



GAINESVILLE
Housing Authority
Where Housing Matters

Gainesville Housing Authority Strategic Plan 2025-2030

DATE:
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"I think [homeownership conversions would be] great. That'd be a great challenge for us, but that'd be great for our people."-Sept 5 GHA Leadership Virtual Retreat



Executive Summary



Executive Summary

The Gainesville Housing Authority (GHA) has served the city and county for nearly six decades. Established in 1966, GHA today supports more than 1,700 households through public housing, Housing Choice Vouchers, and its nonprofit affiliate, the Gainesville Housing Development and Management Corporation (GHDMC). This new five-year Strategic Plan positions GHA not only as a housing provider but as a community development agency — one that expands opportunity, fosters equity, and strengthens neighborhoods.

Why This Plan

Gainesville faces an ongoing housing crisis. Nearly three-quarters of households rent, and more than 60 percent of renters are cost-burdened. Deep affordability is scarce: for families at or below 30% of Area Median Income, only 30 affordable units exist for every 100 who need them. Within GHA, the public housing and voucher waitlists exceed 3,300 households. Seventy-two percent of these applicants are Black families, underscoring the racial disparities HUD requires housing authorities to address under its Affirmatively Furthering Fair Housing (AFFH) mandate.

The 2020–2025 Plan brought meaningful progress: nearly 300 new units, the approval of Woodland Park Phase II redevelopment, the opening of the ELITE Training Center, and modernization of financial and operational systems. Yet challenges persisted: inconsistent communication, maintenance responsiveness, benefit cliffs, and underdeveloped resident leadership.

For this new plan, GHA and LM Genuine Solutions led a comprehensive engagement process: five resident focus groups, a full staff retreat, three leadership retreats, a Board retreat and one-on-one Board leadership meetings, individual sessions with executive leadership, direct meetings with the Mayor, City and County Commissioners, and outreach to nonprofits, CRA, philanthropy, schools, and faith-based leaders. A survey of 50 stakeholders reinforced these themes: nearly 75% affirmed GHA's mission, but communication was rated the weakest area, and housing priorities centered on family-sized units, homeownership, and senior housing.

The Four Pillars

The plan organizes priorities into four integrated pillars that reflect what we heard and where GHA must lead:

- 1. Housing & Development** – Expand the portfolio by 600 new units by 2030, redevelop five priority properties, preserve strong assets, and pilot innovations like voucher-to-homeownership and modular housing.
- 2. Resident Economic Mobility** – Standardize intake and tracking, expand workforce, education, and entrepreneurship pathways, strengthen homeownership support, and formalize resident leadership councils.

Executive Summary

3. **Organizational Excellence & Capacity** – Strengthen systems, SOPs, and compliance; expand communications; implement succession planning; achieve High Performer scores; diversify revenue through GHDMC and fundraising.
4. **Community Leadership & Partnerships** – Re-establish the Resident Advisory Board, host community summits, expand MOUs with nonprofits and civic partners, and position GHA as a convener in regional housing policy.

Implementation and Accountability

The plan is a living framework with a five-year timeline, departmental roles, and a Strategic Plan Scorecard tracking units delivered, participation rates, maintenance response times, resident leadership, and partner outcomes. The Board of Commissioners will receive quarterly Scorecard updates and hold annual workshops to adjust priorities. Year One (Oct 2025–Sept 2026) focuses on foundations: staff orientations, departmental retreats, re-establishing the Resident Advisory Board, piloting community forums, launching newsletters and fact sheets, developing a Strategic Plan dashboard, and signing initial MOUs with partners.

Commitment

At the heart of this plan is GHA's commitment to innovation, equity, and measurable impact. Innovation will drive new housing models and data systems. Equity will ensure families disproportionately burdened by poverty and racial inequities have access to opportunity. Impact will be tracked and reported publicly through dashboards, newsletters, and annual reports.

Call to Action

The success of this plan depends on collective action:

- **Residents** – Engage in leadership councils, advisory boards, and programs that support mobility and homeownership.
- **Partners and Philanthropy** – Formalize MOUs and bring services that extend opportunity beyond housing.
- **Elected Officials** – Align zoning, land use, and funding priorities to expand affordable housing and mobility.
- **Board of Commissioners** – Continue active oversight through quarterly Scorecard reviews and advocacy on behalf of residents.

Together, these voices will transform this plan from a document into a living framework — one that delivers real homes, real opportunity, and real change for Gainesville.





Introduction



Introduction

Introduction

The Gainesville Housing Authority (GHA) was established in 1966 to provide safe, decent, and affordable housing to residents of the City of Gainesville and Alachua County. Over nearly six decades, GHA has evolved from a traditional public housing provider into a multifaceted organization that not only manages affordable housing but also builds community partnerships, fosters resident opportunity, and strengthens neighborhoods. Today, GHA directly serves 1,704 families through its core programs, including 422 residents in public housing and 1,282 participants in the Housing Choice Voucher (HCV) program. Through its nonprofit arm—the Gainesville Housing Development and Management Corporation (GHDMC)—the agency also develops and manages additional housing, giving it flexibility to expand opportunities and diversify revenue.

Gainesville's Housing Environment

GHA operates in a community experiencing both growth and strain. According to the 2020 U.S. Decennial Census, Gainesville's population was 141,085, reflecting a 5.4 percent increase since 2018. More recent data from the 2023 American Community Survey (ACS) show continuing population pressures, with a rising share of older residents: 14 percent of Gainesville residents are now age 65 or older, up from just over 10 percent in 2017. The median age has shifted upward from 26 to 28 years.

Economic trends are equally mixed. The median household income rose from \$34,004 in 2017 to \$47,099 in 2023, a nearly 40 percent increase. Yet 26.6 percent of residents remain below the poverty line. Unemployment averaged 2.7 percent in 2023 but increased to 4.6 percent by mid-2025, showing signs of economic softening.

Housing affordability remains Gainesville's defining challenge. Data from the ACS 2023 show that only 17.5 percent of households are owner-occupied, while nearly 72.5 percent are renter-occupied. Vacancy is sharply uneven: owner vacancy stands at just 1.7 percent, while rental vacancy is 6.8 percent. More than 60 percent of renters are cost-burdened, spending over 30 percent of income on housing. For every 100 households earning 30 percent of the Area Median Income (AMI), only 30 affordable rental units are available.

GHA Residents and Waiting List

GHA's resident population reflects the city's diversity and the realities of low-income life. In public housing, 84 percent of residents identify as Black, 13 percent as White, and the average family size is 2.45 members, with nearly half of households including children. Among HCV participants, 79 percent identify as Black and 16 percent as White, with a slightly larger average family size of 2.61 members. Across both programs, more than 2,100 children live in GHA-supported housing.

Introduction

Despite these efforts, the scale of unmet need remains daunting. As of September 2025, more than 3,300 households are on GHA waiting lists:

- 1,658 applicants for public housing.
- 795 applicants for Housing Choice Vouchers.
- 868 applicants for Project-Based Vouchers (PBV).

Demographic analysis of these lists underscores the depth of need. Across programs, extremely low-income households ($\leq 30\%$ AMI) make up between 74 and 78 percent of all applicants. Families with children represent more than 70 percent of applicants, and Black households constitute the majority across PH, HCV, and PBV waitlists ($\approx 72\%$). The waiting list is also marked by significant demand for larger units: among public housing applicants, more than 170 families require three or more bedrooms, while among PBV applicants, nearly 275 families require three or more bedrooms.

In short, for every household currently served by GHA, at least two more remain waiting. This imbalance reflects both the scarcity of deeply affordable housing in Gainesville and the urgent need for expanded development, preservation, and supportive housing solutions.

GHDMC: Instrumentality for Development and Sustainability

The Gainesville Housing Development and Management Corporation (GHDMC) is an instrumentality of the Gainesville Housing Authority, governed by the same Board of Directors. GHDMC was established to expand GHA's ability to respond to the community's housing needs by pursuing development, acquisition, and management opportunities beyond HUD's traditional restrictions.

Portfolio and Pipeline

Today, GHDMC manages a growing number of affordable housing units that complement GHA's public housing and voucher programs. The corporation is targeted to expand to at least 100 units by 2028 through acquisition, rehabilitation, and new development. Its active pipeline includes opportunities for partnership with developers, the City of Gainesville, Alachua County, and nonprofit organizations to increase both affordable and workforce housing.

