



P 352.872.5500
F 352.872.5501
TDD 352.872.5503

1900 SE 4th Street
Gainesville, Florida 32641

Pamela Davis, *Chief Executive Officer*

GainesvilleHousingAuthority.org   

PHA Annual Plan FY 2027

Gainesville Housing Authority/FL063

HUD -50077-ST-HCV-HP

PHA Annual PHA Plan Form

Section B.1 Revision of Existing PHA Plan Elements

- Section B1.A – Statement of Housing Needs and Strategy for Addressing Housing Needs
- Section B1.B – Deconcentrating and Other Policies that Govern Eligibility, Selection, and Admissions
- Section B1.C – Financial Resources
- Section B1.D – Rent Determination
- Section B1.E – Operation and Management
- Section B1.F – Community Service and Self-Sufficiency Programs
- Section B1.G – Safety and Crime Prevention
- Section B1.H – Asset Management

SECTION B.1A-Statement of Housing Needs and Strategy for Addressing Housing Needs

Overall Housing Needs in Gainesville / Alachua County

1. Severe Demand for Affordable Housing

Gainesville's Consolidated Plan identifies *affordable housing availability and housing cost burden* as among the primary housing challenges facing the community. A substantial share of households spend more than 30% or even 50% of their income on housing — meaning they are cost-burdened or severely cost-burdened — especially renters at the lowest income levels. [Gainesville, Florida+1](#)

- Many **extremely low-income and very low-income households** are unable to find housing at rents they can afford.
- There is a *notable shortfall in the number of units affordable to those at $\leq 30\%$ of the Area Median Income (AMI)* compared with the number of households at that income level. [HUD](#)

The Consolidated Plan underscores the need to preserve and expand affordable rental housing, reduce cost burdens, and diversify housing stock to serve households of all sizes and income levels. [Gainesville, Florida](#)

Gainesville Housing Authority Waiting List Data

These waiting lists provide a direct measure of *unmet demand* for subsidized housing — especially among low- and extremely low-income residents:

Housing Choice Voucher Waiting List

- **782 families total**
 - 592 *extremely low income* ($\approx 76\%$)
 - 137 *very low income*
 - 37 *low income*
 - 16 *high income*

Project-Based Voucher Waiting List

- **2,892 families total**
 - 1,931 *extremely low income* ($\approx 67\%$)
 - 444 *very low income*
 - 306 *low income*
 - 68 *high income*

Public Housing Waiting List

- **1,383 households total**
 - 1,193 *extremely low income* ($\approx 86\%$)
 - 163 *very low income*
 - 21 *low income*
 - 6 *high income*

Cost Burden at 30%

	Renter				Owner			
	0-30% AMI	>30-50% AMI	>50-80% AMI	Total	0-30% AMI	>30-50% AMI	>50-80% AMI	Total
NUMBER OF HOUSEHOLDS								
Small Related	1,420	915	720	3,055	285	255	345	885
Large Related	125	105	60	290	65	10	30	105
Elderly	425	515	240	1,180	385	535	275	1,195
Other	5,855	2,910	1,835	10,600	415	280	300	995
Total need by income	7,825	4,445	2,855	15,125	1,150	1,080	950	3,180

Cost burden at 50%

	Renter				Owner			
	0-30% AMI	>30-50% AMI	>50-80% AMI	Total	0-30% AMI	>30-50% AMI	>50-80% AMI	Total
NUMBER OF HOUSEHOLDS								
Small Related	1,280	285	65	1,630	275	130	100	505
Large Related	125	30	0	155	65	0	0	65
Elderly	330	310	25	665	265	265	110	640
Other	5,525	1,470	335	7,330	365	110	130	605
Total need by income	7,260	2,095	425	9,780	970	505	340	1,815

What this means:

Across all categories, *the overwhelming majority of individuals and families on waiting lists are extremely low- or very low-income*. Extremely low-income households — typically earning less than 30% of AMI — make up the largest share by far. These groups are the most vulnerable to housing instability, homelessness, and severe cost burdens. Combined waiting list totals exceed **5,000 families**, illustrating a deep and persistent shortage of subsidized housing options relative to need.

Key Themes Highlighting the Need

◆ High Cost Burden

Many low-income renters are paying a disproportionate share of income toward housing — leaving less for basic needs. [Gainesville, Florida](#)

◆ Insufficient Affordable Supply

There are *far fewer affordable rental units available* for extremely low and very low income households than there are households who need them. gainesvillehousingauthority.org

◆ Homelessness Risk & Housing Instability

Gainesville's Consolidated Plan also points to homelessness and housing instability as ongoing concerns that require supportive housing, shelter resources, and preventive interventions. [Gainesville, Florida](#)

◆ Uneven Access Across Community

Affordable housing shortage disproportionately affects renters (vs. homeowners) and households with the lowest incomes, including families with children, seniors, and people with disabilities. [Gainesville, Florida](#)

Implications for Policy & Community Response

To address these documented needs, both the City of Gainesville and partners like the Gainesville Housing Authority are focusing on:

- **Expanding affordable rental supply** (through new construction, preservation, and voucher utilization)
- **Reducing housing cost burden** for the lowest-income households
- **Increasing supportive and special-needs housing**
- **Promoting strategies that link low-income residents to stable homes near jobs and services** gainesvillehousingauthority.org

Conclusion

The data from the Consolidated Plan and the GHA waiting lists paints a clear picture:

There is a critical shortage of affordable housing in Gainesville and the broader Alachua County community — particularly for extremely low- and very low-income households. The large number of families on subsidized housing waiting lists, combined with widespread cost burdens and limited affordable options, highlights an urgent need for continued investment, collaboration between agencies, and strategic policy action to address the housing crisis.

SECTION B.1B - Deconcentrating and Other Policies that Govern Eligibility, Selection, and Admissions

Deconcentration of Poverty and Income-Mixing [24 CFR 903.1 and 903.2]

The PHA's admission policy must be designed to provide for deconcentration of poverty and income-mixing by bringing higher income tenants into lower income projects and lower income tenants into higher income projects. A statement of the PHA's deconcentration policies must be included in its annual plan [24 CFR 903.7(b)].

The PHA's deconcentration policy must comply with its obligation to meet the income targeting requirement [24 CFR 903.2(c)(5)].

Developments subject to the deconcentration requirement are referred to as 'covered developments' and include general occupancy (family) public housing developments. The following developments are not subject to deconcentration and income mixing requirements: developments operated by a PHA with fewer than 100 public housing units; mixed population or developments designated specifically for elderly or disabled families; developments operated by a PHA with only one general occupancy development; developments approved for demolition or for conversion to tenant-based public housing; and developments approved for a mixed-finance plan using HOPE VI or public housing funds [24 CFR 903.2(b)].

Steps for Implementation [24 CFR 903.2(c)(1)]

To implement the statutory requirement to deconcentrate poverty and provide for income mixing in covered developments, the PHA must comply with the following steps:

Step 1. The PHA must determine the average income of all families residing in all the PHA's covered developments. The PHA may use the median income, instead of average income, provided that the PHA includes a written explanation in its annual plan justifying the use of median income.

GHA Policy

The PHA will determine the average income of all families in all covered developments on an annual basis.

Step 2. The PHA must determine the average income (or median income, if median income was used in Step 1) of all families residing in each covered development. In determining average income for each development, the PHA has the option of adjusting its income analysis for unit size in accordance with procedures prescribed by HUD.

GHA Policy

The PHA will determine the average income of all families residing in each covered development (not adjusting for unit size) on an annual basis.

Step 3. The PHA must then determine whether each of its covered developments falls above, within, or below the established income range (EIR), which is from 85% to 115% of the average family income determined in Step 1. However, the upper limit must never be less than the income at which a family would be defined as an extremely low-income family (federal poverty level or 30 percent of median income, whichever number is higher).

Step 4. The PHA with covered developments having average incomes outside the EIR must then determine whether or not these developments are consistent with its local goals and annual plan.

Step 5. Where the income profile for a covered development is not explained or justified in the annual plan submission, the PHA must include in its admission policy its specific policy to provide for deconcentration of poverty and income mixing.

Depending on local circumstances the PHA's deconcentration policy may include, but is not limited to the following:

- Providing incentives to encourage families to accept units in developments where their income level is needed, including rent incentives, affirmative marketing plans, or added amenities
- Targeting investment and capital improvements toward developments with an average income below the EIR to encourage families with incomes above the EIR to accept units in those developments
- Establishing a preference for admission of working families in developments below the EIR
- Skipping a family on the waiting list to reach another family in an effort to further the goals of deconcentration
- Providing other strategies permitted by statute and determined by the PHA in consultation with the residents and the community through the annual plan process to be responsive to local needs and PHA strategic objectives

A family has the sole discretion whether to accept an offer of a unit made under the PHA's deconcentration policy. The PHA must not take any adverse action toward any eligible family for choosing not to accept an offer of a unit under the PHA's deconcentration policy [24 CFR 903.2(c)(4)]. If, at annual review, the average incomes at all general occupancy developments are within the EIR, the PHA will be considered to be in compliance with the deconcentration requirement and no further action is required.

