

# Strategic Business Plan

2020 to 2025



Gainesville Housing Authority  
Revised April 2020



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## EXECUTIVE SUMMARY

The Gainesville Housing Authority (GHA) was established in 1966 by the Charter of the City of Gainesville. GHA provides housing opportunities to 4,455 residents, including 600 children in the City of Gainesville. GHA operates over 2,100 affordable housing units and administers more than 1,500 Housing Choice Vouchers. The agency also provides a wide array of supportive services to its residents and was awarded the highly coveted Jobs Plus grant from the U.S. Department of Housing and Urban Development (HUD) in 2019. In addition, GHA formed a non-profit, the Gainesville Housing Development and Management Corporation (GHDMC) in 2014 to “provide, develop and manage affordable housing opportunities and properties for low- and moderate-income persons and/or families”.

To improve upon their “performance-driven, customer focused sustainable business” Mission, GHA embarked upon a five-year strategic planning process to re-evaluate the agency’s Mission and goals, to determine if its direction needs adjustment, and to challenge the Agency to accomplish even more. The prior Plan expired in 2018, and as a result, a new Strategic Plan needed to be developed to guide the agency.

The 2013-2018 GHA Strategic Business Plan was supported by seven forward-thinking goals intended to produce comprehensive changes during the five-year period. GHA successfully applied each goal in their daily practices and improved their image and partnerships throughout the greater Gainesville area. However, the collective sense from the Board of Commissioners, Executives, Staff and stakeholders was that while significant progress had been achieved, there was still work to be accomplished as it related to these goals. In addition, at the time of the development of these goals, GHDMC was not yet formed and therefore not part of the Agency’s strategic planning process. Thus, it was decided that while the original goals are still relevant to the forthcoming Strategic Plan, they needed enhancements as well as to be interlinked with the GHDMC. Some accomplishment highlights for the past five years include:

- ▶ **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.

## 2020 – 2025 Strategic Plan

GHA’s 2020 – 2025 Strategic Plan was developed via an inclusive planning process with the GHA Board members, Executives, and Staff. In June 2019, GHA engaged CVR Associates, Inc. (CVR) to provide strategic planning consulting services and to facilitate the planning sessions. The purpose of this process, culminating with the Plan, was to identify strategies to position GHA as an innovative, dynamic organization that is focused on continuous improvement and exceptional performance. This Strategic Plan provides a framework through its goals to achieve the stated objectives. The assignment of responsibilities and subsequent timeframes for implementing the various objectives to ensure accountability will be completed and added as an addendum to the Strategic Business Plan by the GHA.



# STRATEGY AND IMPLEMENTATION

The Strategic Plan provides a set of ambitious, but achievable goals and objectives, collaboratively developed by the Agency’s Board, Executives and Staff. The implementation of the Strategic Plan must include the following elements:

<b>Interdepartmental Communication</b>	Provide the Strategic Plan goals and objectives in multiple formats to make the Strategic Plan available and accessible to all Staff levels.
<b>Progress Monitoring and Accountability</b>	Implement a tracking system to monitor the progress of goals and objectives. This will allow for on-going monitoring of the Plan, responsibilities, the rate of completion, and when deadlines are met, exceeded or delayed.
<b>Investment in Staff</b>	Support Staff through training and resources in a manner that is consistent with the adopted goals and objectives.
<b>Dynamic and Ongoing Planning Process</b>	Use the goals as a reference point for everyday decision-making, regularly review the progress towards the goals and objectives, and make modifications as needed.

GHA should remain focused on the implementation of this Plan and provide flexibility in the path to get there. To do so, GHA should continually review the goals and objectives progress and make revisions as needed. The agency should also bring the Vision and goals of its Strategic Plan into the ongoing duties and activities of Staff. Additionally, whenever possible, use the goals and objectives stated in the Strategic Plan as a reference point for adoption or changes in policy as well as strategic and daily decision-making. Referring to the Plan provides focus and enhances GHA's ability to respond

creatively to new information or unforeseen circumstances rather than having them be a limiting factor.

In advance of launching this planning effort, CVR reviewed GHA’s prior 2013 - 2018 Strategic Business Plan, GHDMC’s business plan (2018-2022) and other related regional and local plans, to examine the current external and internal environment of the organization. A summary of findings is provided in the Background section of this report. CVR also created a survey for internal and external stakeholders to complete online from September 3, 2019 to October 6, 2019 where 87 responses were received. For more detailed feedback, CVR held 25 one-on-one phone interviews with key stakeholders including all the City Commissioners and the Mayor of Gainesville.

CVR met with the Executive Team prior to the first strategic planning session to collectively agree on expectations and planning session topics. CVR then facilitated six preliminary planning sessions:

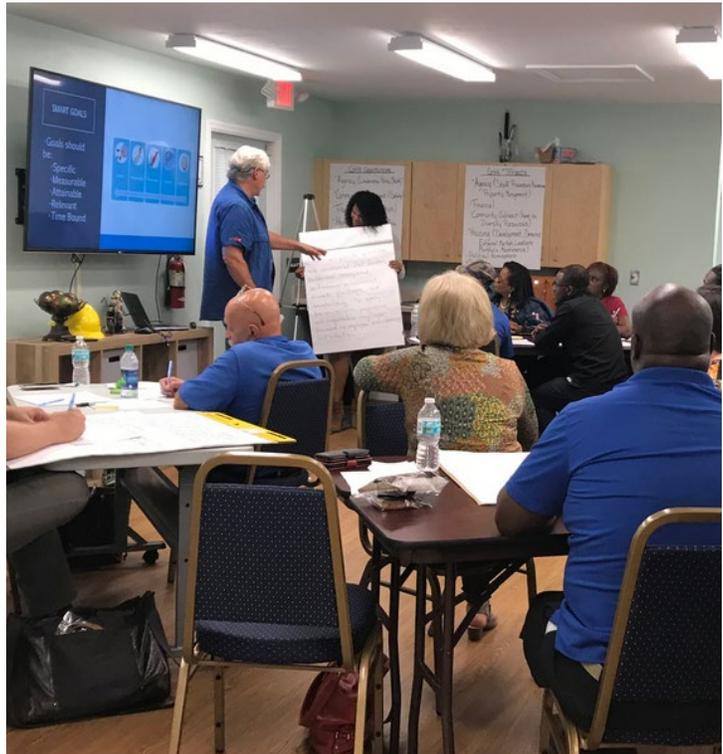
September 30, 2019	Resident meeting
October 1, 2019	Interdepartmental meeting (Housing Choice Voucher (HCV) and Finance Staff) Board of Commissioners meeting Stakeholders meeting
October 2, 2019	Interdepartmental meeting (Public Housing and Resident Services)
October 29, 2019	2 <sup>nd</sup> Resident meeting
October 30, 2019	GHA Staff retreat
October 31, 2019	Board of Commissioners retreat
December 17, 2019	Board of Commissioners meeting
January 14, 2020	Gainesville City Commission meeting

In these sessions, CVR reviewed GHA’s current Strategic Plan, Mission and Vision Statements as well as selected goals. CVR asked the following questions:

- Was the goal achieved?
- How can GHA improve this goal?
- How would you change this goal for the new Strategic Plan?

In addition, CVR asked about other goals including Repositioning, a HUD goal and focal point for this Administration. Finally, some of the working sessions included a Strengths, Weaknesses, Opportunities, and Threats (SWOT) survey to better gauge stakeholders' perceptions of and for GHA.

CVR then hosted two retreats in October 2019, which resulted in the 2020-2025 Strategic Plan's goals and objectives. A presentation on the current state of the industry, as well as the demographic and economic shifts in Gainesville and Alachua County, was delivered to Staff and the Board to review on their own in preparation for the retreats. During the first retreat on October 30, 2019, a summary of that presentation was provided to Staff. Some of the key topics discussed included the current state of HUD and Federal funding for programs, local and federal legislative initiatives, housing needs and gaps in Florida and the County and results of the SWOT analysis.



The results of the SWOT analysis are discussed in detail in the SWOT section of this report. The session also focused on local trends and GHA's ability to address HUD priorities outlined in HUD's 2018-2022 Strategic Framework. GHA's Deputy Executive Director provided the attendees with updates regarding the current state of the Housing Authority as well. CVR facilitated the updating of the organization's goals, objectives, Mission and Vision Statements. The Mission and Vision Statements are further discussed in detail in their respective sections of this report. Additionally, small group breakout sessions were utilized throughout the planning process to improve interdepartmental communication, increase awareness of GHA departmental functions, and enhance collaboration among GHA Executives and Staff.



On October 31, 2019, CVR facilitated a second retreat for the Board of Commissioners to review the outcomes from the Staff retreat and build upon Staff comments and recommendations for the updating of the Mission, Vision, goals, and objectives.

Both retreats focused on refining the proposed goals and

objectives utilizing the SMART methodology. SMART (Specific, Measurable, Achievable, Realistic, and Time-bound) objectives create clear, attainable, and meaningful goals for the organization. CVR facilitated the discussions with the GHA Staff and Executives through breakout sessions whereby each table reported on enhancements to the current goals as well as updating the associated objectives.

