

# 5-Year PHA Plan (for All PHAs)

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

OMB No. 2577-0226  
Expires: 02/29/2016

**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-50075-5Y is to be completed once every 5 PHA fiscal years by all PHAs.

<b>A.</b>	<b>PHA Information.</b>				
A.1	PHA Name: <u>Gainesville Housing Authority</u>		PHA Code: <u>FL063</u>		
	PHA Plan for Fiscal Year Beginning: (MM/YYYY): <u>04/2020</u> PHA Plan Submission Type: <input checked="" type="checkbox"/> 5-Year Plan Submission <input type="checkbox"/> Revised 5-Year Plan Submission				
	<p><b>Availability of Information.</b> In addition to the items listed in this form, PHAs must have the elements listed below 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. Additionally, the PHA must provide information on how the public may reasonably obtain additional information on the PHA policies contained in the standard Annual Plan, but excluded from their streamlined submissions. 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 websites. PHAs are also encouraged to provide each resident council a copy of their PHA Plans.</p>				
	<input type="checkbox"/> PHA Consortia: (Check box if submitting a Joint PHA Plan and complete table below)				
	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:				

<b>B.</b>	<b>5-Year Plan.</b> Required for all PHAs completing this form.
<b>B.1</b>	<p><b>Mission.</b> State the PHA’s mission for serving the needs of low- income, very low- income, and extremely low- income families in the PHA’s jurisdiction for the next five years.</p> <p>Gainesville Housing Authority (GHA) is an innovative, performance-driven, customer focused business; advocating for and developing quality affordable housing and self-sufficiency opportunities.</p>
<b>B.2</b>	<p><b>Goals and Objectives.</b> Identify the PHA’s quantifiable goals and objectives that will enable the PHA to serve the needs of low- income, very low- income, and extremely low- income families for the next five years.</p> <p>See Attachment A</p>
<b>B.3</b>	<p><b>Progress Report.</b> Include a report on the progress the PHA has made in meeting the goals and objectives described in the previous 5-Year Plan.</p> <p>See Attachment B</p>
<b>B.4</b>	<p><b>Violence Against Women Act (VAWA) Goals.</b> Provide a statement of the PHA’s goals, activities objectives, policies, or programs that will enable the PHA to serve the needs of child and adult victims of domestic violence, dating violence, sexual assault, or stalking.</p> <p>GHA updated its Violence Against Women Act (VAWA) policies in 2017. Forms were mailed to all Public Housing residents and HCVP participants. VAWA is addressed in all briefings prior to move in for Public Housing and voucher issuance for HCVP. GHA also has an MOU with the Ocala Housing Authority to allow transfers between agencies based upon available units.</p>
<b>B.5</b>	<p><b>Significant Amendment or Modification.</b> Provide a statement on the criteria used for determining a significant amendment or modification to the 5-Year Plan.</p> <p>GHA will consider the following to be Significant Amendments or Modifications to the 5-Year Plan.</p> <ol style="list-style-type: none"> <li>1. Any alteration of the GHA mission statement;</li> <li>2. Any addition or amendment to a stated strategic goal or objective; except where the change results from an objective having been met.</li> <li>3. Any alternation to the Capital Fund Program Annual Plan that affects expenditures that is greater than twenty percent (20%) of the annual budget for that year.</li> </ol>
<b>B.6</b>	<p><b>Resident Advisory Board (RAB) Comments.</b></p> <p>(a) Did the RAB(s) provide comments to the 5-Year PHA Plan?</p> <p>Y   N  <input checked="" type="checkbox"/>   <input type="checkbox"/></p> <p>(b) If yes, comments must be submitted by the PHA as an attachment to the 5-Year PHA Plan. PHAs must also include a narrative describing their analysis of the RAB recommendations and the decisions made on these recommendations.</p>
<b>B.7</b>	<p><b>Certification by State or Local Officials.</b></p> <p><a href="#">Form HUD 50077-SL</a>, <i>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>

### 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.”

CVR asked attendees to consider shortening the Mission Statement to increase memorability. Another consideration was to be sure that it defines GHA’s goals, culture, and purpose while highlighting what sets GHA apart from other housing authorities. CVR worked with the Board of Commissioners and Executive Staff through a revisioning process. Once updated, CVR carried forward the enhanced and shortened Mission Statement to the GHA Staff for review and discussion at their retreat on October 30, 2019. After reviewing these Mission statements and other prospective Mission Statements, along with feedback and revisions, the group reached a consensus on a new Mission Statement. The updated Mission Statement was brought before the Board of Commissioners at their retreat for their review on October 31, 2019. The Board made one modification and then approved the revised statement.