GHA Policy

For developments outside the EIR the PHA will take the following actions to provide for deconcentration of poverty and income mixing:

- There is a preference for admission of working families in developments below EIR.
- PHA will provide incentives to encourage families to accept units in developments where their income level is needed, including rent incentives, affirmative marketing plans, or added amenities.
- PHA will skip a family on the waiting list to reach another family in an effort to further the goals of deconcentrating.

FYE 2026 Established Income Range

PHA's Over Average	\$16,371	Below 30% of AMI
AMP 1 Average	\$20,369	124% of EIR
AMP 2 Average	\$13,900	85% of EIR
AMP 2 Average	\$17,396	106% of EIR

SECTION B.1C – Financial Resources

Sources	Planned Dollars	Planned Uses
Public Housing Operating Subsidy AMP 1 AMP 2 AMP 3 AMP 4	978,172 581,186 1,414,996 125,916	Operating Subsidy is used to fund the day-to-day operations of the public housing division of the Authority. Based on the 2025 award
FFY 2026 Capital Fund Program	2,109,453	Capital fund revenues are used to complete capital expenditures, unit renovations, administrative expenses and resident activities. Funding is estimated based on FFY 2025.
HCVP – HAP HCVP – Administrative Fee	11,444,400 1,005,120	All HAP dollars are used for participant rental assistance. The administrative fees earned are used to operate the program.
Prior Year Federal Grants		
Capital Fund Program CFP 2022 CFP 2023 CFP 2024 CFP 2025 Jobs Plus	51,769 38,076 1,266,307 2,109,453 300,000	Capital fund revenues are used to complete capital expenditures such as unit renovations, administrative expenses and resident activities. GHA is focused on redevelopment and conversion of public housing units and facilitating Resident growth the ROSS grant will aid with that..
Non-Federal Resources: Tenant Rents Tenant Charges Excess Utilities Laundry Revenue Interest/Dividends GHDMC Rents	1,400,000 100,000 2,000 5,000 500 348,000	Non-federal sources will be used to augment the Federal funds in accomplishing the goals of the Authority.
Total Funding for FY 2026	\$22,050,348	

SECTION B.1D – Rent Determination

The Gainesville Housing Authority (GHA) establishes and administers rent policies for Public Housing and Housing Choice Voucher (HCV) programs in accordance with HUD regulations at 24 CFR 903.7(d). These policies are designed to balance affordability for assisted households, fiscal sustainability for the Authority, and continued participation by private landlords.

GHA applies HUD-approved **income-based rents, flat rents, and minimum rents** for public housing, and **voucher family rent contributions and payment standards** for the HCV program. Rent determinations are calculated consistently and equitably, ensuring that families contribute an affordable portion of income toward housing costs while remaining compliant with federal requirements.

In response to funding constraints and market conditions, GHA plans to **adjust payment standards to better align with HUD Fair Market Rents (FMRs)**, while carefully considering prevailing landlord rents and the importance of maintaining positive landlord relationships. These adjustments are intended to control program costs, prevent over-leasing, and preserve long-term assistance for the greatest number of households.

To support accurate rent determinations and improved household outcomes, GHA will continue to emphasize **staff training focused on effective interviewing techniques**, income verification, and clear communication with participants. Enhanced training strengthens staff's ability to obtain complete and accurate information from individuals and families, improves compliance, reduces errors, and supports timely and appropriate rent calculations.

Through these combined efforts, GHA seeks to maintain fair, transparent, and sustainable rent policies that protect program integrity, promote housing stability, and support continued landlord participation in both public housing and the HCV program.

Flat Rents

The Gainesville Housing Authority has updated its flat rent schedule as follows effective January 1, 2026:

Property	0BR	1BR	2BR	3BR	4BR	5BR
Caroline Manor			\$952			
Eastwood Meadows				\$1,218	\$1,245	
Forest Pine					\$1,245	\$1,440
Lake Terrace		\$854	\$1,032	\$1,321	\$1,354	
Pine Meadows		\$854	\$1,032	\$1,321	\$1,354	
Oak Park	\$880	\$952	\$1,144			
Sunshine Park		\$952				

Over Income Families

The Gainesville Housing Authority has updated its policies and implemented the Housing Opportunity Through Modernization Act of 2016 (HOTMA) Section 103: Public Housing Over Income Families. The following policies were voted on and approved by our Board of Commissioners for the GHA Admissions and Continued Occupancy Policy:

- For families whose income exceeds the over-income limit for 24 consecutive months, the PHA will not terminate the family's tenancy and will charge the family the alternative non-public housing rent, as well as require the family to sign a new non-public housing lease in accordance with the continued occupancy policies below.
- The PHA will rely on the following over-income limits. These numbers will be updated within 60 days of HUD publishing new income limits each year and will be effective for all annual and interim reexaminations once these policies have been adopted.

Family Size	1	2	3	4	5	6	7	8
Over-Income Limit	\$87,360	\$99,840	\$112,320	\$124,800	\$134,880	\$144,840	\$154,800	\$164,760

For families larger than eight persons, the over-income limit will be calculated by multiplying the applicable very low-income limit by 2.4.

Decreases in Income

If, at any time during the 24-month period following the initial over-income determination, an over-income family experiences a decrease in income, the family may request an interim redetermination of rent in accordance with PHA policy in Chapter 9.

If, as a result, the previously over-income family is now below the over-income limit, the

- family is no longer subject to over-income provisions as of the effective date of the recertification. The PHA will notify the family in writing within 10 business days of the determination that over-income policies no longer apply to them.
- **Initial Notice of Over-Income Status**
At annual or interim reexamination, if a family's income exceeds the applicable over-income limit, within 10 business days the PHA will notify the family in writing of the determination and that if the family continues to be over-income for 24 consecutive months, the family will be subject to the PHA's over-income policies. The notice will state that the family may request a hearing if the family disputes the PHA's determination in accordance with PHA policies in Chapter 14.
- **Second Notice of Over-Income Status**
If a family's income exceeds the applicable over-income limit after 12 consecutive months, within 10 business days, the PHA will notify the family in writing of the determination and that if the family continues to be over-income for 24 consecutive months, the family will be subject to the PHA's over-income policies. The notice will provide an estimate of the

alternative non-public housing rent applicable to the family at the close of the 24 consecutive month period. The notice will also state that the family may request a hearing if the family disputes the PHA's determination in accordance with PHA policies in Chapter 14.

- Final Notice of Over-Income Status

If a family's income exceeds the applicable over-income limit for 24 consecutive months, the PHA will notify the family in writing of the determination within 10 business days of the date of the determination. The notice will state that the family will be charged the alternative non-public housing rent in accordance with PHA continued occupancy policies and HUD regulations and provide the family's new rent amount.

The notice will also include a new non-public housing lease and inform the family that the lease must be executed by the family and the PHA no later than 60 days from the date of the notice or at the next lease renewal, whichever is sooner. The family will continue to be a public housing program participant until the family executes the new non-public housing lease. The notice will also state that failure to execute the lease within this time period stated in the notice will result in termination of tenancy no more than six months after the date of the notice. The PHA will permit an over-income family to execute a lease beyond this time period, but before termination of tenancy, if the over-income family pays the PHA the total difference between the alternative non-public housing rent and their public housing rent dating back to the point in time that the over-income family was required to execute the new lease.

Once the family signs the new non-public housing lease, the family will no longer be a public housing participant family. The family will no longer be subject to income examinations, are precluded from participating in the resident council, and cannot participate in any programs that are only for public housing or low-income families.

The non-public housing over-income lease will contain all required provisions listed at 24 CFR 960.509. The initial term of the lease will be for one year. Upon expiration of the initial lease term, the lease will not renew automatically, and subsequent leases will state renewal terms. At any time, the PHA may terminate tenancy in accordance with 24 CFR 960.509(b)(11) and in accordance with state and local law. Upon execution of the lease, the tenant will be required pay the amount of monthly tenant rent (known as the alternative non-public housing rent) determined by the PHA in accordance with HUD regulations. The PHA will comply with state and local law in giving the tenant written notice stating any changes in the amount of tenant rent. Charges assessed under the lease will be due in accordance with state and local law.