# 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, all the narrative actions that describe the goals as well as the objectives. The narratives will continue to drive the agency and give clear direction for the next five years. In addition, it was also decided to interlink GHDMC goals and objectives to GHA’s goals and objectives given the significant role that GHDMC holds with GHA. 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 interlinked objectives between GHA and GHDMC are notated within each goal. 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:

- |      |  |
|------|--|
| 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

*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 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

*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:

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.*

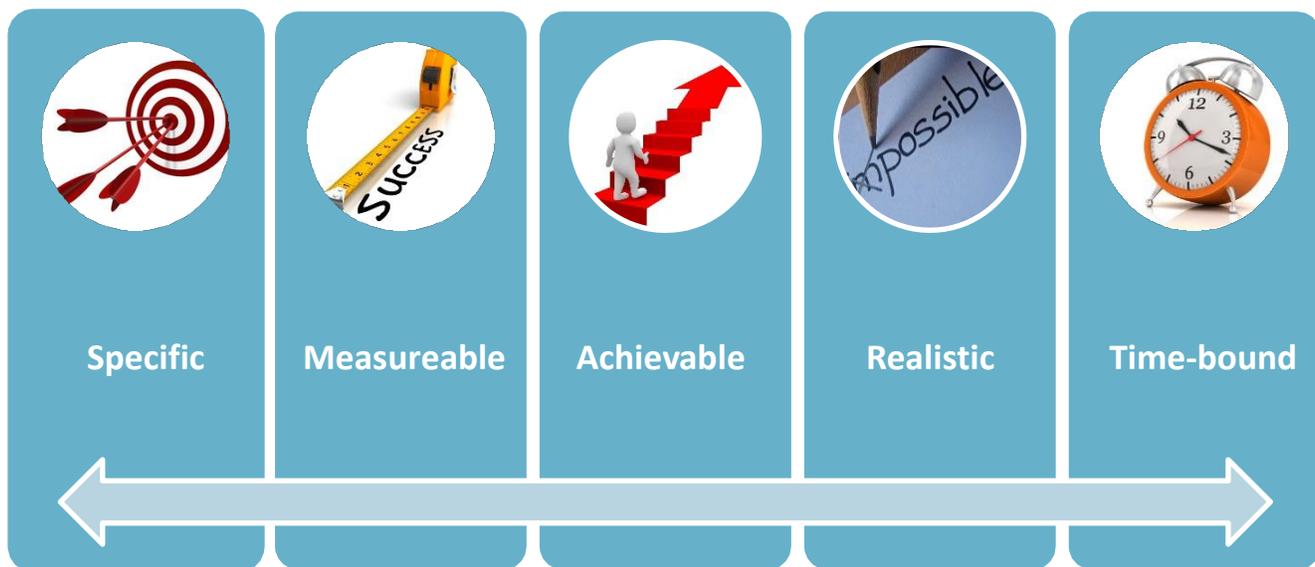
### Objectives:

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

# SMART GOALS

## Goal Refinement

Through a series of activities, the GHA Board of Commissioners, Executives and Staff updated the seven goals with their respective objectives. CVR facilitated substantial discussions with session participants that included enhancing the goals' narratives and objectives and honing them into the SMART format. As a result, the original list of seven remained intact while the goal narratives were updated and the lists of objectives were increased to reflect the changes in repositioning and business orientation.



A **specific** goal has a much greater chance of being accomplished than a general goal. It should answer the following questions:

- **Who** is involved?
- **What** do I want to accomplish?
- **How** to identify a location?
- **When** should it be completed?
- **Which** are the relevant requirements and constraints?
- **Why** is this an important goal? (Specific reasons or benefits of accomplishing the goal.)

A **measurable** goal establishes concrete criteria for determining progress toward the attainment of each goal set. To determine if a goal is measurable, it should be quantified in terms of the following criteria:

- ▶ How much?
- ▶ How many?
- ▶ How will I know when it is accomplished?

An **achievable** goal is one that is feasible and practical with current resources and GHA's financial situation. To be **realistic**, a goal must represent an objective that GHA is both willing and able to work toward. In order to determine progress toward achieving a goal, it must be **time-bound** with a set action plan and deadlines. A deadline too far in the future is easily put off while a goal with a deadline that is set too close is not only unrealistic, but also discouraging.

## Smart Goals and Objectives

### Goal 1: Portfolio Management, Repositioning & Expansion

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

Objective	Sponsoring Department	Year of Completion	Measurement
1.1 Analyze all development and redevelopment opportunities within HUD's new paradigm to determine repositioning options for GHA portfolio (GHDMC)*	VP of Real Estate	June 2021	<ul style="list-style-type: none"> <li>▶ Number of completed Financial pro formas</li> <li>▶ Plan created that provides for a repositioning strategy based on portfolio analysis</li> <li>▶ Plan created for next steps to a Repositioning Plan</li> </ul>
1.2 Assess the current state of GHA portfolio (GHDMC)*	VP of Real Estate	September 2020	<ul style="list-style-type: none"> <li>▶ Number of PNAs completed</li> </ul>
1.3 Increase the number of housing opportunities by 500 units (GHDMC)*	VP of Real Estate	2025 ongoing	<ul style="list-style-type: none"> <li>▶ Number of units added to GHA's overall baseline (subsidized or not subsidized units)</li> </ul>
1.4 Increase number of units in HCV program where applicable	COO	2025 ongoing	<ul style="list-style-type: none"> <li>▶ Number of units added to GHA HCV baseline (subsidized or not subsidized units)</li> </ul>
1.5 Create individualized business and Marketing Plans for each AMP based on sound business and investment models	COO	2025 ongoing	<ul style="list-style-type: none"> <li>▶ Work with housing coordinators to develop marketing plans per property to build interest and raise awareness in the housing market in Gainesville and for coordinators to take pride in their property</li> <li>▶ Work with the property managers per property to build an asset management model to increase pm leadership for improving property's bottom line</li> </ul>

\*Highlighted rows are GHDMC objective

## Goal 1: Portfolio Management, Repositioning & Expansion (continued)

Objective	Sponsoring Department	Year of Completion	Measurement
1.6 Increase security/safety measures for the properties (security cameras, sprinkler systems, fire alarms, update windows)	COO and Facilities Director	June 2021; subject to change based 1.1 outcomes	<ul style="list-style-type: none"> <li>▶ Number of security property analysis and strategies</li> <li>▶ Number of security cameras added per property</li> <li>▶ Number of changes that occur in accordance with Repositioning Plan</li> </ul>
1.7 Create strategies to retain current landlords and increase landlord interest in the HCV program	COO and HCV Manager	2025 annually	<ul style="list-style-type: none"> <li>▶ Numbers of landlords added to baseline annually</li> </ul>
1.8 Increase homeownership opportunities	COO, HCV Manager, PH Affordable Housing Asset Manager	2025 ongoing	<ul style="list-style-type: none"> <li>▶ Number of program participants participating in credit counseling and financial literacy classes</li> <li>▶ Number of program participants who actually purchased homes</li> </ul>
1.9 Develop a Landlord Incentive Program	Completed	2025 ongoing	<ul style="list-style-type: none"> <li>▶ Number of new landlords</li> <li>▶ Number of landlords' incentives added</li> <li>▶ Landlord Satisfaction surveys resulting in 80-100% greater satisfaction</li> </ul>
1.10 Seek First Right of Refusal for GHA for any available donated or conveyed land for affordable housing	Completed	2019	
1.11 Work with County to develop an ordinance that makes it illegal to discriminate based upon lawful source of income	Completed	2019	<ul style="list-style-type: none"> <li>▶ Keep Board abreast of how changes are affecting the program</li> </ul>

## Goal 1: Portfolio Management, Repositioning & Expansion (continued)

Objective	Sponsoring Department	Year of Completion	Measurement
1.12 Work with City Council/ County to create a dedicated source of funding for affordable housing	CEO and Board of Commissioners	2025 ongoing	<ul style="list-style-type: none"> <li>▶ Number of meetings, discussions, and/or engagement focused on funding affordable housing attended by GHA Report out on any results</li> </ul>

## 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.*

Objective	Sponsoring Department	Year of Completion	Measurement
2.1 Identify staff training needs	Executive Office/HR	2020 ongoing	<ul style="list-style-type: none"> <li>Enact suggested changes from the 2019-2020 Organization Restructuring Document; Report out</li> </ul>
2.2 Establish annual performance reviews	HR/ Senior Managers	2020	<ul style="list-style-type: none"> <li>Enact suggested changes from the 2019-2020 Organization Restructuring Document; Report out</li> </ul>
2.3 Develop internal Communications Plan	Executive Office/HR	2020	<ul style="list-style-type: none"> <li>Enact suggested changes from the 2019-2020 Organization Restructuring Document; Report out</li> </ul>
2.4 Implement the HR Restructuring Recommendations, where applicable	Executive Office/HR	2020	<ul style="list-style-type: none"> <li>Enact suggested changes from the 2019-2020 Organization Restructuring; Report Out</li> </ul>
2.5 Participate in community job fairs	Executive Office/HR	2020 ongoing	<ul style="list-style-type: none"> <li>Number of job fairs attended annually</li> </ul>
2.6 Communicate with University of Florida and Santa Fe regarding internships and job fairs	Executive Office/HR	2020 ongoing	<ul style="list-style-type: none"> <li>Number of job fairs attended annually</li> <li>Number of internships provided</li> </ul>
2.7 Develop staff engagement team/committee for planning team building activities and events	Executive Office/HR	2020 ongoing	<ul style="list-style-type: none"> <li>Development of Employee Portal</li> </ul>