Financial and Strategic Role

GHDMC generates non-federal revenue streams that contribute to GHA's long-term financial sustainability. The entity provides flexibility to leverage financing tools such as Low-Income Housing Tax Credits (LIHTC), bonds, and private or philanthropic investment. By operating as an instrumentality, GHDMC positions GHA to pursue innovative housing models and mixed-income communities that promote neighborhood stability and resident choice.

Introduction

Together, GHA and GHDMC create an integrated platform that preserves affordability commitments while expanding organizational capacity, innovation, and resilience for the future.

Organizational Progress and Challenges

The 2020–2025 Strategic Plan established seven ambitious goals to reposition GHA's portfolio, strengthen its workforce, improve resident self-sufficiency, and expand community partnerships. Major accomplishments included:

- Delivery of nearly 300 new housing units toward a five-year goal of 500.
- Redevelopment approval for Woodland Park Phase Two and modernization of existing properties.
- Launch of the ELITE Training Center (2025), offering entrepreneurship and workforce programs where residents earned certifications in healthcare and trucking, and some transitioned off subsidies.
- Organizational reorganization that unified Public Housing and HCV divisions, reducing silos and fostering collaboration.
- Implementation of paperless financial systems and improved reporting.
- Expansion of security measures such as cameras, sprinklers, and fire systems (partial progress).

At the same time, engagement with residents and staff revealed some persistent challenges. Residents voiced frustration with slow or repeated maintenance requests, citing examples of pest infestations and plumbing problems. Communication gaps were a common theme: many reported finding out about programs or events “too late to participate.” Stakeholders noted inconsistent enforcement of lease rules, underdeveloped resident leadership opportunities, and the ongoing problem of “benefit cliffs,” which discourage income growth by cutting off subsidies too quickly.



“Having land is always really important, and I think, along with that, the housing authority is exploring relationships and opportunities related to homeownership”-Jul 30th Choice Neighborhood Focus Group

Introduction

Purpose of the New Plan

This Strategic Plan for 2025–2030 is both a continuation and an expansion of GHA's journey. It reflects an inclusive planning process that engaged residents, staff, board members, and community stakeholders through focus groups, surveys, retreats, and interviews. Their voices shaped both the diagnosis of challenges and the identification of solutions, ensuring that the plan is grounded in lived experience.

The report begins by establishing a baseline, reviewing the results of the 2020–2025 plan, summarizing lessons learned, and analyzing Gainesville's demographic, economic, and housing context. It then presents a new strategic framework organized around four integrated pillars:

- Housing & Development – expand, diversify, and modernize GHA's portfolio.
- Resident Economic Mobility – create pathways from stability to independence.
- Organizational Excellence & Capacity – strengthen systems, governance, and workforce.
- Community Leadership & Partnerships – convene and collaborate to address housing and neighborhood priorities.

Each pillar is supported by strategies, measurable objectives, and implementation steps designed to guide action, accountability, and transparency.

This plan reflects GHA's evolution from a housing authority into a community development agency—an organization that not only provides housing but also expands opportunity, strengthens neighborhoods, and serves as a convener of partners across sectors. It is designed to be a living document: a guide for decision-making, a commitment to transparency, and a foundation for collaboration. Most importantly, it is a statement of GHA's belief that safe, affordable housing is both a starting point and a platform for families to thrive, neighborhoods to stabilize, and Gainesville as a whole to prosper.





Community Context & Baseline Data



Community Context & Baseline Data

Community and Resident Snapshot

Gainesville is a city marked by both opportunity and persistent housing challenges. According to the 2020 Census, Gainesville's population reached 141,085, a 5.4 percent increase since 2018. The city's age profile reflects both its role as a university community and a place where more seniors are aging in place. The median age is 28 (up from 26 in 2010), with approximately 30 percent of residents between ages 18 and 24 and nearly 14 percent age 65 or older.

Race and ethnicity are diverse. As of the 2023 American Community Survey (ACS), Gainesville's population is approximately 54 percent White (non-Hispanic), 21 percent Black or African American, 12 percent Hispanic or Latino, 7 percent Asian, and 6 percent two or more races/other. This distribution contrasts with GHA's resident population and waitlists, which are roughly 72 percent Black households, underscoring the disproportionate reliance of Black families on affordable housing and the need to address historic inequities in access and opportunity.

Educational attainment is high, influenced by the University of Florida's presence: 96 percent of adults are high school graduates, and 58 percent hold a bachelor's degree or higher. Despite this, poverty remains entrenched. The median household income rose from \$34,004 in 2017 to \$47,099 in 2023, yet 26.6 percent of residents live below the poverty line, more than double the national average. Child poverty rates are higher still, pointing to intergenerational housing and income challenges.

The housing market highlights this imbalance. Nearly 73 percent of households rent, while only 17.5 percent own. Owner vacancy is 1.7 percent, while rental vacancy is 6.8 percent. Median gross rent is \$1,150 per month, and the median home value is approximately \$235,000 (ACS 2023). More than 60 percent of renters are cost-burdened, spending over 30 percent of their income on housing. The shortage is most severe for families at or below 30 percent of area median income (AMI), where only 30 affordable units exist for every 100 households who need them.

Within GHA's programs, as of September 2025, the agency directly supported 422 residents in public housing and 1,282 households through the Housing Choice Voucher (HCV) program, serving more than 2,100 children. Demand, however, dramatically exceeds supply. The public housing waitlist includes 1,658 households, the HCV waitlist 795, and the PBV waitlist 868. Across all waitlists, between 74 and 78 percent of households are extremely low-income, and about 72 percent are Black families. In practical terms, for every household currently served by GHA, at least two more remain waiting.

This snapshot makes clear that Gainesville's housing challenges are both structural and inequitable. Poverty and cost burdens are widespread across the city, but they fall disproportionately on low-income and Black households. GHA's programs are serving families with the greatest need, but demand is overwhelming. These realities provide the baseline for the Strategic Plan and underscore the urgency of expanding affordable housing opportunities while advancing equity in line with HUD's fair housing and community development mandates.

Community Context & Baseline Data

Looking Back: The 2020–2025 Strategic Plan

The 2020–2025 Strategic Plan sought to modernize operations and reposition GHA as a performance-driven agency. It established seven goal areas: portfolio management, human resources, self-sufficiency, business orientation, board leadership, community engagement, and marketing.

A leadership survey reviewing the 2020–2025 plan recognized progress in redevelopment and workforce initiatives, but underscored gaps in communications, resident engagement, and scaling self-sufficiency efforts. The progress updates showed a mixed record. Of the 61 objectives tracked, roughly one-third were fully accomplished, one-third partially achieved, and one-third not completed. The most visible successes included the delivery of nearly 300 new units toward a 500-unit target, approval of the Woodland Park Phase II redevelopment, and the launch of the ELITE Training Center in 2025, which expanded GHA's role in workforce training and entrepreneurship. Internally, Public Housing and HCV were unified under one Chief Operations Officer (COO), paperless systems were adopted, and financial reporting was accelerated.

Other objectives saw uneven progress. Communications and marketing deliverables such as newsletters, fact sheets, and annual reports were largely unfulfilled. Board development efforts were inconsistently implemented. Self-sufficiency initiatives advanced through ELITE but were not consistently scaled across properties. Transparency improved but was not institutionalized. Overall, GHA emerged stronger but left clear gaps in communications, board and resident engagement, and public positioning.

The Engagement Process

The 2025–2030 Strategic Plan was built through a comprehensive, multi-layered engagement process. LM Genuine Solutions designed an approach that reached across all levels — residents, staff, leadership, Board, elected officials, partners, and philanthropy — to ensure the blueprint was informed by those most affected and those responsible for carrying it out.

- **Residents:** Five in-person focus groups in July 2025 engaged residents at Sunshine Park, Oak Park, Eastwood Meadows, Pine Meadows, Lake Terrace, Caroline Manor, Duval Heights, Lincoln Estates, and Springhill.
- **Staff:** A full staff retreat was held to ground the plan in frontline experience and to begin linking organizational goals to day-to-day work.
- **Leadership:** Three leadership retreats were convened to refine pillars, build internal alignment, and test frameworks against operational realities.