SECTION B.1E – Operation and Management

- Attachment #1: Admission and Continued Occupancy Policy Updates effective 4/1/2025
- Attachment #2: Housing Choice Voucher Administrative Policy Updates effective 4/1/2025
- Attachment #3: Procurement Policy

SECTION B.1F – Community Service and Self-Sufficiency Programs

The Gainesville Housing Authority (GHA) operates a **robust Client Services program** designed to support resident well-being, economic advancement, and long-term self-sufficiency, in compliance with **24 CFR 903.7(l)**. GHA provides or coordinates access to supportive services and amenities for assisted families through partnerships with local organizations, service providers, and community stakeholders.

GHA's self-sufficiency efforts focus on enhancing economic and social outcomes for residents through workforce development, youth engagement, education, and entrepreneurship. Key initiatives include partnerships with the **Gainesville Youth Academy, Jobs Plus**, and the **Elite Force Training Center**, which support youth development, job readiness, skill-building, and positive community engagement for residents of public housing and Housing Choice Voucher (HCV) households.

GHA also plans to activate a **plaza-style outdoor space** as a hub for **resident business pop-up events and economic empowerment activities**, providing opportunities for small businesses, entrepreneurs, and microenterprises to engage with the broader community. Resident engagement activities may include **story time, holiday events, pop-up markets, spoken word performances, and neighborhood community gatherings**, fostering social connection, cultural expression, and community pride.

This outdoor space is envisioned as a **community promenade** serving families, residents, and local businesses—similar in concept to community promenades in **Celebration Pointe, Bo Diddley Plaza, and Town of Tioga**—and will function as a venue for neighborhood-based outdoor events that strengthen community ties and support local economic activity.

GHA also supports self-sufficiency initiatives consistent with **Section 3 of the Housing and Urban Development Act of 1968 (24 CFR Part 135)** and participates in HUD-authorized programs such as the **Family Self-Sufficiency (FSS) program**, when funded.

Additionally, GHA submitted a **Resident Opportunity and Self-Sufficiency (ROSS) application in 2025** and is awaiting HUD's funding determination. If awarded, ROSS funding will further enhance GHA's capacity to deliver coordinated, resident-centered services.

Through these community service and self-sufficiency efforts, GHA seeks to empower residents, promote economic independence, and strengthen neighborhoods while supporting housing stability and compliance with HUD program requirements.

SECTION B.1G – Safety and Crime Prevention

MULTIFAMILY RESIDENTIAL PROPERTY SAFETY AND SECURITY COMPLIANCE POLICY Florida Statute §768.0706

1. PURPOSE

The purpose of this Policy is to establish a documented Safety and Security Compliance Program for multifamily residential properties owned, operated, or managed by the Gainesville Housing Authority (“Housing Authority”) in alignment with Florida Statute §768.0706, titled “*Multifamily residential property safety and security; presumption against liability.*”

This Policy is intended to:

- Promote reasonably safe and secure residential environments;
- Establish consistent operational standards and documentation practices;
- Support risk management and loss prevention efforts; and
- Position the Housing Authority to qualify for the statutory presumption against liability where applicable.

2. SCOPE AND APPLICABILITY

This Policy applies to:

- All multifamily residential properties owned, operated, or managed by the Gainesville Housing Authority;
- All Housing Authority employees, contractors, and agents whose duties involve property management, maintenance, security, or resident services.

This Policy does not apply to single-family homes unless specifically designated by the CEO.

3. POLICY STATEMENT

The Housing Authority shall implement and maintain reasonable safety and security measures consistent with Florida Statute §768.0706 and applicable federal, state, and local laws.

The Housing Authority recognizes that no policy or procedure can eliminate all risk and does not guarantee the safety or security of residents, employees, or visitors.

4. DEFINITIONS

Compliance Program – The Multifamily Residential Property Safety and Security Compliance Program established under this Policy.

Common Areas – Areas of a property accessible to multiple residents or the public, including but not limited to hallways, stairwells, parking areas, laundry facilities, community rooms, and building entrances.

Compliance Officer – The staff member designated by the CEO to oversee implementation, monitoring, and documentation of this Policy.

5. DESIGNATION OF RESPONSIBILITY

5.1 CEO

The CEO shall:

- Designate a Safety and Security Compliance Officer (Facilities Manager);
- Ensure adequate resources are available for implementation;
- Approve administrative procedures and forms supporting this Policy.

5.2 Safety and Security Compliance Officer

The Compliance Officer shall:

- Coordinate implementation of the Compliance Program;
- Monitor compliance with inspection, maintenance, and documentation requirements;
- Maintain or oversee centralized compliance records;
- Report material compliance issues to the CEO or designated staff.

5.3 PH/AFH Housing Coordinators, Inspectors, and Maintenance Staff

Property-level staff shall:

- Conduct inspections as required by this Policy;
- Promptly report identified safety or security issues;
- Complete required documentation accurately and timely.

6. SAFETY AND SECURITY MEASURES

6.1 Lighting

The Housing Authority shall maintain reasonable exterior and common-area lighting, including but not limited to:

- Building entrances and exits;
- Parking areas;
- Walkways and common paths of travel.

Lighting deficiencies shall be documented and addressed within a reasonable timeframe based on severity.

6.2 Locks and Access Control

The Housing Authority shall maintain functioning locks and access control devices, as applicable, including:

- Dwelling unit entry doors;
- Common-area entry points;
- Gates or controlled access systems where installed.

Locks shall be repaired or replaced upon discovery of malfunction or upon notice from a resident, subject to reasonable repair timelines.

6.3 Property Inspections

6.3.1 Routine Inspections

Each multifamily property shall be inspected periodically for safety and security conditions. Inspections may include:

- Visual inspection of lighting;
- Verification of locks and access points;
- Observation of environmental conditions affecting safety.

6.3.2 Documentation

Inspection results shall be documented and retained in accordance with Section 9 of this Policy.

7. INCIDENT REPORTING AND RESPONSE

7.1 Incident Reporting

The Housing Authority shall maintain procedures for reporting safety or security-related incidents, including:

- Criminal activity reported to management;
- Hazards affecting common areas;
- Malfunctioning security features.

7.2 Review and Corrective Action

Reported incidents shall be reviewed to determine whether corrective action is warranted. Corrective actions shall be documented where applicable.

8. TRAINING

The Housing Authority shall provide at a minimum annual training to all staff regarding:

- Safety and security responsibilities;
- Reporting and documentation requirements;
- General awareness of Florida Statute §768.0706.

Training may be conducted in person, electronically, or through written materials.

9. RECORDKEEPING AND DOCUMENTATION

The Housing Authority shall maintain records sufficient to demonstrate implementation of this Policy, which may include:

- Inspection logs;
- Maintenance work orders;
- Training records;
- Incident reports.

Records shall be retained in accordance with the Housing Authority's record retention schedule and applicable law.

10. LIMITATION OF DUTY

Nothing in this Policy shall be construed to:

- Create a duty beyond those required by law;
- Guarantee the prevention of criminal acts;
- Expand the Housing Authority's liability beyond statutory or common-law requirements.

11. REVIEW AND UPDATES

This Policy shall be reviewed periodically and may be amended by the CEO to reflect changes in law,

SECTION B.1H – Asset Management

In Response to 24 CFR §903.7(q): Asset Management Functions for Public Housing Inventory: GHA is committed to a comprehensive approach to asset management for its public housing inventory, ensuring long-term sustainability, compliance, and the well-being of its residents. Below is an outline of how GHA plans to address operating, capital investment, rehabilitation, modernization, disposition, and other needs:

Redevelopment and Long-Term Planning

1. Choice Neighborhood Planning Grant

GHA is prioritizing the East University Avenue Choice Neighborhood, in partnership with the City of Gainesville. Together, we plan to apply for the Choice Neighborhood Implementation Grant in the 2026 HUD NOFA cycle. GHA has contracted a development partner to guide the phased redevelopment of two AMP 3 properties, Lake Terrace (FL063000003) (100 Units) SE 26th Terrace and 26th Street and Pine Meadows (80 units) (FL063000003) 2626 E. University Avenue. The first phase, a “build-first” site (1201-1215 NE 3rd Ave) on the western edge of the Choice Neighborhood, will deliver a 70+ unit workforce housing development. Once all targeted public housing sites are redeveloped, the initiative will add over 400 mixed-income units to the East University Avenue area.

2. Woodland Park Phase II Redevelopment

GHA is actively redeveloping Woodland Park Phase II – (FL063000001) 1900 SE 4th Street, Gainesville FL, using a combination of 4% LIHTC, municipal bonds, SAIL, and ARPA funding provided by the City of Gainesville. This project involves the demolition of the remaining 78 family public housing units and the construction of 144 new family housing units on-site, along with a new clubhouse, fitness trail, and exterior renovations to the on-site Boys & Girls Club. Construction is underway, with completion anticipated in early 2027.