## Goal 2: Human Resource Management (continued)

Objective	Sponsoring Department	Year of Completion	Measurement
2.8 Create an annual plan for staff to attend and participate in various public meetings and forums	Executive Office/HR	2020 ongoing	<ul style="list-style-type: none"> <li>▶ Annual Plan developed</li> <li>▶ Number of meetings and forums attended</li> </ul>
2.9 Develop a Succession Plan	Executive Office/HR	2025 ongoing	<ul style="list-style-type: none"> <li>▶ Enact through the 2019-2020 Organization Restructuring Document; Report out</li> </ul>

### 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 will be expected to enter the workforce and transition to unsubsidized housing.*

Objective	Sponsoring Department	Year of Completion	Measurement
3.1 Develop training to educate staff on all self-sufficiency programs available for residents	VP Resident Services	2025 ongoing	<ul style="list-style-type: none"> <li>▶ Number of “quick” training forums provided for staff</li> <li>▶ Number of referrals from staff to the resident services dept. through Apricot system</li> <li>▶ Number of staff that volunteer to assist with resident services events and activities</li> </ul>
3.2 Create resident action plans to guide and lead to self sufficiency	VP Resident Services and Case Managers	2025 ongoing	<ul style="list-style-type: none"> <li>▶ Number of resident action plans created annually</li> <li>▶ Number of resident action plans completed annually</li> </ul>
3.3 Apply for all new funding opportunities that are feasible and realistic	VP Resident Services	2025 ongoing	<ul style="list-style-type: none"> <li>▶ Number of applications submitted annually</li> </ul>
3.4 Review and analyze possibilities for all program participants to have self-sufficiency opportunities	VP Resident Services	2025 ongoing	<ul style="list-style-type: none"> <li>▶ Number of referrals</li> <li>▶ Number of action plans</li> <li>▶ Number of residents participating in events or taking advantage of services</li> </ul>
3.5 Increase participation in job training programs	JTEP Manager	2025 ongoing	<ul style="list-style-type: none"> <li>▶ Number of residents in job training programs</li> <li>▶ Number of residents who obtained jobs</li> </ul>
3.6 Develop resident analysis of needs per property to target funding opportunities and programs to assist specific resident populations	COO and VP Resident Services	2025 ongoing	<ul style="list-style-type: none"> <li>▶ Development of resident analysis in 2021</li> <li>▶ Number and type of targeted programs applied for annually</li> </ul>

### Goal 3: Self-Sufficiency and Independent Living (continued)

Objective	Sponsoring Department	Year of Completion	Measurement
3.7 Establish social gatherings for residents to encourage resident participation	Resident Advocate	2025 ongoing	<ul style="list-style-type: none"> <li>▶ Number of social events created</li> <li>▶ Number of resident participants</li> <li>▶ Number of management and staff attendance</li> </ul>
3.8 Launch civic engagement programs to increase social awareness	GHA	2025 ongoing	<ul style="list-style-type: none"> <li>▶ Number of programs enacted, or partnerships created to enact said programs.</li> <li>▶ Number of annual events that management and staff attend and/or participate in (community and civic events)</li> </ul>
3.9 Build collaboratives for residents to be ready for home ownership (credit check, consumer credit counseling, 1st time home buyer)	COO and VP Resident Services	2025 ongoing	<ul style="list-style-type: none"> <li>▶ Number of partnerships developed by GHA in specialized homeownership areas</li> <li>▶ Number of residents participating in the programs</li> </ul>

## Goal 4: Business Orientation and Sustainability

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

Objective	Sponsoring Department	Year of Completion	Measurement
4.1 Annually report out on Strategic Business Plan	Executive and each Department	2021 annually	<ul style="list-style-type: none"> <li>Report to Board annually based on date of adoption</li> </ul>
4.2 Establish SOPs for GHA Self Sufficiency programs to ensure continuity within programs	VP Resident Services	December 2020	<ul style="list-style-type: none"> <li>Number of SOPs completed, vetted and approved by Executive team.</li> </ul>
4.3 Partner with and support the Community Land Trust (CLT) to increase affordable housing stock and potential home ownership opportunities for residents	CEO and VP of Real Estate	December 2020	<ul style="list-style-type: none"> <li>MOU developed with CLT</li> </ul>
4.4 Explore opportunities to consolidate services with other affordable housing providers	CEO, HCV Manager, VP of Resident Services and VP of Real Estate	2025 ongoing	<ul style="list-style-type: none"> <li>Number of meetings with housing providers to discuss partnerships</li> <li>Number of formal engagements with partners to streamline competing or duplicative services</li> <li>Number of increased or improved services available</li> </ul>
4.5 Explore opportunities to increase mobility potentials	HCV Manager and COO	2025 ongoing	<ul style="list-style-type: none"> <li>Number of meetings with realtors, landlords, and community stakeholders on the subject of mobility moves</li> <li>Number of moves to opportunity areas</li> <li>Number of meetings with residents regarding opportunity areas</li> </ul>

## Goal 4: Business Orientation and Sustainability (continued)

Objective	Sponsoring Department	Year of Completion	Measurement
4.6 Analyze the potential to increase payment standards to 120% of the Fair Market Rent (FMR)	HCV Manager	December 2020	<ul style="list-style-type: none"> <li>▶ Develop and formalize request to HUD</li> <li>▶ Submit request to HUD</li> </ul>
4.7 Apply new technology solutions to enhance performance, efficiency, and security	IT	2025 annually and ongoing	<ul style="list-style-type: none"> <li>▶ Develop analysis of IT needs, security issues and performance enhancing technologies</li> </ul>
4.8 Increase Section 3 opportunities	VP of Resident Services and VP of Facilities	2025 annually	<ul style="list-style-type: none"> <li>▶ Increase by 10% annually</li> </ul>
4.9 Create a schedule to update policies	Executive and each Dept Head	2025 annually	<ul style="list-style-type: none"> <li>▶ Schedule created and updated annually</li> </ul>
4.10 Achieve and maintain High Performer status in SEMAP and PHAS	COO	2025 ongoing	<ul style="list-style-type: none"> <li>▶ Increase or Maintain annual HUD scores to between 90% and 100%</li> </ul>
4.11 Build Capacity of GHDMC (GHDMC)*	CEO and VP of Real Estate	2025 ongoing	<ul style="list-style-type: none"> <li>▶ Increase or Maintain annual HUD scores to between 90% and 100%</li> </ul>
4.12 Create a Gainesville housing collaborative to increase philanthropic opportunities (GHDMC)*	Board of Commissioners and VP of Real Estate	2025 ongoing	<ul style="list-style-type: none"> <li>▶ Develop working group to network</li> <li>▶ Number of new partners</li> <li>▶ Number of new opportunities for GHA to engage in and promote the affordable housing mission</li> </ul>
4.13 Develop non-profit fundraising plan (GHDMC)*	Board of Commissioners and VP of Real Estate	2020	<ul style="list-style-type: none"> <li>▶ Development of Fundraising Plans</li> <li>▶ Implementation of Plan</li> <li>▶ Increase in Revenue by 10% annually.</li> </ul>

\*Highlighted rows are GHDMC objective

## 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.*

Objective	Sponsoring Department	Year of Completion	Measurement
5.1 Create a comprehensive GHA Board of Commissioners Onboarding Manual	CEO and Board of Commissioners	Mid-2021	<ul style="list-style-type: none"> <li>Creation of Manual</li> </ul>
5.2 Develop and lead affordable housing forums	Board of Commissioners	Annually	<ul style="list-style-type: none"> <li>Housing Forum created</li> <li>Housing forum implemented annually</li> </ul>
5.3 Develop an action plan for board member advocacy and promotion of GHA mission and goals	Board of Commissioners	Annually	<ul style="list-style-type: none"> <li>Number of networking opportunities or meetings Commissioners attend to promote GHA awareness</li> <li>Number of board members</li> </ul>
5.4 Educate the public on the strengths, regulatory powers, and capabilities of a public housing authority	Board of Commissioners	Annually	<ul style="list-style-type: none"> <li>Each Commissioner GHA and GHDMC works with 3 different associations, non-profits, philanthropic group or city/county government to educate and build strategic partnerships</li> </ul>

## 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.*

Objective	Sponsoring Department	Year of Completion	Measurement
6.1 Develop MOU with critical service providers	CEO, COO and VP of Resident Services	2025 ongoing	<ul style="list-style-type: none"> <li>2 MOUs a year are enacted</li> </ul>
6.2 Partner with County to integrate GHA in Annual Action Plan and Consolidated Plan goals and deliverables	CEO	Annually	<ul style="list-style-type: none"> <li>Number of meetings GHA has throughout the year to discuss and impact changes to the Annual Action Plan</li> </ul>
6.3 Advocate for legislative initiatives and Local Ordinances	CEO, VP of Development and VP of Resident Services	Annually	<ul style="list-style-type: none"> <li>Number of meetings with the City/County, state or federal to discuss legislative initiatives related to affordable housing or other related matters</li> </ul>
6.4 Develop Affordable Housing Partnership/ Working Group	CEO and VP of Real Estate Development	Annually	<ul style="list-style-type: none"> <li>Create working group</li> <li>Set regular meeting schedule of working group</li> <li>Number of meetings that occur</li> </ul>
6.5 Solidify City partnership and support on furthering the development of affordable housing	CEO and VP of Real Estate Development	2025 ongoing	<ul style="list-style-type: none"> <li>Number of meetings GHA has throughout the year to build partnership</li> <li>Formal action taken by City to demonstrate partnership</li> </ul>
6.6 Engage in regular civic, philanthropic, community and other potential funding/planning meetings	CEO, VP of Real Estate Development, COO and VP of Resident	Annually	<ul style="list-style-type: none"> <li>Number of meetings GHA takes part in</li> </ul>