Community Context & Baseline Data

- **Board:** One full Board retreat was conducted, complemented by one-on-one meetings with the Chair and Vice Chair, first to establish baseline understanding and later to review draft frameworks as they were developed.
- **Executive Leadership:** Individual meetings with GHA's executive team at the start of the process ensured early input, with follow-up sessions during framework development to test alignment.
- **Elected Officials:** GHA leadership met with the Mayor, all City Commissioners, and members of the Alachua County Commission, ensuring that the plan was consistent with city and county housing, zoning, and workforce housing priorities.
- **Stakeholders:** Engagement included nonprofit and civic leaders, philanthropic partners, the Gainesville CRA, the Children's Trust, the Early Learning Coalition, the Alachua County School District, Choice Neighborhood partners, and faith-based organizations.
- **Survey:** A stakeholder survey yielded 50 responses, providing quantitative feedback on GHA's mission, communications, and community impact.

The survey results reinforced what was heard in conversations. Nearly three-quarters of respondents agreed GHA's mission reflects community needs, and most agreed that the agency is expanding affordable housing. Communication, however, was consistently identified as weak: one-third of respondents rated GHA neutral or dissatisfied in how clearly it communicates. Affordable housing, homeownership, senior housing, and family-sized units were the top priorities identified. Collaboration, integrity, and equity were rated as the most important values for GHA's future.

What We Heard

The engagement process brought forward both the strengths that residents and stakeholders recognize in GHA and the challenges that remain. Across all groups — residents, staff, partners, elected officials, and survey respondents — a consistent picture emerged: ***GHA has made visible progress, is seen as credible and necessary, but must strengthen communication, responsiveness, and resident engagement to fulfill its potential.***

Residents described both appreciation and concern. Many spoke of the stability and security that GHA housing provides, emphasizing that it offers a foundation they could not find elsewhere. Seniors at Sunshine Park highlighted the peace and accessibility of their community, while Oak Park residents valued the convenience of location and long-standing neighborliness. Families pointed to visible redevelopment projects as a sign that GHA is moving forward. At the same time, residents raised persistent concerns. Oak Park seniors worried about unauthorized individuals entering their building and missed social programs

Community Context & Baseline Data

that once fostered connection. Sunshine Park residents cited recurring plumbing issues and social isolation. Families in Eastwood Meadows and Pine Meadows spoke of shootings, vandalism, poor lighting, and pest control problems. Parents across Pine Meadows, Lake Terrace, and Caroline Manor stressed the lack of youth programming, tutoring, and safe play spaces. Residents in Duval Heights, Lincoln Estates, and Springhill described the mismatch between “affordable” rents at 70 percent of AMI and the realities of incomes closer to 30 percent, linking this to declining school enrollment. Across all properties, residents consistently said they often learned about opportunities too late to participate, and many expressed aspirations for homeownership, requesting counseling and down payment assistance.

Nearly three-quarters of surveyed respondents agreed that GHA’s mission reflects community needs, and a majority believed the agency is expanding affordable housing. However, communication ranked lowest among agency functions: about one-third of respondents rated GHA neutral or dissatisfied in how clearly and regularly it communicates. Affordable housing, homeownership opportunities, senior housing, and family-sized units were identified as the most pressing housing needs. Collaboration, integrity, and equity were rated as the most important values for GHA’s future. Overall satisfaction was muted, with most respondents rating GHA’s community impact as “neutral” or “slightly satisfied,” underscoring both recognition of progress and a desire for more transparency and responsiveness.

Staff and leadership highlighted accomplishments while acknowledging gaps. Staff expressed pride in GHA’s redevelopment work and the opening of the ELITE Training Center, which they viewed as proof of the agency’s ability to innovate and expand beyond traditional housing. They also underscored the shift from a “housing authority” focused mainly on compliance to a broader “housing agency” that convenes partners and fosters opportunity. At the same time, they acknowledged the need for standardized operating procedures, stronger data systems, and better communication across departments. Leadership reinforced the importance of prioritization to avoid spreading resources too thin, while affirming confidence in staff dedication and resident resilience.

Partners and stakeholders described GHA as a connector and convener. Nonprofits noted the agency’s ability to reach residents who might otherwise remain disconnected from services. Choice Neighborhood partners pointed to the trust built through earlier planning and stressed the importance of sustaining it by empowering residents in leadership roles. The CRA and civic leaders credited GHA with aligning redevelopment efforts to broader city goals, while also encouraging deeper integration with land use and infrastructure planning. The Early Learning Coalition and the School District highlighted the significance of on-site educational and family supports, commending GHA for opening the door to such partnerships while urging greater consistency. Philanthropic partners expressed interest in supporting GHA’s initiatives, noting the potential for greater investment if the agency continues to define and communicate its role as a convener and storyteller.

Community Context & Baseline Data

Elected officials recognized GHA's credibility and visible progress. They described the agency as an essential partner in advancing zoning reform, workforce housing, and homelessness strategies. Officials also identified areas needing improvement, particularly communication with the public and clearer articulation of GHA's broader role in the housing and community development ecosystem. They emphasized the importance of accountability to residents and alignment with city and county priorities, while encouraging GHA to continue building trust and expanding its leadership role in policy and program delivery.

Current Position

Taken together, the data, policy environment, and engagement input reveal an agency that has made measurable progress but faces urgent challenges.

Strengths: GHA is led by a stable, trusted leadership team and a dedicated staff. It has delivered tangible accomplishments like the Woodland redevelopment and the ELITE Training Center. Its role as a convener has grown, enabling nonprofits and partners to reach residents more effectively. Survey respondents largely affirmed GHA's mission alignment, reinforcing its credibility.

Challenges: Communications and marketing remain underdeveloped. Residents consistently identified delayed maintenance and weak communication as key frustrations. Survey data confirmed communication as the lowest-rated function and showed muted satisfaction with overall impact. Internal systems such as SOPs, data infrastructure, and lease enforcement need strengthening. Leadership acknowledged the risk of overextension without sharper prioritization.

Opportunities: Federal flexibility through HUD programs such as Moving to Work (MTW) and Rental Assistance Demonstration (RAD) provide space for creative approaches to portfolio management and rent reform. Residents and survey respondents alike highlighted family-sized housing, homeownership, and youth/senior programming as priorities. Partnerships with schools, healthcare providers, and civic organizations can be expanded. Equity-focused initiatives are supported by HUD's Affirmatively Furthering Fair Housing (AFFH) requirements, positioning GHA to lead in dismantling systemic barriers.

Risks: Rising rents, aging infrastructure, funding volatility, and safety concerns threaten progress. Reputational risk persists if GHA's scope and contributions remain misunderstood. Political hurdles such as zoning and regulatory red tape remain, while economic pressures like construction costs and land scarcity intensify challenges. Social barriers, including benefit cliffs and intergenerational reliance on housing, continue to limit mobility. At the same time, technological innovations in data management and communications offer new opportunities to strengthen transparency and performance.

Community Context & Baseline Data

A Look Ahead

This baseline confirms that GHA is stronger and more capable than it was five years ago, but it must address enduring challenges to realize its potential. The 2020–2025 plan delivered real gains but left gaps in communication, transparency, and engagement. Residents and stakeholders have been candid about their frustrations and aspirations. Staff and leadership acknowledged the need for sharper focus and stronger systems. Survey results confirmed both progress and shortcomings. Elected officials and partners encouraged GHA to expand its role as convener and policy leader. HUD’s policy frameworks — from advancing fair housing to expanding mobility and repositioning portfolios — demand that housing authorities address equity, innovation, and accountability.

The Strategic Framework that follows builds directly on this foundation, aligning mission, vision, values, and four integrated pillars to guide GHA’s work through 2030.



“[We’re working on] redeveloping those sites (Lake Terrace & Pine Meadows) into mixed income housing, but doing it in context of a larger neighborhood plan.”
-Jul 30th Choice Neighborhood



Mission, Vision, and Values



Mission, Vision, and Values

A strategic plan is more than a set of goals—it is a statement of identity and purpose. At the heart of this identity are the mission, vision, and values, which together answer three fundamental questions:

- **Why does GHA exist?** (Mission)
- **What future is GHA working to create?** (Vision)
- **What principles guide its decisions and actions?** (Values)

For GHA, refreshing these elements was critical. The last five years reshaped the agency’s role and reputation: from stabilizing operations and building internal systems to becoming a convener of partners and a leader in housing innovation. Residents, staff, board members, and community leaders emphasized during the 2025 engagement process that GHA’s guiding statements must reflect this evolution. They must also speak in a way that is accessible to residents, inspiring to staff and board, and credible to partners and funders.