3. AMP 2 Modernization and Repositioning

In December 2025, GHA secured funding from the Florida Housing Finance Corporation for its AMP 2 property, Oak Park (101 units) (FL063000002) 100 NE 8th Ave, Gainesville FL. This funding will support a comprehensive modernization of Oak Park, with a total development budget of nearly \$47 million. The Oak Park development will be presented for demolition/disposition approval under section 18 of the 1937 Act under the separate demolition/disposition approval process.

Continued Operational and Maintenance Enhancements

1. NSPIRE Compliance and Inspections

To ensure adherence to HUD's NSPIRE standards, GHA's full-time inspector dedicated to the Public Housing department continues to focus on proactive asset oversight, assisting property managers with maintaining high standards, and ensuring compliance with federal requirements.

2. Housekeeping Standards and Resident Education

GHA prioritizes the preservation of its assets by emphasizing proper home maintenance among residents:

- **Education at Program Entry:** New applicants receive training on GHA's housekeeping standards during initial briefings.
- **Regular Inspections:** Move-in inspections are conducted within 60 days of new admissions, with follow-ups scheduled as needed.

- **Corrective Action Plans:** GHA has implemented a Standard Operating Procedure (SOP) for addressing housekeeping violations, which includes detailed corrective plans based on the severity of the violation.
- **Support for Residents:** The Resident Services department connects households with external resources and partners to address compliance issues, ensuring homes are well-maintained and residents feel supported.

3. **Increased Oversight**

Hired a in house project manager dedicated to the oversight of modernization activities and new construction.

Capital Investment and Rehabilitation

GHA's approach to capital investment focuses on strategic allocation of resources to maximize impact:

- **Ongoing Assessments:** Routine property evaluations identify immediate and long-term needs for rehabilitation and modernization.
- **Funding Utilization:** GHA leverages federal and state funding, including grants and tax credits, to finance major projects.

Disposition Strategy

As part of its asset management framework, GHA evaluates properties for potential disposition when redevelopment or repositioning aligns better with the agency's strategic goals. Any disposition plans will be guided by HUD regulations and community input.

Preservation Goals

Through targeted redevelopment, modernization, and resident-focused initiatives, GHA aims to preserve its public housing inventory for future generations. By addressing both physical and operational challenges, GHA is building a foundation for sustainable asset management that aligns with community needs and federal requirements.

This approach reflects GHA's commitment to maintaining quality housing while fostering vibrant, resilient communities.

Section B.2 New Activities

- SECTION B2.A – Choice Neighborhoods Grants
- SECTION B2.B – Modernization or Development
- SECTION B2.C – Demolition and/or Disposition
- SECTION B2.D – Conversion of Public Housing to Project-Based Rental Assistance or Project-Based Vouchers under RAD
- SECTION B2.E – Project-Based Vouchers
- SECTION B2.F – Units with Approved Vacancies for Modernization
- SECTION B2.G – Other Capital Grant Programs

SECTION B.2A – Choice Neighborhoods Grants

The Gainesville Housing Authority (GHA), in partnership with the City of Gainesville, applied for the HUD Choice Neighborhoods Planning Grant during the 2023 NOFA cycle and was selected as one of 14 awardees nationwide in September 2023. The Planning Grant focuses on two properties within GHA's AMP 3 portfolio—Pine Meadows and Lake Terrace—which together include 180 family public housing units.

Under the grant, GHA was provided 24 months to engage residents, community members, and key stakeholders in developing a comprehensive redevelopment strategy for both the public housing sites and the broader East University neighborhood. The Choice Neighborhoods initiative is built around three core pillars: People, Neighborhood, and Housing, all of which guided the planning process.

GHA submitted its final Choice Neighborhoods Planning Study to HUD in September 2025 and is currently completing early implementation activities. These efforts include the development of a new ELITE Service Plaza featuring an outdoor, flexible community event space; the conversion of an existing tenant business location into a commissary kitchen that will create employment opportunities for local youth; and a new indoor flexible space dedicated to youth development and programming.

Building on this momentum, GHA and the City of Gainesville are preparing to apply for the Choice Neighborhoods Implementation Grant during the 2026 NOFA cycle. The application will be grounded in the approved Planning Study and the significant progress made throughout the East University Choice Neighborhood. The proposed implementation plan includes the phased redevelopment of Lake Terrace (100 units) and Pine Meadows (80 units), with the goal of delivering more than 540 mixed-income housing units. These units will include a range of affordability levels, including public housing replacement units, affordable and workforce housing, market-rate units, and homeownership opportunities.

The first development within the Choice Neighborhood portfolio was approved for financing by the Florida Housing Finance Corporation in December 2025, with a total development cost of \$42 million. This “build-first” development is located off Waldo Road along the western edge of the Choice Neighborhood footprint and will primarily serve workforce housing needs, supporting the broader redevelopment strategy and minimizing resident displacement.

SECTION B2.B – Modernization or Development

The Gainesville Housing Authority (GHA) is actively redeveloping Woodland Park Phase II – 1900 SE 4th Street, Gainesville FL, using a combination of 4% LIHTC, municipal bonds, SAIL, and ARPA funding provided by the City of Gainesville. This project involves the demolition of the remaining 78 family public housing units and the construction of 144 new family housing units on-site, along with a new clubhouse, fitness trail, and exterior renovations to the on-site Boys & Girls Club. Construction is underway, with completion anticipated in early 2027.

In December 2025, GHA secured funding from the Florida Housing Finance Corporation for its AMP 2 property, Oak Park (101 units) 100 NE 8th Ave, Gainesville FL. This funding will support a comprehensive modernization of Oak Park, with the potential with a total development budget of nearly \$47 million.

GHA is also prioritizing the East University Avenue Choice Neighborhood, in partnership with the City of Gainesville. Together, we plan to apply for the Choice Neighborhood Implementation Grant in the 2026 HUD NOFA cycle. GHA has contracted a development partner to guide the phased redevelopment of two AMP 2 properties, Lake Terrace (100 Units) SE 26th Terrace and 26th Street and Pine Meadows (80 units) 2626 E. University Avenue. The first phase, a “build-first” site (1201-1215 NE 3rd Ave) on the western edge of the Choice Neighborhood, will deliver a 70+ unit workforce housing development. The strategy includes relocating 20% of the Lake Terrace families in our Choice Neighborhood project to this site. Once all targeted public housing sites are redeveloped, the initiative will add over 540 mixed-income units to the East University Avenue area.

Other GHA properties will also remain a focus for modernization and development. Caroline Manor (28 units) SE 25th Street, which recently completed exterior renovations, will undergo interior updates in 2026. Forrest Pines (36 units) Ne 25th Street & NE 26th Terrace and Eastwood Meadows (50 units) 925 SE 43 Street will be evaluated in 2026 for modernization, repositioning, or redevelopment opportunities.

Restore-Rebuild (formerly Faircloth-to-RAD) - GHA will build *new deeply affordable rental housing units* up to their Faircloth authority and immediately convert them to Section 8 project-based assistance once completed — effectively increasing their subsidized housing inventory. This will Improve Financing Feasibility because RAD rental contracts are long-term and predictable, lenders are more willing to provide construction and permanent financing. This unlocks mixed-finance models (including LIHTC, local funds, etc.) that are hard to secure with only traditional public housing funding.

As GHA continued to build out the Gainesville Housing Development and Management Corporation (GHDMC) portfolio in 2025, GHA/GHDMC completed construction of a new single-family home with an attached accessory dwelling unit, as well as a detached accessory dwelling unit. Over the next few years, GHA and GHDMC plan to develop a half-acre lot in SW Gainesville at 6005 SW 10th Lane, which has the potential for up to six new affordable housing units. Additionally, through the City of Gainesville’s surplus property process, GHA has received three vacant lots (parcel numbers 11302-002-000, 11310-001-000, and 15853-000-000) and will pursue new development opportunities on these sites over the next two years.

In December 2025, GHA adopted a new five-year strategic plan, outlining updated housing development goals. The plan emphasizes increasing the supply of affordable housing and modernizing GHA's existing assets, with a target of adding 600 new housing opportunities by 2030. This includes continued growth of GHA's development instrumentality, the Gainesville Housing Development and Management Corporation (GHDMC), which aims to add 100 new housing opportunities through new construction, acquisitions, and management of both private and public properties.

SECTION B.2C – Demolition and/or Disposition

GHA is currently preparing seven units for demolition and disposition. All units have been approved for demolition by the GHA Board of Commissioners. GHA staff is in the process of preparing an application for submission to the SAC Center. To date, Physical Needs Assessments (PNAs) have been completed for all units, and a Part 58 Environmental Review is underway and pending certification by the local municipality.