### 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.”

The new Mission Statement conveys the GHA brand and the direction in which the organization is heading including evaluating repositioning opportunities. As HUD encourages PHAs to be more business-oriented and innovative, the new Mission Statement allows for GHA to address affordable housing needs in multiple ways.

# VISION STATEMENT

The Vision Statement serves multiple purposes in an organization: it is not only what the Agency strives to be now, but what it strives to be in the future. It provides a long-term focus and benchmarks to ensure the Agency is heading down the correct path. A Vision Statement also serves as a touchstone for GHA's future actions.

As described in the Mission Statement section, the same process was applied to review and update the Vision Statement. The Staff, as well as the Board and Executives, were asked to consider the current Vision Statement and what it means to the agency.

As part of the retreats on October 30 and 31, 2019, CVR led discussions with Staff, GHA Executives, and the Board of Commissioners in assessing and updating GHA's Vision Statement. During the session, the group discussed what GHA wants to achieve in the future as well as how it wants to be viewed in the future. GHA then reviewed the current Vision Statement. CVR led the group in exploring the following questions to determine the need to update the Vision Statement.

- Is the Vision still relevant?
- Who is the audience?
- Does the current Vision Statement limit the agency?

## 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.”

CVR again asked attendees to consider shortening the Vision Statement to increase memorability. CVR worked with the Staff through editing and refining the new Vision statement on October 30, 2019. Once updated, CVR carried forward the Vision Statement to the GHA Board and Executives for review and discussion at their retreats on October 31, 2019. After reviewing the Vision statement and discussing GHA's future business model and image, the group reached a consensus on a new Vision Statement.

# STRATEGIC GOALS AND OBJECTIVES

GHA Board, Executives, and Staff reviewed and decided to retain the current goals as they were still believed to be relevant and challenging to the agency. There was a cohesive decision to update one goal and all the narrative actions that describe the goals. The narratives will continue to drive the agency and give clear direction for the next five years. The seven Strategic goals, as determined by GHA, are:

- |  |
|--|
| 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                      |

While the goals remain intact, the Portfolio Management goal was enhanced with the addition of the Repositioning concept to allow the Agency to further expand and explore new avenues for redevelopment and financial stabilization of its assets. GHA will work with Staff to assign responsible departments with projected completion dates for each of the updated objectives. The goals and objectives are detailed on the following pages.

## Goal 1: Portfolio Management, Repositioning and Expansion

*GHA will expand its housing portfolio. The agency will maintain the quality of its current assets through quality management while seeking traditional and non-traditional portfolio expansion that complement its Mission, values, and business models.*

### Objectives:

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|------|--|
| 1.1  | Analyze all development and redevelopment opportunities within HUD's new paradigm to determine repositioning options for GHA portfolio |
| 1.2  | Assess the current state of GHA's portfolio  |
| 1.3  | Increase the number of housing opportunities by 500 units  |
| 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

*GHA will cultivate an environment that fosters professional development, rewards high achievement and promotes team building. The agency will be an inclusive, progressive and competitive employer focused on employee engagement and retention.*

### Objectives:

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

*GHA will ensure all its residents are linked to the critical support services that will provide opportunities for self-sufficiency and/or independent living. All work abled adults are expected to enter the workforce and transition to unsubsidized housing.*

### Objectives:

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

*GHA will follow sound business practices to ensure its long-term viability as well as the GHDMC.*

### Objectives:

- |      |  |
|------|--|
| 4.1  | Annually report on the Strategic Business Plan   |
| 4.2  | Establish SOPs 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   |

## Goal 5: Board Leadership

*GHA board members will be engaged and possess a diverse set of knowledge and experience to help further agency goals and governance.*

### Objectives:

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

*GHA will initiate engagement and partnership with key community and regional stakeholders to promote the Vision and Mission of the Agency.*

### Objectives:

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|-----|--|
| 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

*GHA will expand the marketing of its image, Mission, and services to bring clarity and transparency in telling the story of its business impact and public good. GHA will be recognized as the housing leader and an advocate in the community.*

### Objectives:

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



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.

GHA's HCVP has moved from its previous blended payment standard. The standard for all bedroom units is 110% of Fair Market Rents.