The updated mission, vision, and values are the result of this collaborative process. They retain GHA’s long-standing commitment to housing and self-sufficiency but broaden the frame to emphasize neighborhood well-being, economic mobility, equity, and leadership through service.

Mission, Vision, Values – Old vs. New

Element	2020–2025 (Previous)	2025–2030 (Updated)
Mission	“GHA is an innovative, performance-driven, customer-focused business; advocating for and developing quality affordable housing and self-sufficiency opportunities.”	“GHA strengthens neighborhoods where everyone can thrive by developing and sustaining quality, affordable homes and expanding economic mobility through strategic partnerships.”
Vision	“GHA will be the leader in developing affordable housing while promoting self-sufficiency and improving the quality of life for members of the community.”	“GHA is a multifaceted leader in affordable housing and community development, recognized for innovation, resilience, and impact.”
Values	Integrity, Collaboration, Performance, Customer-Centric	Integrity, Collaboration, Equity, Innovation, Service Leadership



GAINESVILLE
Housing Authority
Where Housing Matters

Mission

2025–2030 Mission

GHA strengthens neighborhoods where everyone can thrive by developing and sustaining quality, affordable homes and expanding economic mobility through strategic partnerships.

The updated mission shifts from a business-oriented frame to a community-centered frame. Where the old mission emphasized performance and customers, the new mission emphasizes neighborhoods, opportunity, and partnerships. It recognizes that affordable housing is not an end in itself—it is the foundation for thriving families and stable communities. It also acknowledges that GHA does not work alone: partnerships with schools, employers, nonprofits, and civic institutions are essential to expanding opportunity.

Vision

2025–2030 Vision

GHA is a multifaceted leader in affordable housing and community development, recognized for innovation, resilience, and impact.

The new vision is shorter, more active, and more ambitious. By stating “GHA is,” the vision reflects the confidence that the agency is already leading today. By describing GHA as a multifaceted leader, it signals that the agency’s role now extends beyond housing units to include community development, partnerships, and innovation. This vision provides a bold aspiration: not only to provide housing but to shape the systems and partnerships that make neighborhoods stronger and residents more resilient.

Values

2025–2030 Values

- **Integrity** – Acting with honesty, fairness, and accountability.
- **Collaboration** – Convening residents, participants, partners, and stakeholders, and listening to their voices to achieve shared goals.
- **Equity** – Committing to inclusive practices that expand access and opportunity for all we serve.
- **Innovation** – Embracing creativity, technology, and data-driven solutions to improve housing and services.
- **Service Leadership** – Leading by serving others, fostering dignity, empowerment, and growth for residents, participants, and the broader community.

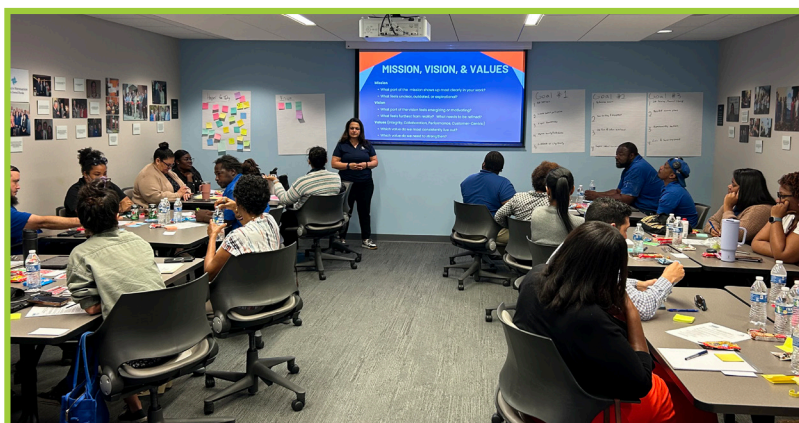


Mission, Vision, and Values

The values were streamlined and reframed to make them clear, memorable, and actionable. Replacing “Customer-Centric” with Service Leadership grounds GHA’s culture in the principle of serving first, then leading by example. Adding Equity reflects the organization’s commitment to inclusive practices and fair access, while Innovation underscores the willingness to test new approaches. Together, these values establish a framework for both daily interactions and long-term decision-making.

The updated mission, vision, and values represent more than a language refresh. They embody GHA’s evolution from stabilizing operations to leading community change. They reflect the voices of residents who asked for dignity and opportunity, staff who called for service leadership, and partners who recognized GHA as a convener. They give clarity to who GHA is today and what it strives to become over the next five years.

As the plan moves into its Strategic Framework, these guiding statements will anchor every goal, objective, and initiative. They remind all stakeholders that housing is the starting point—but thriving communities, equity, and opportunity are the destination.



“A lot of us came from nothing... you got to interact with the people to let them know you can move up.”-Staff Retreat



Strategic Framework



Strategic Framework

Introduction

The Gainesville Housing Authority's 2025–2030 Strategic Framework is designed to move the organization from stabilization to leadership. Building on the foundation laid by the 2020–2025 plan, this framework integrates housing development, resident opportunity, organizational excellence, and community leadership into a cohesive, actionable roadmap.

The framework is structured around four strategic pillars. These pillars replace the seven goals of the prior plan, consolidating priorities into broad, interconnected areas of focus. Each pillar is anchored by a clear goal, supported by measurable objectives and activities. Together, they represent GHA's evolution from an organization focused primarily on housing delivery to one that acts as a community development agency and convener of partnerships.

The pillars also reflect what GHA heard through engagement with residents, staff, stakeholders, and elected officials: the need for more housing, greater pathways to economic mobility, stronger internal systems, and clearer leadership in the community. The framework ensures that GHA's work is ambitious yet achievable, with metrics that will hold the agency accountable to the people it serves.

Overview of the Four Pillars

PILLAR 1: Housing & Development

Goal: Expand and diversify GHA's housing portfolio while ensuring quality and sustainability.

This pillar focuses on increasing the supply of affordable housing and modernizing GHA's existing assets. It calls for delivering at least 600 new housing opportunities by 2030, redeveloping and preserving key properties, piloting innovative models such as voucher-to-homeownership and modular construction, and serving as a convener for multi-sector redevelopment initiatives. The aim is to both grow and strengthen the housing portfolio and ensure that it remains safe, resilient, and responsive to community needs.

Strategic Framework

PILLAR 2: Resident Economic Mobility

Goal: Support pathways from stability to independence (“In → Up → Out”).

This pillar addresses the need to link housing with opportunity. It establishes standardized intake and tracking systems, expands participation in workforce, education, and entrepreneurship programs, and creates stronger pathways to homeownership. It also shifts service delivery toward partnerships while strengthening resident leadership through councils and training. The intent is to help residents move beyond stability to long-term independence, ensuring housing is a platform for growth rather than a ceiling.

PILLAR 3: Organizational Excellence & Capacity

Goal: Strengthen systems, workforce, governance, and culture.

This pillar ensures that GHA has the internal capacity to deliver on its mission. It emphasizes integrating systems and technology, developing leadership pipelines and succession planning, maintaining compliance, and achieving High Performer status. It also prioritizes diversifying revenue, improving maintenance responsiveness, and expanding communication with staff, residents, and partners. By focusing on organizational excellence, GHA will sustain credibility, efficiency, and resilience in the face of change.

PILLAR 4: Community Leadership & Partnerships

Goal: Position GHA as a convener and catalyst for housing and community well-being.

This pillar reflects GHA's growing role as a leader and collaborator in the broader community. It includes building and formalizing partnerships with city, county, educational, and nonprofit partners; re-establishing the Resident Advisory Board; hosting housing and community summits; and expanding Choice-like initiatives beyond Gainesville into regional and rural areas. The aim is to strengthen GHA's identity as not just a housing provider, but a regional leader in community development and equity.

Together, these four pillars provide an integrated roadmap for 2025–2030. They ensure that GHA is not only delivering affordable housing but also creating pathways for residents, building a stronger organization, and serving as a catalyst for community progress. Each pillar is further broken down into specific objectives, activities, and metrics that make this framework actionable and measurable.