Scattered Public Housing units GHA is preparing to send to SAC Center

<u>Development</u>	<u>PIC Building #:</u>	<u>PIC Unit Number</u>	<u>Physical Address</u>	<u>Number of Bedrooms</u>
Pine Meadows	631324	6313211	2626 E University Ave #40	3
	631324	6313212	2626 E University Ave #41	3
Lake Terrace	633021	6330288	310 SE 26 th Terrace	4
Lake Terrace	633045	6330328	216 SE 26 th Street	4
Lake Terrace	633018	6330285	319 SE 26 th Terrace	4
Forest Pines	635029	6350409	1111 NE 26 th Terrace	5
Forest Pines	635022	6350406	1112 NE 26 th Terrace	5

GHA has secured funding from the Florida Housing Finance Corporation for a comprehensive modernization of its AMP 2 development, Oak Park.

<u>Development</u>	<u>PIC Building #:</u>	<u>PIC Unit Number</u>	<u>Physical Address</u>	<u>Number of Units</u>
Oak Park	632001	n/a	100 NE 8 th Ave	101

SECTION B.2D – Conversion of Public Housing to Project-Based Rental Assistance or Project-Based Voucher under RAD

GHA is exploring the conversion of the Oak Park public housing development (101 units), located at 100 NE 8th Avenue (PIC #FL063000002), to Project-Based Rental Assistance (PBRA) or Project-Based Vouchers (PBV). This conversion will require disposition of the property either through Section 18, RAD, or a Section 18 with RAD blend. This conversion is being undertaken to support the substantial rehabilitation of the Oak Park development and to ensure its long-term financial and physical sustainability.

Attached for your reference are RAD Attachments A and B, which provide the required documentation and notices for considering the RAD program as an option. Amendments to the Section 8 administrative plan will be made as needed to accommodate the conversion from Section 9 to Section 8.

SECTION B.2E – Project-Based Vouchers

The Gainesville Housing Authority (GHA) plans to convert selected public housing units to **Project-Based Vouchers (PBV)** as part of its long-term strategy to preserve affordable housing, improve financial sustainability, and maintain housing stability for assisted households. Specifically, GHA intends to project-base units at **2453 NE 3rd Place, Gainesville, FL; 302 NE 25th Street, Gainesville, FL; 306 NE 25th Street, Gainesville, FL** and the **Oak Park Apartment Complex**, both of which are existing public housing sites.

GHA anticipates converting up to the **current unit counts at these developments** to PBV assistance. These PBV units will remain located within the City of Gainesville and will continue to serve very low-income and extremely low-income households, consistent with program requirements and local housing needs.

The use of PBVs will comply with all applicable HUD regulations, including **24 CFR 983.55(b)(1)**, and will be implemented in a manner consistent with GHA's PHA Plan policies on deconcentrating, eligibility, selection, and admissions. PBV assistance at these sites will meet **Housing Quality Standards (HQS)**, civil rights and fair housing requirements, and applicable accessibility standards. GHA will ensure that PBV units do not result in undue concentration of poverty and will continue to affirmatively further fair housing by maintaining housing opportunities across a range of neighborhoods.

Converting these properties to PBV is consistent with GHA's PHA Plan goals under **24 CFR 903.7(b)(3) and 24 CFR 903.7(r)**, as it allows GHA to preserve existing affordable housing, stabilize operating revenue, leverage HCV funding more effectively, and reduce the risk of unit loss due to ongoing funding constraints. PBV conversion also supports long-term asset management, facilitates reinvestment in aging properties, and promotes continued housing stability for current and future residents.

As part of the "build first" site under the Choice Neighborhood project, along with the mixed-financing, GHA may need to identify up to 70 units for Project Based Vouchers.

Through this strategy, GHA seeks to align limited federal resources with local housing priorities while ensuring compliance with HUD requirements and maintaining safe, decent, and affordable housing for the families it serves.

SECTION B2.F – Units with Approved Vacancies for Modernization

GHA is actively preparing seven units for demolition/disposition, all of which have been approved by the GHA Board of Commissioners. Staff is currently completing an application for submission to the HUD Special Applications Center (SAC).

AMP	Unit #	Unit Status	Unit Status Detail	Address
3	6313211	Vacant HUD Approved	Undergoing Modernization	2626 E University Ave #40 Gainesville, FL 32641
3	6313212	Vacant HUD Approved	Undergoing Modernization	2626 E University Ave #41 Gainesville, FL 32641
3	6330285	Vacant HUD Approved	Undergoing Modernization	319 SE 26 th Street Gainesville, FL 32641
3	6330288	Vacant HUD Approved	Undergoing Modernization	310 SE 26 th Street Gainesville, FL 32641
3	6330328	Vacant HUD Approved	Undergoing Modernization	216 SE 26 th Street Gainesville, FL 32641
3	6350406	Vacant HUD Approved	Undergoing Modernization	1112 NE 26 th Terrace Gainesville, FL 32641
3	6350409	Vacant HUD Approved	Undergoing Modernization	1111 NE 26 th Terrace Gainesville, FL 32641

Additionally, GHA has eight units that are offline due to plumbing, storm damage, and termite damage. GHA is currently under contract to complete the work need for the four units in AMP 1. With an anticipated completion date set for April/May 2026 we have begun the prequalification process to have a family lined up to move in once the work is complete. As for the four units in AMP 2, GHA and its co-developer are working on repositioning strategies for the 101 units in Oak Park located at 100 NE 8th Ave.

AMP	Unit #	Unit Status	Unit Status Detail	Address
1	6370420	Vacant HUD Approved	Undergoing Modernization	925 SE43rd Street #4 Gainesville, FL 32641
1	6370434	Vacant HUD Approved	Undergoing Modernization	925 SE43rd Street #18 Gainesville, FL 32641
1	6370438	Vacant HUD Approved	Undergoing Modernization	925 SE43rd Street #22 Gainesville, FL 32641
1	6370464	Vacant HUD Approved	Undergoing Modernization	925 SE43rd Street #48 Gainesville, FL 32641
2	6320101	Vacant HUD Approved	Undergoing Modernization	100 NE 8 th Avenue #101 Gainesville, FL 32601
2	6320202	Vacant HUD Approved	Undergoing Modernization	100 NE 8 th Avenue #202 Gainesville, FL 32601
2	6320418	Vacant HUD Approved	Undergoing Modernization	100 NE 8 th Avenue #418 Gainesville, FL 32601
2	6320618	Vacant HUD Approved	Undergoing Modernization	100 NE 8 th Avenue #618 Gainesville, FL 32601

SECTION B.2G – Other Capital Grant Programs

Section B.3 Progress Report

Goal 1: Portfolio Management, Repositioning and Expansion

- GHA's goal is to stay NSPIRE ready. Our goal is to have a progressive preventative maintenance plan which includes a comprehensive team (ie-property managers, maintenance team, work order clerk, inspectors and residents). GHA requires our facilities systems to be inspected regularly.
- GHA received ARPA funding in the amount of \$4.2 Million dollars to add to the capital stack for the construction of Woodland Park Phase II. Woodland Park Phase II will consist of 144 new apartment units, with a new clubhouse, the development will include a fitness trail as well as improvements to the Boys & Girls Club exterior and City park located in Woodland Park. GHA will continue to attend the Florida Housing Finance Authority's workshops and work with its co-developer
- Woodland Park Phase II may include building a product for potential 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".
- GHA along with our co developers will be seeking capital to redevelop/reposition the Oak Park development in 2025. This 50+ year old property is a 101 unit high rise. This development will come back as project based vouchers.
- Gainesville Housing Development Management Corporation (GHDMC) which is the nonprofit instrumentality of the Housing Authority established in 2014. Via GHDMC, the housing authority will break ground on a new home with an attached accessory dwelling unit (ADU) and detached ADU in December 2024 placing 3 new affordable units on the site of what once was one unit. In addition, GHDMC will begin predevelopment work on a triplex/quadruplex unit in SW Gainesville on a half-acre infill lot.
- The Gainesville Housing Authority (GHA) took the initiative in 2023 and 2024 to solicit developers/apartment owners through an RFP process to issue PROJECT-BASED VOUCHERS (PBV). GHA was successful in partnering with several apartment developments in Alachua county to issue project-based vouchers to address the affordable housing issues in the community. GHA currently has 129 new PBV vouchers in the Alachua County community. There are a number of private landlords who have opted out of the Housing Choice Voucher program over the last few years and much of the housing stock available for GHA program participants are available in areas of poverty and are considered substandard, lacking the energy efficiency needed to adequately keep GHA program housed participants from being cost burdened. Many of the rental homes in the community meet the HQS standards but lack energy efficiency making the homes unaffordable for GHA program participants. There is also the need for housing for the most vulnerable citizens such as the homeless, elderly and disabled. With that in mind in 2025 GHA will convert 5 public housing special needs units into project based voucher units.
- GHA's HCVP has moved from its previous blended payment standard. The payment standard for units is 100 % 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 property owner participation and to increase lease-up success rates of our program participants.

In FYE 2024/2025 our goal is to continue growing our homeownership program by increasing our HCVP homeownership program and developing a public housing home ownership program.