## Goal 6: Community and Regional Engagement (continued)

Objective	Sponsoring Department	Year of Completion	Measurement
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	CEO and VP of Real Estate	Annually	<ul style="list-style-type: none"> <li>▶ Number of meetings with each entity</li> <li>▶ Number and/or types of opportunities that are as a result of partnerships</li> </ul>
6.8 Establish a Resident Advisory Board (RAB) for GHA	VP Resident Services	December 2020	<ul style="list-style-type: none"> <li>▶ RAB formally established</li> <li>▶ Annual training for RAB boards</li> </ul>

## 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.*

Objective	Sponsoring Department	Year of Completion	Measurement
7.1 Develop a comprehensive Marketing plan	Executive Team	December 2020	<ul style="list-style-type: none"> <li>▶ Plan developed with schedule of outputs. Plan should encompass 7.1-7.6.</li> <li>▶ Schedule is implemented and outputs are tracked annually</li> </ul>
7.2 Develop a Marketing Plan for state and national organizations to enhance competitiveness for grants and partnerships	CEO	Annually	<ul style="list-style-type: none"> <li>▶ See 7.1; Enact Marketing Plan</li> <li>▶ Number of grants sought</li> <li>▶ Number of grants awarded</li> </ul>
7.3 Develop comprehensive annual meetings matrix to ensure regular engagement of stakeholders as well as increasing stakeholder awareness on GHA topics (i.e. HCV, landlords, etc.)	CEO and Executive Team	Annually	<ul style="list-style-type: none"> <li>▶ Calendar developed and shared internally</li> <li>▶ Number of staff that attend meetings</li> <li>▶ Number of GHA presentations at meetings</li> </ul>
7.4 Develop quarterly agency newsletter/email for stakeholders	CEO and Executive Team	Quarterly	<ul style="list-style-type: none"> <li>▶ Development of newsletter</li> <li>▶ Quarterly distribution</li> </ul>
7.5 Develop Annual report for stakeholders on GHA achievements.	CEO and Executive Team	2021; annually	<ul style="list-style-type: none"> <li>▶ Report developed</li> <li>▶ Distribution list developed</li> <li>▶ Report mailed/emailed</li> <li>▶ Report made available to distribute at meetings</li> </ul>
7.6 Create fact sheets on current GHA	CEO and Executive Team	annually	<ul style="list-style-type: none"> <li>▶ Fact sheets created annually</li> <li>▶ Distribution of information increases 10 % annually</li> <li>▶ Fact sheets distributed regularly and made available as flyers for walk-ins and meetings</li> </ul>

# MISSION STATEMENT

The Mission Statement serves multiple purposes in an organization: it provides guidance, reflects organizational values, and explains why the organization exists. It serves as a benchmark for critical decisions. Most importantly, it provides direction and helps the organization stay true to its primary purpose. Understanding its use, referring to it continuously, and reassessing it regularly ensures it consistently parallels the direction of the organization.

The Mission Statement for GHA should clearly identify its primary customers, products or services, and what sets GHA apart from its peers. The Mission Statement needs to express shared aspirations, and its language needs to be a guide for the Staff and the Board of Commissioners in making decisions regarding the agency's direction. Additionally, the Mission Statement should concisely convey why the brand exists, encourage employees, sound reasonable, be relevant, remain forward-thinking and positive, describe success, and be clear and focused to allow the reader to identify with the statement.

Individuals that have been with the organization for a significant period, as well as relatively new Staff, were asked to carefully and thoughtfully consider the Mission Statement and what it means to both Staff members and to the agency on its path forward. CVR led the group in exploring the following questions to determine the need to update the Mission Statement.

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

As part of a preliminary strategic planning session on October 1, 2019, CVR led a discussion with GHA Executives and the Board of Commissioners in assessing and updating GHA's Mission Statement. During the session, the group discussed why GHA exists, what overall goals and outcomes it seeks to achieve, the organization's purpose and whom it serves. GHA then determined that an update to the GHA Mission Statement was needed.

### 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 preserving 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.

## Assessment of Mission Statement

Outside of the strategic planning sessions and retreats, CVR reviewed the draft Mission Statement to ensure its suitability in light of the review criteria GHA was asked to utilize in its development.

- ▶ **Shorten the Mission Statement to increase memorability**

The proposed Mission Statement meets this criterion; is easier to memorize.

- ▶ **Define GHA goals, ethics, culture, and purpose**

The proposed Mission Statement reflects GHA's overall goal of meeting the affordable housing needs of the Gainesville and Alachua areas. The term "advocating" reflects GHA's desire to promote and be the leader in affordable housing in the community, while "innovative" gives GHA flexibility to be a driving force to meet the area's housing needs through a wide range of activities, including development and management, acquisition, partnerships, and support for other affordable and non-affordable housing providers.

The Mission Statement is also consistent with the ethics and culture of GHA, specifically the language regarding "self-sufficiency opportunities." GHA has always strived to assist families in being more responsible for their own actions and has enhanced resident services by creating self-sufficiency opportunities to support this Mission. Additionally, many of GHA's goals for redevelopment are key components to revitalizing neighborhoods within the City of Gainesville.

- ▶ **Is the Mission still relevant?**

Attendees generally concluded that the current Mission Statement is still relevant. However, all groups felt that the agency needed to streamline the Mission Statement and move forward with a revised version.

## Who is the audience?

There are several target audiences, including, but not limited to:

HUD
GHA Board Members and Staff
GHA Residents and Program Participants
Potential Grant Funders
Low-Income Persons Living Within the Program Jurisdiction
Residents of GHA's Jurisdiction
The City of Gainesville and other Local Governments
Key Stakeholders in the City and County

While some of the audiences understand the role of Housing Authorities and their core functions, others listed above might need additional information beyond what is contained in the Mission Statement to understand all that GHA does.

## Conclusion

A Mission Statement establishes an organization's purpose and defines what the organization does to benefit its consumers, employees, and community. It is also a written declaration of an organization's core purpose and provides the Agency with a guide to focus on long-term deliverables. The new, proposed Mission Statement meets both of these definitions. As such, it appears the revised Mission Statement, as proposed, is valid and appropriate.



# 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.

## 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.”

The new Vision Statement conveys where the GHA sees itself in the future, including being a leader in affordable housing.

### Assessment of Vision Statement

Outside of the strategic planning sessions and retreats, CVR reviewed the draft Vision Statement to ensure its appropriateness in light of the review criteria GHA was asked to utilize in its development.

#### ■ Shorten the Vision Statement to increase memorability

The proposed Vision Statement meets this criterion; is easier to memorize.

#### ■ Define GHA goals, ethics, culture, and purpose

The proposed Vision Statement reflects GHA’s future ambitions including increasing housing for the Gainesville and Alachua areas. The Vision Statement is also consistent with the ethics and culture of GHA.

#### ■ Is the Vision Statement still relevant?

Attendees generally concluded that the current Vision Statement is still relevant. However, all groups felt that the agency needed to update the Vision Statement based on changes and improvements within GHA.

## ► Who is the audience?

There are several target audiences, including, but not limited to:

HUD
GHA Board Members and Staff
GHA Residents and Program Participants
Potential Grant Funders
Low-Income Persons Living Within the Program Jurisdiction
Residents of GHA's Jurisdiction
The City of Gainesville and other Local Governments
Key Stakeholders in the City and County

## Conclusion

A Vision Statement is an organization's road map, indicating what the organization wants to become by setting a defined direction for the organization's growth. It tends to be used more as an internal decision-making tool and the new, proposed Vision Statement meets these definitions. As such, it appears the revised Vision Statement, as proposed, is sound and valid.

# SWOT ANALYSIS

SWOT analysis (or SWOT matrix) is a strategic planning technique used to help an organization identify its **Strengths**, **Weaknesses**, **Opportunities**, and **Threats**. It is intended to specify objectives and identify the internal and external factors that are favorable and unfavorable to achieving those objectives. For instance, strong relations between strengths and opportunities can suggest good conditions in the organization and allow using an aggressive strategy. On the other hand, strong interactions between weaknesses and threats could be analyzed as a potential warning and may be cause for using a more defensive strategy.

	Helpful to achieve the objective	Harmful to achieve the objective
Internal (Attributes of the organization)	<b>Strengths</b>	<b>Weaknesses</b>
External (Attributes of the environment)	<b>Opportunities</b>	<b>Threats</b>

## Summary of SWOT Results

During the months of September and October 2019, CVR created and administered an on-line SWOT survey. In addition, CVR conducted SWOT analyses at its Resident and Community Stakeholder meetings held on September 30, October 1 and October 29, 2019. Specifically, these audiences were targeted for SWOT analysis because the majority of the Staff and Board conducted their SWOT analysis through the on-line survey. The SWOT analysis helped identify areas for action and areas for deeper policy consideration.



A selection of items captured during the noted meetings as well as through the on-line survey are listed in the summary below.