Goal 1: Expand and diversify GHA's housing portfolio while ensuring quality and sustainability.



Strategic Framework

Housing & Development

Goal 1

Expand and diversify GHA's housing portfolio while ensuring quality and sustainability.

Housing & Development Objective 1.1

Deliver at least 600 new housing opportunities by 2030

Activities:

- Advance East University Corridor redevelopment, completing phasing plans and coordinating with development partners.
- Expand the Gainesville Housing Development & Management Corporation (GHDMC) to at least 100 units through acquisition, development, and management.
- Pursue management agreements with city- and nonprofit-owned properties to stabilize operations and expand services.
- Secure land for future development through First Right of Refusal, land-banking, and acquisitions aligned with LIHTC and other financing.
- Maintain and expand landlord participation in the Housing Choice Voucher (HCV) program through incentives and technical support
- Advocate for affordable housing ordinances and local funding streams to sustain long-term growth.

Metrics:

- 600 units delivered by 2030.
- 100 GHDMC units added by 2028.
- Vacancy loss sustained at $\leq 5\%$ annually.

Housing & Development Objective 1.2

Redevelop, modernize, and preserve priority properties.

Activities:

- Redevelop Oak Park, Pine Meadows, and Lake Terrace with qualified developers.
- Modernize Caroline Manor and Forest Pines through system upgrades and interior improvements.
- Preserve Sunshine Park and Eastwood Meadows as strong-performing assets.
- Enhance safety/security with new lighting, cameras, visitor systems, and fire management improvements.
- Develop property-level asset management strategies, including financial pro formas, resilience assessments, and resident engagement.

Strategic Framework

Metrics:

- ≥ 5 properties redeveloped/modernized by 2030.
- All redeveloped/modernized properties achieve NSPIRE inspection scores $\geq 80\%$.
- Resident safety satisfaction improves by 20% following redevelopment.
- $\geq 80\%$ of participants report satisfaction with housing quality/affordability.

Housing & Development Objective 1.3

Pilot housing innovations to expand affordability and ownership.

Activities:

- Expand a voucher-to-homeownership program allowing HCVs to be applied toward mortgage payments.
- Develop mixed-income, mixed-tenure communities to reduce concentrated poverty.
- Pilot modular and other innovative housing models to test scalable, sustainable construction.
- Establish joint ventures with Community Land Trusts (CLTs) for permanent affordability.
- Repurpose underutilized schools or public land for affordable housing in partnership with city, county, and schools.
- Conduct feasibility studies to expand Choice principles into rural areas where housing needs are high.

Metrics:

- ≥ 1 housing innovation pilots launched by 2030.
- ≥ 20 voucher-to-homeownership conversions by 2030.
- ≥ 1 Choice-inspired rural housing initiatives launched by 2030.

"[The resident's] purpose is to get in, up and out and become self-sufficient. My job then is to connect them with client services... and that's how they start building and being a bridge... to become self-sufficient"-Staff Retreat

Strategic Framework

Housing & Development Objective 1.4

Serve as a convener for multi-sector redevelopment initiatives.

Activities:

- Establish a Partnership Council of city, county, education, nonprofit, and business leaders.
- Host an annual redevelopment convening to align stakeholders on shared outcomes.
- Publish an annual Redevelopment Progress Report documenting progress and partner contributions.

Metrics:

- ≥ 1 redevelopment convening annually by 2026.
- ≥ 7 partner organizations engaged by 2027.
- ≥ 1 annual progress report published beginning 2027.

Resident Economic Mobility

Goal 2

Support pathways from stability to independence ("In → Up → Out")

Resident Economic Mobility Objective 2.1

Implement standardized intake and tracking.

Activities:

- Develop intake assessments capturing income, employment, education, and entrepreneurship interests.
- Track all program participants annually through recertification.
- Integrate mobility data into Choice systems to connect housing outcomes to economic mobility.

Metrics:

- 100% of residents complete intake by 2026.
- 100% of participants are tracked annually.
- Annual Client Mobility Report published starting 2026.

Strategic Framework

Resident Economic Mobility Objective 2.2

Expand participation in workforce, education, and entrepreneurship programs.

Activities:

- Formalize partnerships with Santa Fe, UF TRIO, CareerSource, Early Learning Coalition, Children's Trust, financial institutions, and healthcare providers.
- Implement early action projects such as the East University Avenue Market Space and Urban Farm.
- Incentivize participation with stipends, rewards, and GHA Bucks.
- Reinstate resident action plans and civic engagement opportunities.
- Support youth violence prevention initiatives by partnering with after-school and mentoring programs.
- Apply for HUD, state, philanthropic, and private funding to expand mobility programs.
- Embed training and entrepreneurship opportunities within redevelopment projects.
- Offer programs during the evenings, weekends, and virtually to maximize access.

Metrics:

- Participation increases 20% annually through 2030.
- ≥ 20 % residents complete job training/education each year.
- ≥ 20 % report satisfaction with accessibility.

Resident Economic Mobility Objective 2.3:

Increase pathways to homeownership.

Activities:

- Identify near-market renters for targeted counseling and preparation.
- Partner with MHCC and City for down-payment assistance and credit counseling.
- Designate ownership units within redevelopment phases.
- Collaborate with banks, counselors, and realtors to expand financing access

Metrics:

- 5–10% of participants transition out of the GHA program by 2030.
- ≥ 5% of participants complete financial counseling each year.
- ≥ 90 % sustain ownership ≥ 5 years.

Strategic Framework

Resident Economic Mobility Objective 2.4:

Shift service delivery to partners while GHA convenes and monitors.

Activities:

- Define GHA-delivered vs. partner-delivered services.
- Host quarterly convenings with service partners.
- Include performance requirements in 100% of MOUs.
- Monitor outcomes and publish annual reports.

Metrics:

- 4 partner convenings annually starting 2026.
- 100% of MOUs include performance metrics by 2027.
- Annual Client Services Outcomes Report published beginning 2027.

Resident Economic Mobility Objective 2.5

Expand resident leadership.

Activities:

- Establish at least 3 resident leadership councils by 2028
- Provide leadership training and connect leaders to agency-wide planning and the RAB.

Metrics:

- ≥ 3 councils established by 2028.
- ≥ 15 residents trained annually.
- ≥ 10 % of leaders engaged in agency planning.

“We’re not just building to build something today, but we’re building for something for the future, because we’re giving skills out.”-Aug 16 Board Workshop

Strategic Framework

Organizational Excellence & Capacity

Goal 3

Strengthen systems, workforce, governance, and culture

Organizational Excellence & Capacity Objective 3.1

Integrate systems, SOPs, technology, and legal/policy alignment.

Activities:

- Finalize SOPs and align updates with audit requirements.
- Upgrade property management and financial systems; integrate with workflow platforms.
- Pilot AI applications for SOPs, triage, and data analysis.
- Conduct annual legal and policy reviews for HUD compliance.
- Create cost-allocation and policy firewalls between HUD and GHDMC.

Metrics:

- 100% SOPs catalogued by 2027.
- Zero HUD findings annually.
- Monthly financials produced by the 5th business day.

Organizational Excellence & Capacity Objective 3.2:

Develop leadership pipelines and succession planning (staff, CEO, Board).

Activities:

- Establish staff leadership development tracks and mentoring.
- Create succession templates across all departments.
- Launch internship and job placement programs with UF and Santa Fe.
- Deliver commissioner onboarding and Board education sessions.
- Launch a commissioner ambassador program.
- Adopt a structured Board Training Series focused on affordable housing, governance, and advocacy.
- Develop and adopt an Annual Board Advocacy Agenda to guide commissioner engagement in policy and community leadership.

Metrics:

- Succession plans in 100% of departments by 2028
- Each commissioner participates in ≥ 2 advocacy events.

Strategic Framework

Organizational Excellence & Capacity Objective 3.3:

Maintain compliance, achieve High Performer status, and improve maintenance responsiveness.

Activities:

- Monitor PHAS/SEMAP to sustain High Performer status.
- Increase Section 3 workforce opportunities by 10% annually.
- Strengthen a standardized work order tracking system to log, prioritize, and monitor maintenance requests.
- Provide staff training on maintenance triage and response protocols
- Expand preventive maintenance program to reduce emergency work orders
- Strengthen pest control, landscaping, and preventive maintenance.
- Publish quarterly dashboards on maintenance performance.
- Standardize lease enforcement policies and staff training.