Build and Strengthen Relationships: By engaging in open, two-way dialogues with property owners and managers, GHA has worked to cultivate trust and collaboration. We have discussed shared goals and explored ways to make our interactions more transparent and efficient, ensuring that housing providers feel supported and informed.

Improve Communication: We recognize that timely and clear communication is key to ensuring the success of the Housing Choice Voucher (HCV) program. To this end, we have worked to identify areas where communication can be improved and have committed to providing more consistent updates, reminders, and feedback to landlords. This includes providing landlords with clear, detailed information regarding program requirements, inspection schedules and results, along with payment timelines.

Elevate Service Deliverables: We are continuously working to improve our processes and ensure that our stakeholders receive the highest level of service. Whether through improving response times, addressing concerns quickly, or simplifying paperwork and procedures, GHA is committed to delivering a positive experience for landlords and property managers.

Educational Sessions: GHA plans to organize workshops and informational sessions for landlords and property managers to explain how the HCV program works, the benefits of participation, and the steps involved in submitting requests, inquiries, and documentation. These sessions have been designed to demystify the process and ensure that housing providers understand the eligibility criteria, payment processes, and program rules.

Clear Guidance on Workflows: Over the past 12 months, we have provided stakeholders with clear and accessible information on how to submit inquiries, report tenant issues, and communicate with GHA effectively. By simplifying these workflows, we aim to ensure that landlords have a seamless experience and feel empowered to engage with the program.

Written Materials and Resources: GHA has made available comprehensive guides to help landlords better understand their responsibilities, rights, and benefits under the HCV program. These resources are currently available via email and in printed format. GHA, plans to make resources available online, thus providing property owners with a convenient and user-friendly way to access the information they need.

City Engagement

GHA remains engaged with the City of Gainesville City Commission and various departments. The City of Gainesville and Alachua County have both passed ordinances that prohibit discrimination based on source of income. This effectively eliminates property owners from not accepting HCVP vouchers.

During FY 23 GHA and City Gainesville were co applicants for the HUD Choice Neighborhood Planning grant. The partnership led to us receiving \$500,000 to perform a comprehensive planning effort, focusing on two public housing sites(Lake Terrace, Pine Meadows) along with a 1.5 mile area around the public housing.

Through the Choice grant GHA has collaborated with over 20 local partners as well as business owners, community members and Public Housing residents. The goal of the Choice Neighborhood grant is to develop compressive implementable plan that GHA and others can use to redevelop both the public housing but also the broader community.

GHA received a security grant from HUD this enabled the authority to update smoke detectors and install new security doors in our Amp 3 portfolio. In FY 25 and beyond the authority will continue to enhance safety and security in all PH amps, cameras, lighting, police patrols as needed will all be utilize to enhance safety.

Goal 2: Human Resources

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.

The Gainesville Housing Authority is still recovering from the remnants of Covid 19. In the area of human resources, the organization suffered tremendous losses as we pivoted our business practices and policies to survive the World Health Crisis (WHO). The impact was devastating, as many long-term employees left the workforce, the vast competition for workers made it nearly impossible to attract and retain employees, and the great resignation continued to unfold, all while others were quietly quitting. The labor force changed dramatically during and post covid 19 people were leaving the work force for other reasons beside retirement. To put this in perspective GHA hired and lost over 103 employees in 2020-2024. The mass exodus hit every department and had a detrimental impact on the organization's programs and services.

At the height of the crisis GHA also had just completed a reorganization of its human resources. We had procured a consultant to analysis the culture, ensure the voices of the employees were heard and hoping to improve our retention rate. Our goal by implementing the recommendations was to ensure operation efficiency and improve the overall culture, and employee retention rate of the organization. The

restructuring led to GHA establishing more of a hierarchy than flat organization structure developing many senior management positions. With the world health crisis now coming to the forefront and the organization needs to change its operations to adjust, the professional development, training and oversight needed further exasperated the agency ability to meet its goals and/or provide the opportunities needed to adequately adjust and monitor the results of the restructure.

Year	Number of New Hires	Number of Employees resigning or terminated in years	Number of Resident Employees or Training personnel
2020	11	19	4
2021	19	16	5
2022	16	27	5
2023	15	26	7
2024	5	15	3

As we assessed and analysis the data the causes and effects of this period, we have spent hours restructuring, reevaluating our human resources, our onboarding, marketing, hiring and retention practices. We have engaged employees in interactive conversations, polled and surveyed current and past employees to better understand the causes and remedies to improve our strategic human resource management. We took a closer look at the diversity of the organization and identified how we can utilize diversity to have a positive impact on the organizational culture, improved retention and reduced the high costs of employee turnover. We took a closer look at professional development and management training programs to identify gaps in knowledge or application. GHA historically always invested in the training of its staff; however, we notice that some of the training employees were receiving were provided too early and many were not understanding how to take the training and put it into application, leaving many new hires confused and overwhelmed as they struggle to meet the demands of the agency,

In the past year and half GHA took a bold move and hired a talent acquisition company to assist with hiring. We have about a 70% retention rate with their recommendations. The CEO has also received her certification as a Chief Human Resource Officer from Wharton University. We have changed our marketing and advertisement regarding openings. GHA has increased its communication with our local colleges and universities regarding internships and job fairs. GHA has participated in 7 career fairs and utilized 4 interns.

Assessment and Analysis:

Conduct Surveys and Exit interviews: GHA practice is to gather data from current and former employees to understand the reasons behind resignations and disengagement. We will do a 6-month check-in of new hires and perform exit interviews.

Analyze Workforce Data: Review turnover rates, absenteeism, and productivity metrics to identify trends and areas of concern. GHA has engaged Paychex that can provide the reports needed to perform proper analysis.

Revised HR Policies and Practices:

Flexible Work Arrangements: GHA has embraced a flexible work arrangement. GHA has several employees that work remotely or have some type of hybrid schedule where appropriate. GHA acknowledges that there is no substitute for face-to-face interaction with clients and staff but the ability to hire remotely has allowed us to obtain employees with subject matter expertise to fulfill the critical position and gain

control of our services regulatory obligations strengthening the opportunity for us to get the agency back on track of meeting the overall goal of high performance.

Health and Safety Protocol: Implementation of a health and safety plan to minimize the spread of Covid-19.

Employee Engagement and Retention:

Career Development Programs: GHA established training and development opportunities to assist with employee growth within the organization. The 2020 Restructure provided opportunities for internal promotions. Unfortunately, many of the traditional training and seminars were not available during covid and most of the training took place digitally, eliminating the opportunity for staff to network with colleagues. In addition, GHA provided opportunities for them to receive technical and supervisory training online.

Recognition and support: GHA implemented a robust recognition and reward program to continuously recognize employee contributions. We also had our salary study updated in 2024. See attachment #6-Salary Study.

Communication and Support:

Transparent Communication: GHA maintains open lines of communication about organizational changes and policies. We hold monthly staff meetings and GHA spent 6 weeks with staff re-imaging our operations ensuring that we have clear messaging. These discussions were interactive, and staff voices were heard and synthesized to improve the overall communication and operation of the authority. We developed a comprehensive onboarding checklist for each department which is the beginning of creating a solid foundation for the agency.

Mental Health support: GHA develops a health and wellness component for employees. Throughout the year mindfulness, yoga and fitness activities are scheduled along with lunch and learning activities. In addition, we have an employee incentive program to encourage staff to utilize the organization's gym.

Leadership Management and Training

Leadership Development: GHA trained managers and leaders to effectively support and engage their teams. GHA continues to ensure that the goals and objectives of the organization is being transcended throughout the organization by providing ongoing professional development (leadership retreats and book clubs), proving feedback and support, and accountability. GHA is also looking at revising its current organization structure to ensure efficiency and effectiveness of the organization. This restructuring is slated for 4/1/2025.

Inclusive leadership: GHA promotes a culture of inclusiveness and belonging to ensure all employees feel valued and supported. GHA has an open-door policy. During the year GHA has empowered staff to participate in community events, lead team building events and activities, and participate in strategic discussions. GHA is establishing a strong leadership team and in the words of Jim Collins the author of Good to Great, “we are getting the right people on the bus”.

Monitoring and Evaluation

Regular Feedback and Mechanisms: Accountability is at the forefront of GHA’s implementation strategy. Continuous feedback and data analysis are at the cornerstone of GHA monitoring. Staff accountability and check-ins to continuously assess the effectiveness of the corrective action is vital to the overall success.

Adjust and Improve: GHA understands that change is inevitable and must be ready to adapt and evolve to improve overall operational effectiveness. Innovation, striving for continuous improvement and succession planning 2025.

Generational Diversity at GHA

Generation X (1965-1980)

Characteristics: Goal-oriented, self-reliant, value job security, title prestige, retirement benefits, and work-life balance.