Additionally, the HCVP has worked to enhance our relationship with key organizations such as: Gainesville Alachua County Realtors Association, Neighborhood Housing Development Corporation, City of Gainesville Housing Division, Alachua County Commission, Gainesville City Commission, USDA Rural Development and Central Florida Community Action. These relationships are vital to increase landlord participation and to increase lease-up success rates of our program participants. In FYE 2021 our goal is to grow our homeownership program with at least 6 closings.

**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.

**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 have been 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 30 ACC units and 66 project based housing vouchers. This project is utilizing a mixed income finance approach consisting of LIHTC, private loan, and other funding sources.

Phase I of the Woodland Park Redevelopment was broke ground on June 10, 2019 and an anticipated completion date in mid-summer 2020. Relocated residents will have first option to return to the new development or to remain at their current location (or on HCVP voucher).

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".



### 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.

#### **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. In FYE 2019 GHA will have 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.
- ### 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 FYE 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:

GHA recognizes the importance of having 504 designated units and will continue its focus on accessibility. GHA also recognizes the ever growing need for other Special Needs populations in and



surrounding Gainesville FL. GHA has applied for various targeted funding sourced vouchers and is positioning itself to apply for Special Needs Supportive Housing funding once made available.

During FYE 2019, GHA received funding for 28 Mainstream Vouchers for Non-Elderly Disabled households and 41 Family Unification Vouchers.

During FYE 2020 GHA received funding for an additional 39 Mainstream Vouchers for Non-Elderly Disabled households.

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 tenant's accounts receivable of not more than 2.5%
  - c. Review and update all policies and procedures as needed

GHA has implemented policies to ensure that we meet our occupancy goals and has utilized technology to improve tenant's accounts receivable. GHA tenants are now able to make payments online to increase convenience and provide 24 hour access to make payments.

To ensure 80 – 100% PHAS scoring GHA has implemented a layered approach to preventative maintenance which allows for properties to allow be "REAC-ready".

To ensure 80 – 100% on SEMAP scoring GHA has conducted refresher trainings on Rent Calculation and cross-trained all coordinators on Ports.

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

#### Community and Regional Engagement

Gainesville Housing Authority (GHA) will continue to ensure 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 service providers, for-profit developers, and homeless providers.

#### Progress Update:

GHA held its inaugural "Spelling Bee Event" in June. The top 3 winners in the spelling bee were able to attend an all-paid trip to Orlando where they faced off against kids from other





Florida Housing Authorities. The event was sponsored by the Florida Association of Housing and Redevelopment. Participants were able to experience an area outside of Gainesville, meet new people and enjoy the activities. This event helped our children learn grammar, improve vocabulary, and build confidence. Leading up to the spelling bee the children practiced their words at the Eastwood Meadows community center and were intrigued and inspired by volunteers that helped them study for the big day. The students that participated in the spelling bee exemplified a raw passion to learn and develop foundational skills that will benefit them through their educational career.

In February 2019, GHA launched Elite Force- a *Maintenance On-The-Job Training Program* for all HCV participants and Public Housing residents. The training program is under GHA's Gainesville Housing Development and Management Corporation. GHA residents/participants learn basic manual skills, proper tool usage, and maintenance and construction terminology. Participants will gain OSHA 10 and NCEER certifications, while gaining work experience in an actual workplace environment, therefore, participants are able to successfully transition to other employment and/or entrepreneurship. GHA was able to hire 3 participants from Cohort 1 group.

In October 2019, Gainesville Housing Authority and the University of Florida collaborate to once again offer our clients a six-week course on entrepreneurship. Currently, we have 5 residents enrolled in the 2019 program. Last year, 8 of our residents graduated from the Gator Bootcamp for Entrepreneurs gaining the knowledge needed to start a business. The focus of this program is to help members of the community, particularly those facing economic hardships, in starting and growing a business. The boot camp is priced at \$600, but through our partnership we are granted scholarships to cover the cost for our residents. This program gave our residents the knowledge and skills to grow and maintain a business.

Gainesville Housing Authority (GHA) also:

- Thus far in 2019, JTEP assisted 51 residents with employment and professional development and 6 residents with starting their own business.
- Partnered with Alachua County Library to host a re-entry conference and job fair focused on helping individuals with criminal backgrounds struggling to re-enter the workforce.
- Partnered with local businesses, such as Census, GRU, Waffle House, Santa Fe and many more to host a job fair in GHA's Pine Meadows community. GHA had over ten different employers at the event.
- The Gainesville Housing Authority and Community Action Agency entered into an MOU to increase opportunities to reach self-sufficiency and alleviate poverty.
- Partnered with Woman working with Woman to provide residents with professional development skills through a series of workshops. Residents were able to learn a variety of professional development skills; lessons included resume building, interview preparation, communication, networking and public speaking.
- Partnered with the Department of Health to provide residents with Green Dot Safety training. This program aims to prevent violence with the help of bystanders.