Metrics:

- PHAS and SEMAP ≥ 90 annually.
- Section 3 participation +10% annually.
- $\geq 90\%$ of routine work orders resolved ≤ 7 days.
- Resident satisfaction improves annually.

Organizational Excellence & Capacity Objective 3.4:

Diversify revenue through nonprofit fundraising under GHDMC.

Activities:

- Develop fundraising plan.
- Launch annual giving campaigns and fundraising events.
- Engage Board members in donor outreach.

Metrics:

- Fundraising Plan adopted by 2026.
- Launch first campaign and/or event in 2026
- Engage at least 3 corporate/foundation partners annually.

"I would love for us to be that organization that people look at and say, We transformed the neighborhood. We transformed lives."-Aug 16 Board Workshop

Strategic Framework

Organizational Excellence & Capacity Objective 3.5:

Strengthen internal and external communications.

Activities:

- Develop communication protocols.
- Launch multi-channel notifications (i.e text, email, youtube, social media).
- Collect and analyze 12 months of social media and YouTube data to establish a baseline engagement rate across all platforms.
- Relaunch website with news/events hub.
- Produce quarterly newsletters, annual reports, fact sheets.
- Contract communications professionals for storytelling.
- Highlight redevelopment, GHDMC projects, and resident stories.
- Develop property-specific engagement plans.
- Launch local, state, and national campaigns.

Metrics:

- Website relaunched by 2026.
- ≥ 20 % residents report timely updates.
- ≥ 20 % staff report improved communication.
- Achieve a 10% annual increase in engagement rate across social media and YouTube.
- ≥ 20% of residents report increased awareness.



“What became clearer to me, I would say, is our need to utilize community partners, and for us to be the convener or the leader in some of these initiatives”
-Aug 16 Board Workshop

Strategic Framework

Organizational Excellence & Capacity Objective 3.6

Conduct annual priority-setting.

Activities:

- Host annual retreats.
- Document and publish annual priorities.
- Align resources accordingly.

Metrics:

- Annual retreat held beginning 2026.
- Annual priority-setting report published.

Community Leadership & Partnerships

Goal 4

Position GHA as a convener and catalyst for housing and community well-being.

Community Leadership & Partnerships Objective 4.1:

Build and formalize partnerships.

Activities:

- Execute ≥ 2 new MOUs annually with city, county, CareerSource, Early Learning Coalition, nonprofits, and health/wellness partners.
- Re-establish Resident Advisory Board (RAB).
- Develop legislative advocacy agenda.
- Secure partnerships with FHFC, FHLB, and regional banks.

Metrics:

- ≥ 2 MOUs annually starting 2026.
- RAB active by 2026.
- ≥ 15 residents trained by 2030
- $\geq 25\%$ landlords complete landlord training by 2030

Strategic Framework

Community Leadership & Partnerships Objective 4.2:

Position GHA as regional convener.

Activities:

- Host annual Gainesville Housing & Community summit.
- Require MOU partners to submit annual reports.
- Benchmark against peer agencies and adapt best practices.
- Participate in county/regional task forces.

Metrics:

- ≥ 1 summit annually beginning 2028.
- $\geq 80\%$ partner reports annually starting 2027.
- Participate in at least 2 housing task forces

Community Leadership & Partnerships Objective 4.3:

Expand Choice-like initiatives beyond Gainesville.

Activities:

- Apply Choice principles in rural/underserved areas.
- Position GHDMC as development partner in regional ventures.
- Expand youth and senior programming through nonprofit/civic partners.

Metrics:

- ≥ 2 initiatives beyond Gainesville by 2030.
- ≥ 5 youth/senior program partnerships created or sustained by 2030.





Implementation Plan



Implementation Plan

The Strategic Framework establishes ambitious goals and measurable objectives for 2025–2030. To ensure those commitments translate into action, GHA has developed an Implementation Plan. This plan provides structure, accountability, and flexibility while remaining grounded in the organization's mission, vision, and values.

The Implementation Plan aligns the work of staff, leadership, and partners through four elements:

- A five-year timeline with milestones.
- Clear departmental roles and responsibilities.
- A Strategic Plan Scorecard to track progress and performance.
- An annual review cycle to adjust priorities and resources.

By implementing this approach, GHA ensures that its work is not only visionary but also practical, measurable, and adaptive.

Five-Year Timeline and Milestones

The Implementation Plan spans 2025 through 2030. Each year will include milestones for redevelopment projects, program expansion, leadership development, and partnership-building. Annual milestones will track progress toward long-term targets such as:

- Delivering 600 new housing units.
- Redeveloping or modernizing at least five properties.
- Establishing three resident leadership councils.
- Achieving $\geq 90\%$ resolution of routine work orders within seven days.
- Hosting an annual Housing & Community Summit beginning in 2028.

The timeline ensures that progress is visible and that outcomes are built step by step across the five years.

Departmental Roles and Responsibilities

Success depends on clear accountability. GHA will use a “lead/support” structure for every objective:

- CEO – overall accountability, legislative advocacy, partnerships, and reporting to the Board.
- COO (Operations & Housing Programs) – public housing, HCV program, compliance, safety, maintenance, and resident relations.
- COO (Development & Strategy) – redevelopment, modernization, new construction, GHDMC expansion, and housing innovation pilots.
- CFO – financial reporting, audits, budgeting, risk management, and revenue diversification.
- Resident Services Director – workforce development, training center, homeownership programs, resident action plans, and resident leadership councils.
- Communications/Engagement – newsletters, website, dashboards, public transparency, and storytelling.
- Board of Commissioners – oversight, accountability, advocacy, and strategic support.

This structure ensures every objective has a clear lead while encouraging cross-departmental collaboration.



Implementation Plan

Strategic Plan Scorecard

The Strategic Plan Scorecard is the primary tool for monitoring progress. It will track both quantitative targets (units delivered, program participation, compliance metrics) and qualitative outcomes (resident satisfaction, leadership development). Updated quarterly, the scorecard will be reviewed by staff leadership and the Board, with annual results shared publicly.

Pillar 1: Housing & Development

Indicator	Target	Year(s)	Lead Responsibility	Supporting Roles
Units delivered	600 new units	2025–2030	COO (Development & Strategy)	CEO, CFO, Board, GHDMC
GHDMC portfolio growth	100 units	2025–2028	COO (Development & Strategy)	CFO, CEO
Redevelopment/modernization of Oak Park, Pine Meadows, Lake Terrace, Caroline Manor, Forest Pines	≥ 5 projects by 2030	2025–2030	COO (Development & Strategy)	COO (Operations), Resident Services, CFO
Preservation of Sunshine Park & Eastwood Meadows	Maintain assets	2025–2030	COO (Operations)	Property Managers, Compliance
Vacancy loss	≤ 5% annually	2025–2030	COO (Operations)	CFO, Housing Managers
Resident safety satisfaction	+20% after redevelopment	2027 baseline, 2030 target	COO (Operations)	Resident Services, Communications
Housing innovation pilots	≥ 1 pilot	2026–2030	COO (Development & Strategy)	Resident Services, CEO
Voucher-to-homeownership conversions	≥ 20	2026–2030	Resident Services Director	COO (Development & Strategy), CFO, lenders
Partnership Council	Active by 2026; ≥ 7 partners by 2027	2026–2027	CEO	Board, COO (Development & Strategy), Communications
Annual Redevelopment Convening	1 annually	2026–2030	CEO / COO (Development & Strategy)	Communications, Resident Services

Implementation Plan

Pillar 2: Resident Economic Mobility

Indicator	Target	Year(s)	Lead Responsibility	Supporting Roles
Residents completing intake/tracking	100%	By 2026	Resident Services Director	IT/Data, Housing Managers
Workforce/education participation	+20% annually	2025–2030	Resident Services Director	COO (Operations), Partners (Santa Fe, UF TRIO, CareerSource)
Residents completing job training/education	≥ 20% per year	2025–2030	Resident Services Director	Community Partners
Residents transitioning to homeownership	5–10%	By 2030	Resident Services Director	COO (Development & Strategy), CFO, banks, realtors
Financial counseling completions	≥ 5% per year	2025–2030	Resident Services Director	Lenders, Counselors
Shift to partner-delivered services	100% MOUs with performance metrics	By 2027	CEO	COO (Operations), Resident Services
Quarterly partner convenings	4 annually	2026–2030	CEO	COO (Operations), Communications
Resident leadership councils	≥ 3 established	By 2028	Resident Services Director	COO (Operations), Resident Engagement
Residents trained for leadership	≥ 15 annually	2026–2030	Resident Services Director	Communications, Board