Preferred Perks: Freedom, flexibility.

Work Style: Independent.

GHA Representation: 26 employees.

Generation Y (1982-1994)

Characteristics: Digital natives, frequent job changers, value mentorship, and career development opportunities.

Preferred Perks: Opportunities for professional growth and development.

GHA Representation: 12 employees.

Generation Z (1997-2009)

Characteristics: Digital natives seeking purpose, fulfillment, corporate responsibility, diversity, and inclusion.

Preferred Perks: 401(k) match, retirement benefits, health coverage, tuition reimbursement.

GHA Representation: 3 employees.

Training and Development

As part of GHA's commitment to excellence, each department—including Administration, Resident Services, Maintenance, Housing Choice Voucher Program (HCVP), and Public Housing (PH)—participates in dedicated training programs to enhance skills, improve service delivery, and foster a supportive workplace culture.

The training areas include:

- **Resident Engagement and Support:**
 - *We're All In This Together – Resident Orientation*
 - *Responding to Resident Complaints*
 - *Solving Difficult Resident Situations*
 - *Dispute Resolution – Informative Short*
- **Compliance and Ethics:**
 - *Admission and Occupancy – Section 504 and Fair Housing Compliance*
 - *General Ethics in the Workplace*
 - *Housing Choice Voucher (HCV) Certification* (HCVP-specific)
- **Workplace Culture and Professionalism:**
 - *Diversity Awareness – Staff to Staff*
 - *Customer Service Basics*
- **Operational Excellence:**
 - *Creating and Updating Maintenance Plans* (Maintenance-specific)

In addition to these group trainings, GHA offers dedicated one-on-one training whenever necessary to address individual development needs, provide tailored guidance, and ensure all employees are equipped to excel in their roles.

These comprehensive training programs are tailored to meet the specific needs of each department while aligning with GHA's overarching goals of delivering high-quality, compliant, and resident-focused services.

Goal 3: Self Sufficiency and Independent Living

GHA's Resident Services Department (RS) is a resource hub for our Public Housing residents, project-based voucher, and tenant voucher holding participants. Through robust programming and service coordination, GHA aims to increase the earned income and employability of our program participants while improving their economic well-being for future generations.

RS provides holistic support through service coordination and case management in the key areas:

Employment Assistance: Job readiness training, case management, and post-employment support.

Education Support: GED programs, literacy initiatives, and career-oriented vocational training.

Financial Literacy: Budgeting workshops, credit repair, and homeownership counseling.

Youth Services: Leadership programs, STEAM activities, and financial literacy tailored to younger residents.

Supportive Services: Access to mental and physical health resources, transportation, and other tangible needs.

Highlighted Robust Programming:

E.L.I.T.E Force

Youth Leadership Academy

Cade in the Classroom

Future Funds: Empowering Youth for Financial Success

Partnerships & Collaborators:

CareerSource of NCFL	Job Development Employer Recruitment Annual Job Fair Case management Job search and job placement assistance Job Readiness Training
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	Post -employment support/retention Employment – related Workshops
University of Florida Warrington College of Business	Entrepreneurship Training, One-on-One Business Consulting and Mentorship
Santa Fe College	Vocational & Job Skills for 21st Century Employment Training GED Program Reading & Math Development Digital Literacy Red Carpet Customer Service Food Handlers certification First aid/CPR Training Enrollment assistance Free public transportation with Santa Fe ID Financial aid assistance
Ed2Go	To support staff and resident education through online training and certifications.
Early Learning Coalition	Childcare Resources and family supportive <i>services</i>
Alachua County Library District, Cone Park	Literacy Program, STEAM activities, GED tutoring, and digital literacy assistance.
Caring & Sharing Learning School	I AM STEM Camp, Tutoring Services and Family Learning events
Cade Museum	STEAM related activities and learning exercises FREE Museum Membership Exploratory Field Trips Weekly Cade in the Classroom

Florida Department of Education/Vocational Rehabilitation	Assist those with disabilities obtain and maintain employment.
Boys & Girls Club	Provides afterschool and summer programs, youth development in a learning environment.
Appendix Inc	Provides mental illness workshops, support groups for participants.
Girls Can Do It, Too & NSpire Florida	Provides after offer discipline, work, social and recreational activities
Strong Minded Mentorship	Provides leadership development, work, social and recreational activities.
Dare to Be Different Youth Empowerment	Provides programs that offer discipline, work, social and recreational activities.
Gainesville Police Athletic League	Provides youth leadership development through health and fitness.
Care Portal	Connects agencies with tangible needs; home essentials to strengthen family dynamic and socio-emotional development.
Underground Kitchen	Provides education on healthy eating habits and eating healthy food preparation.
Capital City Bank	Provides credit repair, budgeting, and other financial classes.
Neighborhood Housing & Development Corp	Provides credit repair, budgeting, and homeownership counseling.

E.L.I.T.E Force: Empowerment, Life Skills, Innovation, Training, and Entrepreneurship

Formerly, the Job Training and Entrepreneurship program (JTEP), the E.L.I.T.E Force program provides a roadmap to empower our residents to build their own wealth and provides them with economic opportunities to become self-sufficient while obtaining financial security.

The program improves industry knowledge and economic wellbeing to lead Section 3 individuals to self-sufficiency. GHA will develop a self-motivated team to perform critical functions. Upon completion of

the E.L.I.T.E. Training Center, the team will receive on-the-job training to ensure competency and economic advantage. The team will receive industry certifications and perform various construction, rehabilitation, and cleaning functions for contracted developments.

Additionally, 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.

Cade in the Classroom: In partnership with Cade Museum for Creativity & Innovation

Aligned with GHA's vision of fostering self-sufficiency and life skills within their communities, the Cade Museum is eager to contribute to our transformative effort by offering in-person STEAM (Science, Technology, Engineering, Arts, and Mathematics) and entrepreneurship educational support for children ages 6-12. Thus, cultivating a culture of innovation, critical thinking, and problem-solving while imparting essential life skills to empower GHA youth to become self-reliant, resilient, and proactive members of their community.

Future Funds – Empowering Youth for Financial Success

Through engaging financial literacy worksheets and interactive activities, the Strive 4 Success (S4S) team works with children 'ages 6-12 to build essential financial skills, empower critical thinking, and reinforce positive behavior. Activities are designed to be both educational and rewarding, encouraging young participants to explore foundational concepts in money management, budgeting, and goal setting. Vision boards play a key role in fostering forward-thinking and aspiration. By creating personalized boards, youth visualize their future goals, learning to plan and make decisions that align with their long-term dreams. These empowering activities help lay the groundwork for financial awareness and personal responsibility, setting young people on a path toward lasting growth and self-sufficiency.

Youth Leadership Academy

The Youth Leadership Academy program takes place at the Forest Pines Community Center and will expand to the E.L.I.T.E Training Center upon completion. The Youth Leadership Academy provides programming for our youth (ages 14-18). Our goal is to empower and equip individual success through five critical pillars: Leadership, Personal Development, Health & Fitness, Career Exploration & Preparation, and Community Support & Engagement.

Engagement Measures:

G.H.A. Store

Community Kickbacks

Community Pop-Ups

“Walk Abouts” (In-person Resident Check-ins, not service geared)

Celebration of Success

GHA Store

Through this program, youth and adults are able to access material goods and food to satisfy supportive and nutritional needs. The total number of incentive points accumulated: **\$1,890.**

Community Pop-Ups

Small scale events for 1-2 hours on scheduled days at Public Housing property sites. Residents can find snacks (while supplies last) and information about Resident Services’ self sufficiency programs.

Community Kickbacks

Mid-size to small scale themed events where sponsored refreshments are served, donated prizes are given away, and guests are entertained to provide an engaging atmosphere to share critical information. These events are also planned at Public Housing property sites.

Community Walk-A-Bouts : Personalized door to door check-ins with residents

Celebration of Success :A large-scale event showcasing the accomplishments (i.e. education, employment, youth resiliency, and community engagement) of Public Housing residents, PBV, and HCV participants. The event provides guests speakers to empower and congratulate families while supplying supportive resources (i.e. financial literacy, homeownership, employment, and education) to continue upward mobility.

Resident Services’ Data (2019-2024): Totaled engagement received (Event attendance + center check-ins): **3,870**

Economic Impact: 180 adults secured full-time employment. Residents have realized savings totaling \$300,430.00 from JPEID.

Industry Certifications: 50 adults earned industry certifications.

Finance Services: 231 adults accessed financial services.

Educational Outcomes:

81 adults enrolled in GED courses.

52 adults began college degree programs.

553 youth under 13 participated in critical thinking and exploratory learning activities.