- Partnered with the University of Florida's Health Street program to provide residents with a Health Block Party. The purpose of the event was to get residents tested while enjoying the resources available.

Gainesville Housing has two business incubators located Woodland Park and Pine Meadow. Both are being used by resident/participant owned-businesses. GHA has a candy shop and tax business in our Woodland Park area. GHA has a POP Shop and Barbershop business in Pine Meadows Community. All are resident owned and operated. One of the business owners has been successful enough to be able purchase their very first home.

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 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, cover letter, and interview preparation. We maintain and continuously update our community resource board.

#### 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 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/or disabled residents.

#### Progress Update:

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. We have an active partnership with the City of Gainesville's Equal Opportunity Office and Small Business Procurement Program which are both methods of promoting the viability of Section 3 businesses and partnerships.

In May 2019, Gainesville Housing and Wealth Watchers collaborated to host a series of financial education workshops within our community through the entire year. The purposes of the workshops are to give the education needed to help residents move into a firmer financial footing. The workshops focus on budgeting, credit repair, credit-boosting, understanding your credit score, picking the right mortgage and homeownership.

In August 2019, The Gainesville Housing Authority launched the jobs plus program branded as the Strive4Success. GHA was awarded this grant back in February 2019, an award of 2.3 million dollars over a four-year span. The purpose of the grant is to develop locally based, job-driven approaches to increase earnings and advance employment outcomes through work-readiness, employer linkages, job placement and educational advancement technology skills for residents of public housing.

Jobs Plus: Strive4Success Program

- Hired 3 Community Coaches and a Case Manager
- Established an MOU contract with CareerSource for our Job Developer position
- Partnered with Empowerment Associates to host a Career Fair Etiquette workshop
- Partnership with BBVA bank to provide a financial workshop series
- Partnership with Cade Museum to help design our Makerspace being used as a creative space for adults and children. Residents will be able to explore through STEM (Science, Technology, Engineering and Math) focused activities
- Partnership with CareerSource NCFL to provide employment development and opportunities for our residents
- Partnership with Santa Fe College to streamline the process to gain admission into their educational programs and host computer literacy workshops onsite
- Partnership with Early Learning Coalition to provide childcare resources to our residents
- Build an employer list to help create employment opportunities for our residents
- Highlight resident successes to promote the program; Resident of the month
- Build creative programs to increase resident engagement in the community; a few ways we plan to achieve this- Community Pop-ups and Community kickbacks; where we engage the community with music, food and fun activities without requiring anything from them but to show up.

Move to Work (MTW) Plan:

GHA continues to review opportunities 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 deconcentrating efforts. GHA will give 1 preference points to individuals and families who are working at least 30 hours a week and have successfully completed one of our CoCs program partnership program.
- With the close-out of the Voluntary Compliance Agreement (VCA), GHA will apply for the Jobs- Plus Initiative 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 opposed 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.

## YJTEP FY 2019:

- JTEP continues its JTEP Youth afterschool program. The community center has a computer lab, and they are used for homework assistance, computer learning and activity engagement.
- Partnered with the Depot Park to help our youth start a Lemonade business and sell lemonade in the community.
- Partnered with the Cade Museum to host our annual fair housing event. The purpose of this event was to inform residents and participants about fair housing regulation.
- 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 20 children to attend this interactive summer camp.
- Partnered with the Boys & Girls Club of Alachua County to provide scholarships for GHA residents. We have 13 children enrolled in the afterschool program.
- Partnered with the Boys and Girls Club to provide a boys night to help guide and influence good decisions and positive attitudes. Also, hosted a movie night for kids.
- Partnered with Empowerment Associates to provide an Empowerment Leadership camp focused on leadership, life, career and employability skills for the youth. GHA was able to sponsor 7 kids to attend this program.
- Partnership with the University of Florida find students with a high GPA living on GHA property to help them enroll in their dual enrollment program to provide a better future for our youth. UF will also provide Lap top computers, cell phones and iPads to qualifying students.



## **7. 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:

Gainesville Housing Development and Management Corporation (GHDMC) continues to explore options to increase affordable housing stock by purchase or solicitation of property donations from various sources for rehabilitation and development.

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.

## **8. 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 to locate alternative funding sources to ensure the long-term viability and sustainability of the organization.