Implementation Plan

Pillar 3: Organizational Excellence & Capacity

Indicator	Target	Year(s)	Lead Responsibility	Supporting Roles
SOPs completed and catalogued	100%	By 2027	COO (Operations)	COO (Development), Compliance
HUD compliance findings	0	Annual	COO (Operations)	Compliance, CEO
Routine work orders resolved ≤ 7 days	≥ 90%	2025–2030	COO (Operations)	Maintenance, Property Managers
PHAS and SEMAP scores	≥ 90	Annual	COO (Operations)	CFO, Compliance
Section 3 workforce participation	+10% annually	2025–2030	COO (Operations)	Resident Services
Succession plans in departments	100%	By 2028	CEO / HR	COOs, Department Heads
Commissioner participation in advocacy	≥ 2 events each	Annual	Board Chair / Commissioners	CEO, Communications
Fundraising plan adoption	Completed	By 2026	CFO	CEO, Board, GHDMC
Annual fundraising events/campaigns	1 per year	2026–2030	CFO	CEO, Communications
Corporate/foundation partnerships	≥ 3 annually	2026–2030	CFO	CEO, Board
Relaunched website with hub	Completed	By 2026	Communications	IT, CEO
Resident communication satisfaction	+20% improvement	By 2028	Communications	COO (Operations), Resident Services
Annual retreats and published priorities	1 annually	2026–2030	CEO	Board, COOs, CFO

Implementation Plan

Pillar 4: Community Leadership & Partnerships

Indicator	Target	Year(s)	Lead Responsibility	Supporting Roles
MOUs executed	≥ 2 annually	2026–2030	CEO	COO (Development), Resident Services
Resident Advisory Board re-established	Active	By 2026	Resident Services Director	CEO, Board
Residents trained for advisory roles	≥ 15	By 2030	Resident Services Director	COO (Operations), Communications
Landlord training completion	≥ 25%	By 2030	COO (Operations)	Communications, Resident Services
Annual Housing & Community Summit	Begin 2028	2028–2030	CEO	Board, Communications, Partners
Partner performance reporting	≥ 80% reports submitted	Annual, starting 2027	CEO	COO (Development), CFO
Regional initiatives launched	≥ 2	By 2030	CEO	COO (Development), GHDMC
Youth/senior program partnerships	≥ 5	By 2030	Resident Services Director	Nonprofit Partners, Civic Partners

Advocacy and Funding Priorities

The Strategic Implementation Framework cannot be achieved by GHA alone. Success depends on aligning the agency's work with external funding, policy, and regulatory supports at the local, state, and federal levels. Over the next five years, GHA will strengthen its role as a policy advocate and partner to ensure that Gainesville's housing system has the resources it needs to succeed.

Key priorities include securing dedicated local funding streams, such as allocations from the infrastructure surtax or contributions to a county housing trust fund; supporting ordinances that expand access, such as source-of-income protections, inclusionary zoning, and expedited permitting for affordable developments; and pursuing competitive federal and state opportunities, including HUD Choice, HOME, CDBG, FHFC, and FHLB programs.

Implementation Plan

To maintain focus and accountability, GHA will adopt an annual advocacy agenda approved by the Board. This agenda will identify priority issues, outline actions, and provide a structure for reporting progress. In doing so, GHA positions itself not only as a housing provider, but as a visible and consistent voice in shaping the policy environment for affordable housing.

GHDMC Development and Sustainability Plan

As GHA's instrumentality, the Gainesville Housing Development and Management Corporation (GHDMC) is a central tool for expanding affordable housing and strengthening organizational sustainability. Governed by the same Board of Directors, GHDMC allows the agency to pursue acquisition, rehabilitation, and new development opportunities beyond the limits of HUD's traditional programs.

Over the next five years, GHDMC will focus on building a pipeline of projects that responds to Gainesville's most pressing needs, including both affordable and workforce housing. The corporation is targeted to expand its portfolio to at least 100 units by 2028, drawing on acquisitions, redevelopment partnerships, and new construction. By leveraging tools such as LIHTC, bonds, philanthropic contributions, and private capital, GHDMC will also diversify GHA's revenue streams and strengthen its long-term financial position.

To ensure transparency, GHDMC's progress will be reported quarterly to the Board, with updates on portfolio growth, revenue performance, and alignment with city and county housing priorities. Together, GHA and GHDMC provide an integrated platform that delivers affordability today while investing in sustainability for the future.

Landlord Engagement and Incentive Strategies

The Housing Choice Voucher program depends on landlords' willingness to participate. Without property owners who are ready to accept vouchers, even well-funded programs cannot achieve their intended impact. Yet many landlords are hesitant due to concerns about inspections, paperwork, or potential risks.

To address this, GHA will implement a comprehensive strategy to recruit and retain landlords. The approach will combine financial incentives with stronger engagement and communication. Incentives will include sign-on bonuses for new landlords, mitigation funds to cover damages, and limited vacancy loss coverage to reduce financial risk. Engagement efforts will feature quarterly landlord workshops, a dedicated landlord liaison to resolve issues quickly, and streamlined paperwork processes. In addition, a Preferred Landlord recognition program will highlight partners who consistently work with the agency and provide high-quality housing.

By combining these efforts, GHA will expand the number of available units for voucher holders, improve landlord satisfaction, and strengthen long-term participation in the program. Progress will be reviewed annually, with adjustments made to ensure that landlord engagement remains effective and responsive to market conditions.

Implementation Plan

Annual Priority-Setting and Review Cycle

The Implementation Plan is designed as a living framework. Each year, GHA will:

- Convene a leadership retreat to review scorecard results and emerging conditions.
- Publish an Annual Priority Report, updating milestones, reallocating resources, and setting immediate goals.
- Align departmental work plans with annual priorities.
- Report progress to the Board and the public through newsletters, dashboards, and community updates.

This cycle ensures that the plan remains relevant, transparent, and responsive to changing community needs.

Year One Implementation Plan (October 2025- September 2026)

Purpose

The first year of the 2025–2030 Strategic Plan focuses on laying the foundation: launching core initiatives, establishing systems and scorecards, and demonstrating early wins. By the end of 2025, GHA should have clear accountability structures in place, momentum on key housing projects, and visible progress in resident services and communication.

Pillar 1: Housing & Development

Action	Lead Responsibility	Supporting Roles	Success Markers
Finalize East University Corridor redevelopment phasing plan	COO (Development & Strategy)	CEO, CFO, Board	Plan approved; development partners engaged
Launch property-level modernization assessments (Oak Park, Pine Meadows, Lake Terrace, Caroline Manor, Forest Pines)	COO (Development & Strategy)	COO (Operations), Resident Services	Assessments completed; scopes drafted
Begin land-banking strategy (identify 1–2 parcels)	COO (Development & Strategy)	CEO, Board, GHDMC	Parcels identified; negotiations underway
Establish baseline vacancy loss tracking across portfolio	COO (Operations & Housing Programs)	CFO, Property Managers	Vacancy reporting standardized

Implementation Plan

Pillar 2: Resident Economic Mobility

Action	Lead Responsibility	Supporting Roles	Success Markers
Develop standardized intake assessment (income, education, workforce, entrepreneurship)	Resident Services Director	IT/Data, COO (Operations)	Tool designed, piloted at 1 site
Launch tracking system for program participation	Resident Services Director	Compliance, IT	System live; ≥ 25% residents onboarded
Formalize MOUs with Santa Fe College & CareerSource for workforce programs	Resident Services Director	CEO	MOUs signed; ≥ 50 residents referred
Relaunch Resident Action Plans (individualized mobility goals)	Resident Services Director	Resident Engagement	≥ 50 plans created by year end