Supportive Services Impact:

228 received transportation service:

Youth Related Impact:

132 Youth (ages 13-18) received leadership services

Transitions & Future Goals

Job Plus/ Strive 4 Success:

Launched in 2019, the Jobs Plus Program branded as the Strive4Success came about to boost employment. 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 Pine Meadows, Lake Terrace, Caroline Manor, and Forest Pines.

The program will receive its final extension expected to conclude January 2026.

Resident Opportunities Support Services:

GHA has applied for the federal grant; Resident Opportunities Support Services (ROSS) post the Job Plus/ Strive 4 Success program with a projected award announcement of Spring 2025.

Internship Program:

GHA collaborates with the University of Florida's Family, Youth and Community Sciences department to strengthen capacity, provide work experience to promising youthful college students, and potential employment opportunities to the students.

In conclusion, with a robust infrastructure of programs, partnerships, and engagement measures, GHA's Resident Services Department continues to pave the way for its residents to achieve economic self-sufficiency and community empowerment.

Goal 4: Business Orientation and Sustainability

Some key developments at GHA that highlight our commitment to operational excellence, innovation, and stakeholder satisfaction. Here's a closer look at the strides we've made:

1. Monday.com Integration

To enhance efficiency and teamwork, we've successfully integrated **Monday.com**, a leading project management platform.

Key Benefits: Streamlined workflows, improved cross-department collaboration, and clear task prioritization. This tool has already transformed how teams organize and track progress, aligning efforts with strategic goals.

2. MRI Secure Sign for Digital Signatures

We have implemented **MRI Secure Sign**, a secure electronic signature solution, to improve document management and strengthen security protocols.

Advantages: Fully compliant digital signatures, enhanced document tracking, and faster approval processes. This upgrade supports our mission of delivering efficient, secure operations.

3. Lindsey Payables Feature Implementation

The new **Lindsey Payables feature** has enhanced our accounts payable system, offering:

- Greater visibility into payment processes
- Improved accuracy,
- Faster approval cycles

This improvement reduces manual errors and ensures better financial management.

4. Updates to HCV Policy and ACOP Policy

We've successfully completed updates to the **Housing Choice Voucher (HCV) Policy** and the **Admissions and Continued Occupancy Policy (ACOP)**.

These revisions reflect current regulations and best practices, ensuring greater clarity, compliance, and service quality for stakeholders.

Strategic Impact

These advancements position GHA for long-term success by improving speed, security, and accuracy in operations. Stakeholders can expect enhanced service quality and a continued commitment to innovation and excellence. We look forward to building on these achievements and sharing future updates!

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.

GHA board members are engaged and continues to stretch staff to achieve the goals and objectives set forth in our strategic Plan. The Board continues to educate themselves and attend appropriate seminars and training to understand the housing climate and its impact on the organization. In 2024 GHA received 2 new board members. These members come with an array of experience and expertise.

GHA board continues to support the organization, advocating and networking when appropriate. The Board attends community, city and county events with staff where appropriate.

Goal 6: Community and Regional Management

GHA is an active member of the United Way and Continuum of Care. This network of organizations allows GHA to interact with all of the service providers that service our residents and program participants. Over the past year, GHA staff has also participated in meetings and workshops with the City of Gainesville, Alachua County, and Gainesville Alachua County Association of Realtors.

In FY 23 GHA and the City of Gainesville was awarded the HUD Choice Neighborhood Planning grant. GHA has identified over 20 partner organizations that are working with the Authority on this effort. We look forward to the continued development of these relationships with the City of Gainesville and community partners.

GHA is currently in the process of re-establishing a Resident Advisory Board. This board of residents and program participants will have the opportunity to provide valued feedback to GHA staff on future initiatives. GHA has hired a consultant to assist in this process. To date staff and the consultant have completed updated bylaws for the RAB and Resident Councils.

GHA partners with several community organizations and non profit organizations in the Gainesville community like the Cade Museum for Innovation and Girls on Top who provide services to GHA clients. In FY 24 GHA contracted with a mental health counselor to provide triage and counseling services to Public Housing clients as needed. GHA will continue to utilize MOU's with providers in the community to ensure GHA clients have access to programs and services.

GHA is active with the Community Foundation of North Central Florida who works toward measurable community improvement through strategic grant-making to benefit the arts, the environment, community development, education, health, social services, and other areas of interest. GHDMC has an active profile on the [Philanthropyhub.org](https://www.philanthropyhub.org) website.

GHA has attended meetings and speaking engagements with the Federal Home Loan Bank as well attended several webinars and workshops with the Florida Housing Finance Corporation. Funding is essential to the redevelopment process and GHA is committed to continue fostering the relationships with national, state, and local lenders and funding institutions.

Lastly in FY 24 GHA staff was afforded the opportunity to sit on the Board of another local non profit affordable housing provider, this relationship has been of benefit to both organizations and keeps GHA in line with our goal of fostering relationships with other affordable housing providers.

Goal 7: Marketing and Image Building

In 2024, GHA achieved significant milestones in communication, branding, and operational efficiency, reinforcing its commitment to community engagement and organizational excellence.

Enhanced Communication and Marketing

Working with a professional marketing firm, GHA developed targeted marketing campaigns to promote the Housing Choice Voucher Program (HCVP) and Resident Services programs, increasing program visibility and outreach. The marketing firm also provided media coverage for ribbon-cutting ceremonies and events organized by Resident Services, amplifying awareness of these key moments. Resident Services further contributed to communication efforts by launching a monthly newsletter to keep residents informed about updates, resources, and opportunities.

Branding and Digital Transformation

To establish a unified and professional brand identity, GHA introduced a comprehensive branding package designed by the marketing firm. This included: Revamped logos, Editable email signatures, Digital stationery, Custom

typography, Social media custom art, and Standardized templates for PowerPoint presentations and other communication materials.

Additionally, the marketing firm began developing a digital onboarding platform that will serve as a centralized hub for housing GHA's Standard Operating Procedures (SOPs) across all departments, core values, and HR functions, streamlining employee onboarding and fostering operational consistency.

Strengthened Social Media Presence

GHA significantly increased its social media presence by highlighting resident accomplishments, community engagement, community partnerships, and events organized by Resident Services. These efforts paid off, with GHA achieving a remarkable 282% increase in Facebook followers, adding 802 new followers in 2024 alone.

Looking Ahead

In 2025, GHA plans to undertake a website overhaul to improve user experience and accessibility while continuing to expand its presence on social media platforms. These initiatives demonstrate GHA's ongoing dedication to effective communication, community engagement, and operational excellence.

SECTION B.4 Capital Improvements

GHA participates in HUD's Capital Fund Program (CFP) and has an active HUD-approved five-year capital investment strategy.

See **Capital Funds 5-year action plan in EPIC approved by HUD on 9/26/2025**

Overview of CFP Projects

GHA's capital improvement strategies focus on preserving and modernizing its housing stock to ensure safe, decent, and sustainable living environments for residents. Over the next five years, the PHA will prioritize:

- **Structural Integrity and Safety:** Roof replacements and foundation repairs at older developments to extend asset life and prevent costly emergency repairs.
- **Energy Efficiency and Sustainability:** Upgrading HVAC systems, window and widow seals, and insulation to reduce utility costs and improve resident comfort.
- **Accessibility and Compliance:** Installing ramps, widening doorways, and retrofitting bathrooms to meet ADA standards and enhance mobility for residents with disabilities.
- **Community Enhancements:** Improving common areas, playgrounds, and lighting to promote resident well-being and neighborhood safety.
- **MEP Modernization (Mechanical, Electrical, Plumbing):** Comprehensive upgrades to aging building systems, including electrical panels, plumbing lines, and mechanical equipment, to improve reliability, safety, and energy performance.

2026 Capital Improvement Budget Estimates

<u>Development</u>	<u>Estimated Budget</u>
Caroline Manors (FL063000003)	\$1.4M
Pine Meadows (FL063000003)	\$400,000
Lake Terrace & Forest Pines (FL063000003)	\$400,000
Oak Park & Sunshine Park (FL063000002)	\$300,000
Woodland Park & Eastwood Meadows (FL063000001)	\$400,000
Authority-Wide Misc	\$1.3M

Future Updates

In each Annual (or Streamlined) PHA Plan submission, the GHA will continue to reference the current HUD-approved Five-Year Action Plan using the same format.

Section C

Other Documents and/or Certification Requirements

Section C.1 Resident Advisory Board (RAB)

Currently GHA does not currently have an active RAB Board. There is one resident that is interested who is a resident who lives at our Lake Terrace property. We will continue to be focus and outreach to residents to encourage participation.

Section C.2 Certification by State or Local Officials

Certification from our local official will be provided as soon as we receive the signed document back from the local official.

Section C.3 Civil Rights Certification

See Attachment C.3

Section C.4 Challenged Elements

There were no challenges from the public made to any element of this plan.