### Strengths:

- Agency (Staff, Leadership, Organization)
- Communication
- Community Engagement
- Customer Service (Resident service, safety)
- Financial (Support and Partnerships)
- Housing (Development and Maintenance)

### Weaknesses:

- Agency (Policy, Resources)
- Community Engagement
- Financial
- Housing (Landlords, Maintenance, Portfolio, Safety)
- Programs/Services

### Opportunities:

- Agency (Leadership, Policy, Staff)
- Community Engagement
- Financial
- Housing (Increase Portfolio, Safety)
- Partnership

### Threats:

- Agency (Staff, Processes, Procedures, Property Management)
- Financial
- Community Outreach
- Housing (Development, Demand, External Market, Landlords, Portfolio, Maintenance)
- Political Atmosphere
- Programs/Services
- Stigma

In addition, the following observations were also captured:

- GHA Staff felt strongly about their ability to be a leader in affordable housing for the City of Gainesville and Alachua County. By leveraging the organization's relationship with the City, GHA Executives and Staff feel there are opportunities available to increase the housing authority's public and private partnerships, and to collaborate with neighboring housing authorities. Also, the stakeholders noted opportunities in the community for new partnerships and grants to fund programs.
- Many of the respondents identified several internal weaknesses and external threats that can hinder GHA from achieving its goals: The potential decrease in Federal funding and the impact it would have on the organization, as well as the student housing issue in the region impacting the local demand for affordable housing. Also noted was the need to increase the quality of landlords

participating in the Housing Choice Voucher Program, and the lack of efficient public transportation in the region.

Separately, CVR compared GHA’s known weaknesses and threats to the objectives developed by GHA. CVR concluded that, as a whole, these goals and objectives are ambitious but realistic, and take advantage of GHA’s strengths while appropriately looking to fortify GHA where it has weaknesses and threats. When CVR identified opportunities to include additional objectives to guard against known threats, GHA was advised accordingly.



## GAINESVILLE HOUSING DEVELOPMENT AND MANAGEMENT CORPORATION (GHDMC)

Gainesville Housing Development and Management Corporation is an instrumentality, not-for-profit corporation formed by GHA in 2014 to “provide, develop and manage affordable housing opportunities and properties” for low- and moderate-income families and individuals located in and around the Gainesville area. GHDMC also has a secondary mission: to generate new income opportunities for GHA in order to not be solely reliant on dwindling federal subsidies. Some of these opportunities beyond development include but are not limited to: providing property management services, REAC inspections, consulting services, fundraising opportunities and additional marketing. As such, the GHA Strategic Plan for 2020-2025 must build on its legacy by clearly linking GHDMC with the goals and planning efforts set forth within this plan.

## Mission Linkages

GHDMC: GHDMC advocates, collaborates, and develops quality affordable homes and sustainable communities.

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

Both agencies focus on quality affordable housing with additional emphases augmenting one-another: GHA with self-sufficiency opportunities and GHDMC with sustainable communities. The incorporation of long-term, well-established communities and economic independence for the families who live in these communities embodies the essence of both agency's Missions and provides the guidance necessary for successful coordination and implementation.

## Vision Linkages

GHDMC – GHDMC will be a leader in creating, providing, and sustaining quality affordable housing opportunities.

GHA – The 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.

Both agencies focus on being a leader in the affordable housing arena. Given that these agencies have interlocking boards, and both depend on each other in order to move forward effectively, this Vision statement is well tied to ensuring future success.

## Goals and Objectives Linkages

### Goal 1: Portfolio Management, Repositioning and Expansion (GHA) and Goal 4: Management - Manage Affordable Housing Units (GHDMC)

GHA Goal 1 narrative: 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.

GHDMC Goal 4 objective: Become a leading asset/property management corporation.

### How do GHA and GHDMC Goals overlap?

As GHDMC looks to obtain or develop new affordable housing, potential funders and investors will look at GHA's property management track record and the condition of its portfolio. Therefore, as GHA improves its track record with property management, GHDMC's success in obtaining and managing properties will also grow.

In addition, GHA's objective is to analyze all of its properties for repositioning opportunities and GHDMC's strategy is to assess financial viability of current buildings and lots to determine rehab or donation potential as well as acquisition possibilities. Both agencies will benefit from this endeavor. GHDMC will be able to take on the in-house role of redevelopment for GHA and GHA will be able to begin repositioning strategies with assistance from its non-profit. The outcome will be updated and newly built affordable housing communities for the City/County utilizing new partnerships, current staff and innovative financial strategies.

#### Goal 2: Human Resource Management (GHA) and Goal 4: Management – Manage affordable housing units (GHDMC)

GHA Goal 2 narrative: 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.

GHDMC Goal 4 objective: Become a leading asset/property management corporation.

### How do GHA and GHDMC Goals overlap?

GHDMC cannot become an asset/property management corporation and contract its services without highly effective, well-trained staff. This will be GHA's role to provide and manage the professional staff whose services GHDMC will be marketing to build this component of both GHA's and GHDMC's Plan. It is only through GHDMC that new affordable housing can be provided to the market. With improving resources and training for GHA staff, it can only further support GHDMC's goal of building up its own staffing resources; and, thus, being able to promote and sell its services, including property management, compliance and other consulting services.

**Goal 3: Self-Sufficiency and Independent Living (GHA) and Goal 3: Corporate Development – Increase Fundraising Opportunities (GHDMC)**

GHA Goal 3 narrative: 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.

GHDMC Goal 3 objective: Create annual fundraising opportunities that will raise brand awareness and increase operating cash. Cultivate donors into philanthropists – equity measured on social scale – LEGACY.

How do GHA and GHDMC Goals overlap?

GHA is limited in the funding sources it can pursue and those resources that are available are becoming scarcer. By pursuing alternative funding sources through GHDMC, a wider array of services can be provided by GHA, and potentially these services can be provided to other low-income persons other than GHA residents.

**Goal 4: Business Orientation and Sustainability (GHA) and Goal 5: Operations – Operate a financially prudent organization (GHDMC)**

GHA Goal 4 narrative: GHA will follow sound business practices to ensure its long-term viability as well as the GHDMC.

GHDMC Goal 5 objective: Operate a financially prudent organization (GHDMC).

How do GHA and GHDMC Goals overlap?

GHA and GHDMC may be able to share resources, creating economies of scale and lower costs for both organizations. There may be opportunities for GHA to utilize GHDMC to provide certain services in a manner that is more comparable and competitive to the private market, lowering costs for GHA while generating revenues for GHDMC.

## Goal 5: Board Leadership (GHA)

GHA's Goal 5 narrative: GHA board members will be engaged and possess a diverse set of knowledge and experience to help further agency goals and governance.

### How does GHA's Goal impact GHDMC?

Given that these two agencies have interlocking boards, it is incumbent upon the GHA Board of Commissioners and GHA leadership to ensure that the two agencies are in lockstep with their goals and visions. The two agencies must support and augment each other to be successful in their strategic business plans.

## Goal 6: Community and Regional Engagement (GHA) and Goal 2: Development – Add affordable housing units (GHDMC)

GHA Goal 6 narrative: GHA will ensure that there is engagement by agency with key community and regional stakeholders that share or do not share, their affordable housing, mission, vision, goals, and values. A special emphasis will be placed on community, economic, development/ business interests, support services providers, for profit developers and homeless providers.

GHDMC Goal 2 objective: Build or renovate 100 new affordable housing units over the next five (5) years.

### How do GHA and GHDMC Goals overlap?

In order for GHDMC to be successful in providing additional affordable housing units to the community, it must be viewed as an important community partner and stakeholder. Advocacy efforts by GHA will only improve GHDMC's success in obtaining new funding and otherwise being a partner in new affordable housing ventures.

In addition, GHA has an objective to produce 500 housing opportunities over the next 5 years and GHDMC has a similar objective of building or renovating 100 affordable units over the next 5 years. The two agencies are in sync with regard to the building and/or renovating of affordable units. However, GHA takes it a step further to count ALL units that fall within an affordable housing plan, including acquisition, conversion, tax credit or PBV/PBRA units. Every new or rehabbed unit adds to the GHA portfolio baseline as well as the City of Gainesville's affordable housing stock. The two agencies goals support each other in this objective.

## Goal 6: Community and Regional Engagement (GHA) and Goal 1: Housing – Increase Affordable Housing Options (GHDMC)

GHA Goal 6 narrative: GHA will initiate engagement and partnership with key community and regional stakeholders to promote the Vision and Mission of the Agency.

GHDMC Goal 1 objective: Increase affordable housing options throughout the greater Gainesville area.

### How do GHA and GHDMC Goals overlap?

Both agencies strategies and objectives outline building partnerships and advocating for legislative changes. By having both GHA and GHDMC coordinate these efforts, they can develop new and strong partnerships that support the holistic mission of both agencies, build potential for new funding sources as well as tackle some of the more difficult ordinance and legislative issues that need changing or adding to benefit the larger affordable housing issue.

## Goal 7: Marketing and Image-Building (GHA) and Goal 1: Housing – Increase Affordable Housing Options (GHDMC)

GHA Goal 7 narrative: 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.

GHDMC Goal 1 objective: Increase affordable housing options throughout the greater Gainesville area.

### How do GHA and GHDMC Goals overlap?

GHA cannot develop new affordable housing on its own. It is only through GHDMC that new affordable housing can be provided to the market. There will also be an important role for GHDMC if GHA decides to reposition its current assets through RAD or other means. Since GHDMC is wholly controlled by GHA, as it succeeds in its mission, it will only enhance the image of GHDMC, increasing the likelihood of success with its goals.

