all job training requirements.
- After completion of all required job training lessons. An employee can choose 1 professional development training related or non-related to job position.
 - 2 team building events per year.
- GHA has completed phase one of its Onboarding Program and will build this plan throughout the year. We want our new team members to have a positive GHA experience, beginning with the interview.
- In FY 2019 the primary goal of GHA is to complete a succession Plan. We have begun this process by having each of our team members voluntarily complete a 5-Year Action Plan. This will guide us in creating a plan that should build upon promotion from within as much as possible and help our team members build a long-term relationship with GHA thus minimizing our turn-over costs.



7. Board Leadership

GHA will have a strong, high functioning Board of Commissioners that understands and executes its appropriate roles and responsibilities in the leadership and governance of the agency.

Progress Update:

The City of Gainesville's Mayor makes appointments to the Board of Commissioners on a timely basis and the Board is committed to making the vision and mission of the GHA a reality. Training is provided to the Commissioners through professional partners such as NAHRO, FAHRO, PHADA and SERC. In FY 2017 the Commissioners attended NAHRO Conferences in Memphis and Pittsburgh. Additionally, GHA's legal counsel provided Commissioner training with respect to Board development, ethics and Governing in the Sunshine.

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Financial Resources:

Sources	Planned Dollars	Planned Uses
Operating Subsidy:		
AMP 1	\$ 1,032,540	Operating Subsidy is used to fund the day-to-day operations of the public housing division of the Authority. The amounts reflect an 85% of the CY 2017 award.
AMP 2	424,155	
AMP 3	1,117,255	
FFY 2018 Capital Fund	854,594	Capital fund revenues are used to complete capital expenditures, unit renovations, administrative expenses and resident activities.
HCVP – HAP	9,290,833	All HAP dollars are used for participant rental assistance. The administrative fees earned are used to operate the program.
HCVP – Administrative Fee	704,914	
Prior Year Federal Grants		
Capital Fund Programs:		
2015	184,978	Capital fund revenues are used to complete capital expenditures such as unit renovations, administrative expenses and resident activities.
2016	651,277	
2017	854,594	
Non Federal Resources:		
Tenant Rents	1,346,000	Non-federal sources will be used to augment the Federal funds in accomplishing the goals of the Authority.
Tenant Charges	103,500	
Excess Utilities	59,500	
Laundry Revenue	3,600	
Interest/Dividend Income	11,000	
GHDMC - Rents	216,000	
Total Funding for FY 2019	\$ 16,854,740	