In closing, while GHA and GHDMC's Mission, Vision, goals and objectives are in alignment at this point of both agency's strategic plans, it is imperative that the GHA Board and

leadership revisit both agency's goals and objectives annually and update them accordingly. In addition, it is vital moving forward that as the goals and objectives are updated, the Board and leadership view these through the strategic plan lens. Any revisions that take place should reflect current environmental, political and economic situations but, most importantly, they must continue to augment and support each other. Given that the GHA's original strategic plan was developed prior to GHDMC's inception, it is remarkable how closely aligned these two agencies are and speaks to the close collaboration the Board and leadership provide to assuring focus and guidance to GHA and GHDMC.

# BACKGROUND

CVR researched local demographic data and trends to provide GHA with detailed information about its external environment. This information was compiled to guide GHA Executives and Staff to develop goals that best serve the needs of the Gainesville community, including its current and future residents.

## Local Demographics

The following demographics and affordability measures show a significant need for additional affordable housing opportunities in the greater Gainesville area. Additionally, several factors were identified as having impacts on GHA's local operating environment, including:

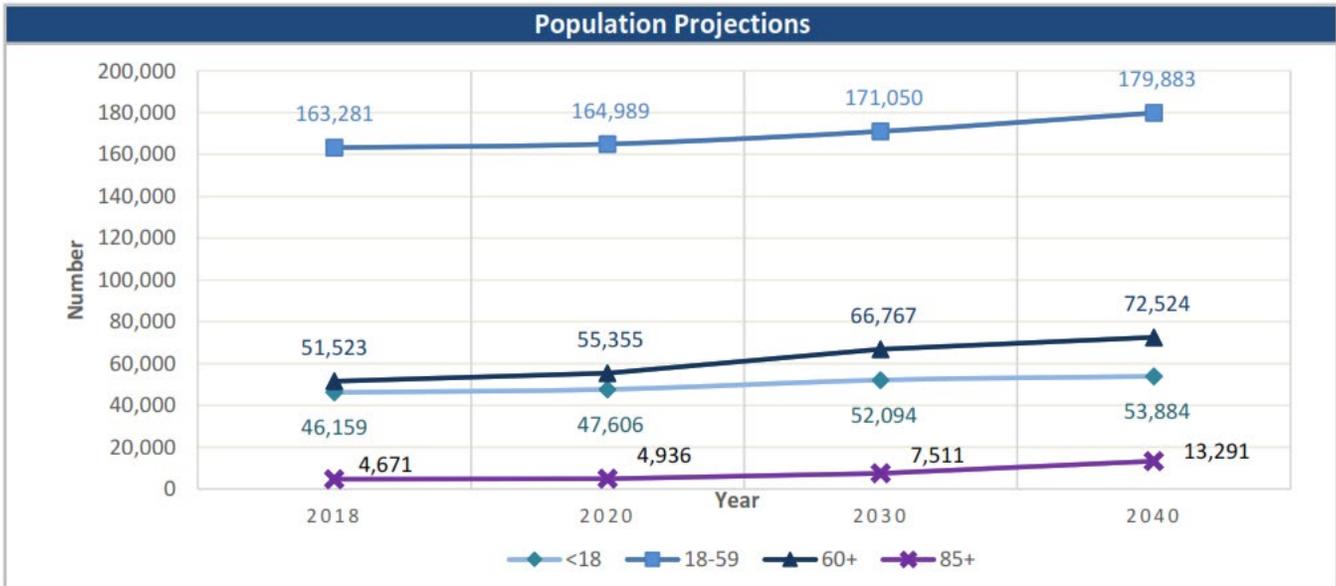
- the impact of student housing which increases housing demand and inflates the housing markets and prices;
- housing construction priorities tend to be for student housing and higher income housing; and
- skepticism by private landlords to accept Section 8 vouchers from the Gainesville Housing Authority because of risky tenants and the requirement of a thorough Housing Quality Standards inspection.<sup>1</sup> However, the City of Gainesville has recently passed Chapter 111 “Fair Housing Ordinance of the Alachua County” that implements source of income as one of the protections from discrimination.

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<sup>1</sup>[https://www.alligator.org/news/living-in-gainesville-few-options-failed-solutions-for-residents-seeking/article\\_6a13b99e-5ce2-11e9-a9b5-131d945ca14f.html](https://www.alligator.org/news/living-in-gainesville-few-options-failed-solutions-for-residents-seeking/article_6a13b99e-5ce2-11e9-a9b5-131d945ca14f.html)

## City Population and Growth Projections

According to the U.S. Census Bureau, Gainesville’s population was 133,857 as of Jul 1, 2018. Between 2016 and 2017 the population of Gainesville, FL grew from 128,610 to 129,394, a 0.61% increase. In addition, the median household income grew from \$32,716 to \$34,004, a 3.94% increase.

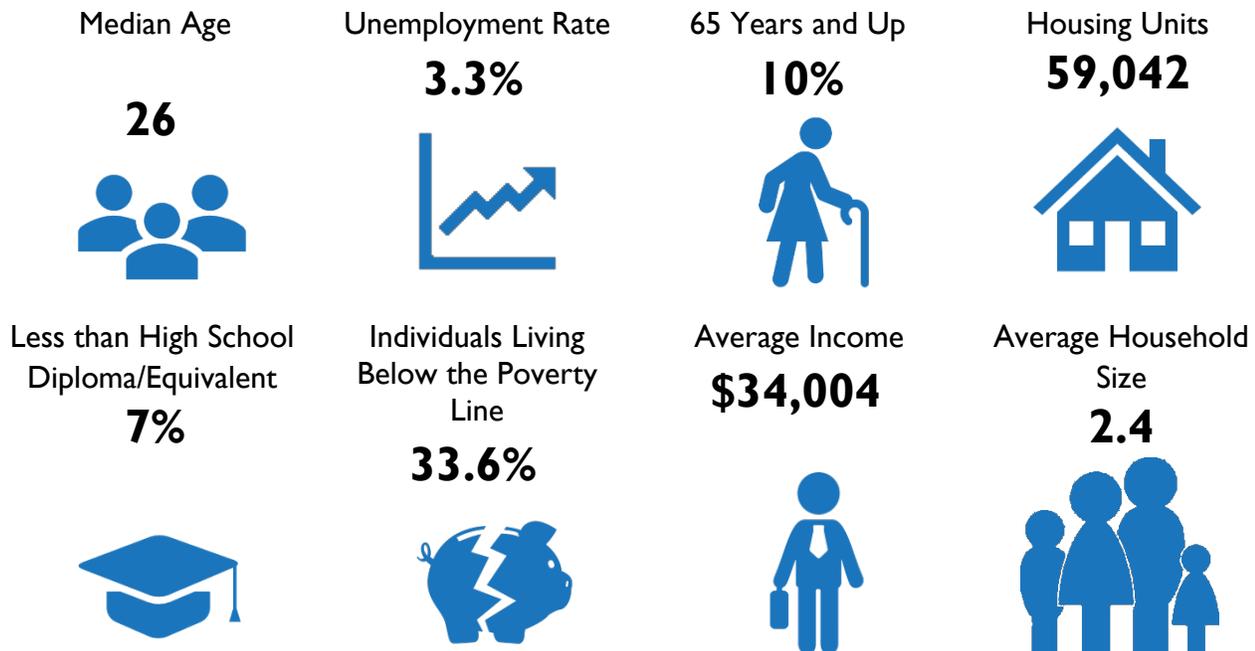


Source: Office of Economic and Demographic Research, 2017

## Population Demographics

Gainesville is steadily changing; most notably there is a significant aging population, and while the percentage of persons experiencing poverty has decreased, the total number of impoverished persons has grown.

Highlights of the current population demographics, based on the 2017 American Community Survey (ACS) include:



The average age of residents in the Gainesville area is 26 years of age, lower than the national average of 37.9 years of age. Within Gainesville, the population of residents 65 years of age and older is 1% higher than the previous 5-year ACS, at 10.38%, compared to 14% in Alachua County and 20% in the State of Florida.

In the City of Gainesville, 7% of residents do not have a high school diploma. Alachua County Public Schools reported a graduation rate of 88% in the 2017 – 2018 school year. Additionally, 91% of Gainesville residents 25 years of age and older have received a high school diploma or equivalent, and 41% have achieved a bachelor's degree or higher, compared to 28% in Florida and 31% in the United States.

Poverty in Gainesville has slightly increased to 33.6% (1 in 3 residents live in poverty) from 33.4% in 2017, according to the ACS data, and 27% of families living below the

poverty level have children under 18 years of age. This number is more than twice that of the national average of 13.4%.

## Economic Opportunities

The City of Gainesville is the largest city in the North Central Florida region. It is characterized by its moderate size and central location, roughly a 90-minute drive from either Jacksonville or Orlando, two hours from Tampa, and five hours from either Atlanta or Miami. The area is dominated by the University of Florida, which is number 34 in National Universities per the 2020 edition of Best Colleges by US News, and the largest employer in the City of Gainesville. Gainesville is home to 9 corporate headquarters, with opportunities in education, healthcare and the trade sectors.

Top Employers in the City of Gainesville		
No.	Company	# of Local Employees
1	<u>University of Florida (UF)</u>	27,567
2	<u>UF Health</u>	12,705
3	<u>Gainesville Veterans Administration Medical Center</u>	6,127
4	<u>Alachua County School Board</u>	3,904
5	City of Gainesville	2,072
6	<u>North Florida Regional Medical Center</u>	2,000
7	Gator Dining Services	1,200
8	<u>Nationwide Insurance</u>	960
9	<u>Alachua County</u>	809
10	<u>Publix</u>	780

Gainesville's unemployment rate as of August 2019 is 3.3%<sup>2</sup>, which is in line with the State rate of 3.3%<sup>3</sup> and the national rate of 3.5%<sup>4</sup>. The majority, or 76.1%, of the workforce fall between the ages of 35 and 44 years old.

## Housing Market

The growing population continues to fuel the housing needs, and like many U.S. cities, Gainesville needs additional affordable housing units. There are 133,857 households within the City of Gainesville and 269,956 in Alachua County as of July 1, 2018. The City has a balance of owner-occupied units (38.8%) and renter-occupied units (61.2%); However, Gainesville has seen an increase in the rental market vacancy rate from 13.7% in 2016 to 20.29% in 2017, compared to 9.16% in Florida and 6.18% in the United States<sup>5</sup>. It is important to note that the vacancy rates are skewed due to the growing student population in Gainesville from the University of Florida and Santa Fe College (approximately 12%), which increases housing demand and inflates the housing markets and prices during the University semesters. Private landlords, who could join GHA's HCV program, tend to market to students because they can obtain a higher market rent than the HUD FMR for nine months of the year. Thus, these landlords can afford to not rent their homes for the remaining three months of the calendar year, thus adding to the vacancy count. Finally, the growth in higher-income housing, leads to rentals in outlying areas being negatively impacted and leaves lower-income renters to compete with students for the leftover housing that is more affordable<sup>6</sup>.

The U.S. Census cites the median household income for Gainesville as \$34,004. According to HUD's Comprehensive Housing Affordability Strategy (CHAS), 68% of Gainesville households are rent cost-burdened, spending more than 30% of their gross income on housing. High housing costs have led to about 15,000 cost-burdened households (excluding students), which means those families pay more than 30% of their income toward rent. An average two-bedroom unit costs \$17.19 hourly, while the median hourly wage is \$15.95 in Gainesville, according to 2017 data from the UF Shimberg Center for Housing Studies. Gainesville has some of the state's heaviest rent burdens. Florida has the highest rent-cost burden rate in the United States at 54.1% (29% severe), according to ACS data. In Gainesville, 56.1% of the population has rent-cost burden and 30.2% has severe rent-cost burden,

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<sup>2</sup> Bureau of Labor Statistics, Dept of Labor. [https://www.bls.gov/regions/southeast/fl\\_gainesville\\_msa.htm](https://www.bls.gov/regions/southeast/fl_gainesville_msa.htm)

<sup>3</sup> Bureau of Labor Statistics, Dept of Labor. [https://www.bls.gov/regions/southeast/fl\\_gainesville\\_msa.htm](https://www.bls.gov/regions/southeast/fl_gainesville_msa.htm)

<sup>4</sup> Bureau of Labor Statistics, Dept of Labor. [https://www.bls.gov/regions/southeast/fl\\_gainesville\\_msa.htm](https://www.bls.gov/regions/southeast/fl_gainesville_msa.htm)

<sup>5</sup> American Community Survey (ACS) Census data

<sup>6</sup> <https://www.businessmagazinegainesville.com/the-height-of-student-housing/>

meaning Gainesville may be a harder place to pay rent than larger cities like Tallahassee, Orlando, Tampa and Jacksonville.<sup>7</sup> However, it should be noted that:

- Cost-Burdens Are Typically Well Above Average in Markets with High Shares of College Students, But Are Much Lower When Looking Exclusively at Non-Student Households
- Households Headed by College Students Have Significantly Higher Cost-Burden Rates Than Other Households<sup>8</sup>

Within the housing market, Gainesville’s housing costs have continued to increase in both the rental and sales markets. On January 17, 2018, HUD issued a PIH notice that select Housing Choice Voucher (HCV) programs will use ZIP codes as the basis for Fair Market Rents (FMR) through the Small Area Fair Market Rents (SAFMR) Demonstration. HUD hopes the use of ZIP codes will reduce overpayment in lower-rent areas and allow for higher rents in others, thereby providing tenants with access to “Opportunity Neighborhoods” with better schools, jobs, and transportation. The chart below details the range of rent per unit type within Gainesville’s metropolitan statistical area (MSA), which will vary depending on ZIP code.

Gainesville, FL MSA Small Area Demonstration Rents by Unit Bedrooms	
Efficiency	\$450-\$880
One-Bedroom	\$510-\$900
Two-Bedroom	\$830-\$1390
Three-Bedroom	\$900-\$1540

<sup>7</sup> ACS data courtesy of Alex Hermann of the Joint Center for Housing Studies at Harvard University. <https://www.wuft.org/news/2019/05/08/gainesville-residents-struggle-to-pay-rent-amid-floridas-housing-crisis>. May 8, 2019.

<sup>8</sup> <https://www.jchs.harvard.edu/blog/are-cost-burdens-high-in-small-university-dominated-metros/>

## Document and Plan Review

CVR reviewed several plans and documents to assess the local conditions and identify areas of possible collaboration with other agencies to accomplish common goals. The following documents were reviewed to determine possible partnerships and future development:

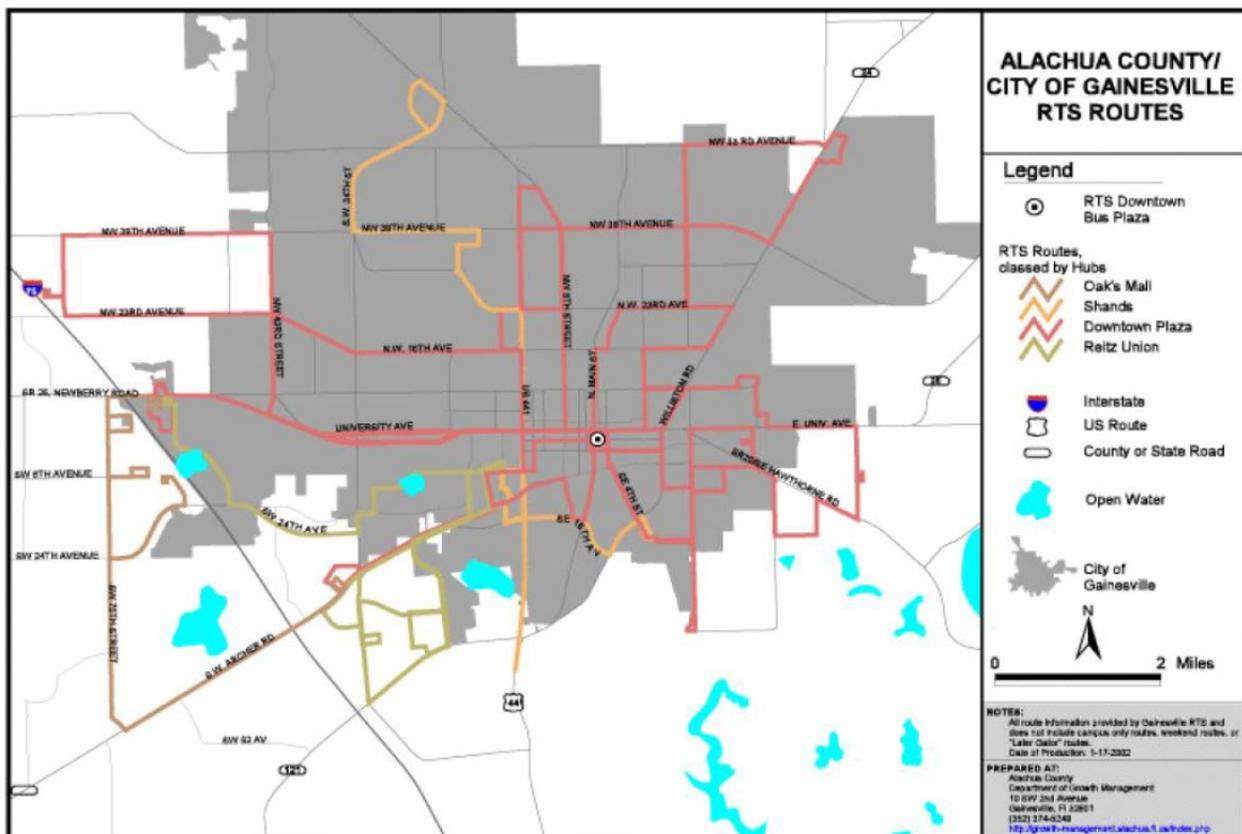
■ GHA 5-Year PHA Plan FY2013 – FY2018
■ GHDMC Business Plan 2018 – 2022
■ Gainesville Regional Transportation Plan FY2015 – FY2024
■ Affordable Housing Incentive Strategies: A Guidebook for Affordable Housing Advisory, 2017
■ Gainesville/Alachua County 10 Year Plan to End Homelessness, 2005
■ Affordable Housing Strategies developed by Alachua County Affordable Housing, 2018
■ Alachua County Comprehensive Plan 2011 – 2030 and Annual Action Plan
■ 2019-2024 Consolidated Plan and 2019 Annual Action Plan – Draft April 2019
■ City of Gainesville State Housing Initiatives Partnership (SHIP) program local housing assistance plan state fiscal years 2017-2018, 2018-2019, and 2019-2020
■ Five-Year Consolidated Plan for CDBG and HOME Program Years 2013/2014 - 2017/2018 & Annual Action Plan for CDBG and HOME Program Year 2013/2014
■ City of Gainesville Proposed Annual Action Plan 2019-2020
■ 2018-2022 City of Gainesville Five-Year Consolidated Plan

- Understanding Racial Inequity in Alachua County, UF Bureau of Economic and Business Research (BEBR), January 2018
- GHA Joint Assessment of Fair Housing, 2017
- Alachua County Housing Summit Report, 2016
- Gainesville, Florida Comprehensive Housing Market Analysis

## Transportation

Affordable transportation is an important component to consider alongside affordable housing. While rent of a particular home may be affordable, if the transportation costs related to getting to and from that home are not affordable, this creates a “housing + transportation” cost burden for low-income families.

Gainesville Regional Transit System (RTS) is operated as part of the City of Gainesville Public Works Department and is the public transportation provider for the Gainesville Urbanized Area (GUA). It provides fixed-route bus service on 48 routes in Gainesville and some parts of Alachua



County, including 9 campus-specific and late-night routes for the University of Florida (UF). It also offers paratransit service through a private transportation provider. RTS ridership demand has remained strong and is expected to continue to increase consistent with a larger national trend. RTS reported ridership of 5,053,375 passengers from October 2018 to September 2019.

According to the 2017-2018 Alachua County Transportation Disadvantaged Service Plan, 86,298 individuals are estimated to be Transportation Disadvantaged (TD) in 2019. The most vulnerable (elderly, disabled, low income or a combination of these three categories) accounts for 6,258 or 7.25% of all TD individuals. This is expected to increase to 6,646 individuals between the present and 2025.

Low-income households are spread across the City, with heavy concentrations on the east side of Gainesville where many of the GHA properties are situated. RTS's existing high levels of transit services generally overlap areas of transit-oriented populations and areas meeting high dwelling units and employment thresholds, except for the east side of Gainesville where some areas have a high percentage of zero-vehicle households. The ability to access jobs from low-income areas with a high concentration of zero-vehicle households will continue to be critical in ensuring opportunities for the community as a whole. The transit level of service and coverage in East Gainesville should be increased to offer improved access to mobility and more equitable distribution of service in low income and minority areas.<sup>9</sup> To bridge the gap, the City of Gainesville Department of Mobility has implemented the Last Mile-First Mile Transit Service, in which riders can access free shuttle services to the nearest RTS bus stop and riders can also schedule a shuttle to connect them to their final destination off the bus line.

## Consolidated Plan Findings

CVR reviewed the City of Gainesville's and Alachua County's Consolidated Plans to consider both the City and County's approaches to housing and development.

The City of Gainesville states that "in addition to the AFH process and identification of barriers to affordable housing, the City has identified a number of incentive strategies to reduce or ameliorate the burden of regulatory and policy barriers to affordable housing, as listed in its Local Housing Assistance Plan (LHAP). These LHAP strategies include:

- Expedited processing of development orders or permits.
- Allowance of flexibility in densities for affordable housing.

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<sup>9</sup> <https://www.jchs.harvard.edu/blog/are-cost-burdens-high-in-small-university-dominated-metros/> pages 2-20, 6-36-37.

- Consideration of the feasibility of Accessory Residential Units in single family zoned areas of the City.
- Support for Community Land Trusts (CLT).
- Reduction of parking and setback requirements for affordable housing.
- Modification of street requirements for affordable housing.
- Preparation of an inventory of locally owned public lands suitable for affordable housing.
- Support of affordable housing development near transportation hubs and major employment centers and mixed-use developments.”<sup>10</sup>

Further, in “PY 2018-19 the City of Gainesville will support affordable housing through its CDBG and HOME programs by funding activities including: housing rehabilitation; new construction, relocation assistance; and homeowner assistance.”<sup>11</sup>

Alachua County has three Goals with numerous objectives and policies detailed under its *Housing Element*. The Goals are:

- To promote safe, sanitary, and affordable housing for all Alachua County residents
- To maintain and improve the existing supply of affordable housing, and provide for the redevelopment of neighborhoods
- To ensure access to housing opportunities for those residents with specialized housing needs<sup>12</sup>

## GHA Resident Demographics

There were 1,340 families on the public housing and Housing Choice Voucher waitlists (WL) as of July 2019, as detailed below:

TOTAL WL Applicants as of July 2019	
Public Housing	866
HCV	474

<sup>10</sup> 2018-2022 City of Gainesville Five-Year Consolidated Plan, page 128-129

<sup>11</sup> 2018-2022 City of Gainesville Five-Year Consolidated Plan, page 169

<sup>12</sup> Alachua County Comprehensive Plan 2011 – 2030 and Annual Action Plan, page 201-212

## Public Housing Waitlist

<b>68 Elderly</b>	<ul style="list-style-type: none"> <li>■ 2 – 0 bedroom</li> <li>■ 59 – 1 bedroom</li> <li>■ 6 – 2 bedroom</li> <li>■ 1 – 4 bedroom</li> </ul>
<b>200 Disabled/ Handicapped</b>	<ul style="list-style-type: none"> <li>■ 6 – 0 bedroom</li> <li>■ 130 – 1 bedroom</li> <li>■ 49 – 2 bedroom</li> <li>■ 10 – 3 bedroom</li> <li>■ 5 – 4 bedroom</li> </ul>
<b>598 Families</b>	<ul style="list-style-type: none"> <li>■ 4 – 0 bedroom</li> <li>■ 197 – 1 bedroom</li> <li>■ 242 – 2 bedroom</li> <li>■ 126 – 3 bedroom</li> <li>■ 26 – 4 bedroom</li> <li>■ 3 – 5 bedroom</li> </ul>
<b>Race</b>	<ul style="list-style-type: none"> <li>■ 115 families are Hispanic (13%)</li> <li>■ 126 families are white (14%)</li> <li>■ 635 families are black (70%)</li> <li>■ 29 Other (3%)</li> </ul>
<b>Income</b>	<ul style="list-style-type: none"> <li>■ 646 families extremely low-income (30% or less Area Median Income “AMI”)</li> <li>■ 111 families very low-income (30.01%-50% or less of AMI)</li> <li>■ 46 families are low income (50.01%-80% or less of AMI)</li> <li>■ 6 families are high income (above 80% AMI)</li> </ul>

## Housing Choice Voucher Waitlist

<b>48 Elderly</b>	<ul style="list-style-type: none"> <li>■ 45 – 0 bedroom</li> <li>■ 3 – 1 bedroom</li> </ul>
<b>143 Disabled/ Handicapped</b>	<ul style="list-style-type: none"> <li>■ 133 – 0 bedroom</li> <li>■ 10 – 1 bedroom</li> </ul>
<b>283 Families</b>	<ul style="list-style-type: none"> <li>■ 262 – 0 bedroom</li> <li>■ 10 – 1 bedroom</li> <li>■ 9 – 2 bedroom</li> <li>■ 2 – 3 bedroom</li> </ul>
<b>Race</b>	<ul style="list-style-type: none"> <li>■ 45 families are Hispanic (10%)</li> <li>■ 61 families are white (13%)</li> <li>■ 341 families are black (72%)</li> <li>■ 22 Other (5%)</li> </ul>
<b>Income</b>	<ul style="list-style-type: none"> <li>■ 330 families extremely low-income (30% or less Area Median Income “AMI”)</li> <li>■ 81 families very low-income (30.01%-50% or less of AMI)</li> <li>■ 34 families are low income (50.01%-80% or less of AMI)</li> <li>■ 5 families are high income (above 80% of AMI)</li> </ul>

# INDUSTRY BEST PRACTICES

CVR researched and presented some industry best practices to GHA Staff, to stimulate thoughts and ideas for their own agency. By tapping into practices proven successful, GHA is positioned to further improve and make those best practices its own. The best practices focused on areas such as:

- Human Resources
- Social Media
- Job Training
- Rent Simplification
- Community Partnerships
- Public/Private Partnerships
- Innovative Resident Service Practices

# CONCLUSION

The Gainesville Housing Authority (GHA) is committed to its new Mission Statement of “Gainesville Housing Authority (GHA) is an innovative, performance-driven, customer focused business; advocating for and developing quality affordable housing and self-sufficiency opportunities.” Over the past 53 years, GHA has utilized the traditional HUD-funded housing programs of Public Housing and Housing Choice Vouchers to provide quality, affordable housing within the Gainesville community. In recent years, GHA has added to its housing portfolio using innovative means and has worked to become the leader in affordable housing for the Gainesville/Alachua County area.

To reflect the changes in GHA, the community, and the operating environment, GHA commissioned CVR to facilitate the enhancement of the current goals and newly updated objectives that address the opportunities and challenges for the next five years. GHA continues to transition from a traditional public housing provider to a leader in affordable housing, with a focus on reducing reliance on HUD through repositioning opportunities.

Through this Strategic Plan, GHA renews its commitment to its core purpose. However, to prepare for future challenges and remain sustainable, GHA must consistently assess how housing assistance is provided and continue to adopt entrepreneurial ways of doing business.

In order to make this Strategic Plan a “living document,” the progress made for each goal and objective must be tracked with regular reviews of the status and progress. GHA may wish to consider incorporating the Strategic Plan’s objectives into job descriptions and personnel performance reviews to ensure focus on the goals and objectives throughout all levels of the organization.