Pillar 3: Organizational Excellence & Capacity

Action	Lead Responsibility	Supporting Roles	Success Markers
Catalog 25% of SOPs and identify gaps	COO (Operations & Housing Programs)	Compliance Officer	25% of SOPs catalogued
Prepare for PHAS/SEMAP review with baseline audit	COO (Operations & Housing Programs)	CFO, Compliance	≥ 85% baseline scores achieved
Develop strategic communications protocol and train staff	Communications/Engagement	CEO, COO (Operations)	Protocol approved; staff trained
Hold at least two staff retreats for alignment and training	CEO	HR, Board Chair	2 retreats completed

Implementation Plan

Pillar 4: Community Leadership & Partnerships

Action	Lead Responsibility	Supporting Roles	Success Markers
Re-establish Resident Advisory Board and hold first meeting	Resident Services Director	COO (Operations), CEO	RAB active; 1 meeting held
Execute at least two new MOUs with city, county, or nonprofit partners	CEO	Board, Partnerships Manager	MOUs signed; include metrics
Develop framework for Housing & Community Summit	CEO	COO (Development), Communications	Framework approved by Board
Create standardized partner reporting template for MOUs	CEO	COO (Development), Compliance	Template finalized and distributed

Year One Deliverables (By End of September 2026)

- Redevelopment phasing plan approved.
- Modernization scopes drafted for three properties.
- At least one parcel identified through land-banking.
- Vacancy tracking standardized across all properties.
- Intake and tracking system piloted with 25% residents onboarded.
- Resident Action Plans relaunched for at least 50 households.
- MOUs formalized with Santa Fe College and CareerSource.
- Resident Advisory Board re-established and active.
- 25% of SOPs catalogued and standardized.
- PHAS/SEMAP baseline audit completed with $\geq 85\%$ scores.
- Strategic communications protocol approved and implemented.
- Two staff retreats completed.
- Annual Priority Report completed and presented to Board and residents.



Communications and Accountability



Communications and Accountability

Communications and Accountability

Clear communication and consistent accountability are essential to ensure that the Strategic Plan becomes more than a document. GHA is committed to embedding this plan into daily operations, organizational culture, and external relationships. This section outlines how the agency will roll out the plan with staff, stakeholders, and elected officials; maintain Board oversight; ensure public transparency; and strengthen resident leadership.

Internal Rollout with Staff

Implementation begins with staff at every level. From property managers to resident services coordinators to administrative staff, employees will translate organizational goals into daily work.

- **Staff Orientation** – All employees will attend orientation sessions introducing the mission, vision, values, and four pillars.
- **Departmental Retreats** – Each division will conduct retreats to break down objectives into departmental workplans.
- **Leadership Development** – Supervisors and mid-level managers will receive training in service leadership, accountability, and cross-department collaboration.
- **Integration into Performance** – Scorecard indicators will be embedded into annual performance reviews to reinforce alignment with agency goals.

Sample Employee Workplan (Maintenance Technician, Year One)

Objective	Task	Frequency	Alignment
Improve work order responsiveness	Log and address assigned work orders within 48 hours	Ongoing	Pillar 3: Organizational Excellence
Support preventive maintenance	Conduct quarterly inspections of plumbing, electrical, and HVAC systems at assigned properties	Quarterly	Pillar 3: Organizational Excellence
Enhance resident satisfaction	Provide respectful communication with residents during visits and document concerns beyond work order scope	Ongoing	Pillar 4: Community Leadership
Safety and security	Participate in installation/inspection of new lighting and cameras at redeveloped sites	As scheduled	Pillar 1: Housing & Development

Communications and Accountability

This example shows how high-level goals cascade into clear, measurable tasks for an individual employee, making the plan practical and actionable.

External Rollout with Stakeholders and Elected Officials

The Strategic Plan will also be rolled out to external audiences to build trust, alignment, and shared ownership.

- **Elected Officials** – GHA leadership will brief City and County Commissioners annually, highlighting progress and aligning the plan with local policy priorities.
- **Stakeholders and Partners** – Nonprofits, schools, faith-based organizations, and business partners will be engaged through quarterly convenings, newsletters, and joint planning efforts.
- **Community-at-Large** – Residents, landlords, and civic leaders will be introduced to the plan through a public rollout event, media outreach, and updates on the agency website.

Neighborhood-Level Communications Strategy

Because GHA's work is rooted in specific communities, communications must also be hyper-local. Residents emphasized in focus groups that they want clear, consistent, and property-specific updates. To meet this expectation, GHA will:

- **Property-Level Engagement Plans** – Develop a tailored communication and engagement plan for each property.
- **On-Site Channels** – Post newsletters, calendars, and fact sheets in community rooms, laundry facilities, and lobbies.
- **Neighborhood Meetings** – Host resident forums at properties to review progress and gather input.
- **Resident Liaisons** – Train residents as “community ambassadors” to share information peer-to-peer.
- **Localized Storytelling** – Highlight resident success stories and community improvements at the neighborhood level.

Board Oversight and Strategic Check-Ins

The GHA Board of Commissioners will ensure accountability through:

- **Quarterly Scorecard Reviews** – Progress on housing, mobility, compliance, and partnerships.
- **Annual Workshops** – Deep reviews of outcomes, risks, and priorities with staff and residents.
- **Commissioner Engagement** – Participation in at least two advocacy or partnership events per year.

Communications and Accountability

Public Transparency

To maintain trust and credibility, GHA will commit to multi-channel transparency:

- **Quarterly newsletters** highlighting progress, partnerships, and resident stories.
- **Fact sheets and annual reports** summarizing key outcomes.
- **A redesigned website with dashboards** tracking indicators such as vacancy loss, unit delivery, and maintenance response times.
- **Storytelling** to elevate resident voices alongside performance data.

Strategic Communications Roadmap

In addition to clear communication and transparency, GHA will pursue a broader communications roadmap designed to strengthen its identity and influence. This includes a brand refresh to ensure that GHA's public image reflects its mission, vision, and values; the development of advocacy messaging that supports policy and funding priorities at the local, state, and federal levels; and a focus on building statewide and national reputation as an innovative and trusted housing agency.

This roadmap will be phased in over the next five years, beginning with brand and messaging updates in Year One, followed by expanded advocacy communications and external visibility through partnerships, conferences, and storytelling. By positioning GHA as both a convener and a thought leader, the agency will strengthen its ability to attract partners, influence policy, and build public trust.

Resident Leadership and Advisory Structures

Residents remain central to accountability. Structures will include:

- A **Resident Advisory Board (RAB)** re-established in 2026.
- **Resident Leadership Councils** at three properties by 2028.
- **Leadership training** for at least 15 residents annually.
- Integration of residents into **annual retreats and Board workshops**.



*"If we can get systems in place...
we can operate more efficiently."
-Aug 16 Board Workshop*

Communications and Accountability

Year One Rolling Implementation Plan (Oct 2025 – Sept 2026)

Q1 (Oct–Dec 2025) – Launch and Orientation

Activity	Audience	Lead Responsibility	Supporting Roles	Success Markers
Launch staff orientations on Strategic Plan	Staff	CEO	COOs, HR	100% staff trained by Dec 2025
Conduct departmental retreats to align objectives	Staff	Dual COOs	CFO, Resident Services Director	Retreats completed in each division
Rollout Strategic Plan at public event with elected officials and partners	Elected Officials & Stakeholders	CEO	Board, Communications	Event completed by Nov/December 2025
Publish Strategic Plan summary (mission, vision, pillars)	Stakeholders & Public	Communications	CEO	Distributed at rollout and posted online
Re-establish Resident Advisory Board (RAB)	Residents	Resident Services Director	COO (Operations), CEO	RAB active; 1 meeting held by Dec 2025
Launch first Strategic Plan newsletter	Residents & Stakeholders	Communications	Resident Services	Newsletter distributed by Dec 2025
Begin website redesign & dashboard planning	Public	Communications	IT, CEO	Vendor selected; scope approved

Communications and Accountability

Year One Rolling Implementation Plan (Oct 2025 – Sept 2026)

Q2 (Jan–Mar 2026) – Systems and Early Engagement

Activity	Audience	Lead Responsibility	Supporting Roles	Success Markers
Host 2 resident forums at community level	Residents	COO (Operations)	Property Managers, Resident Councils	Forums completed by March 2026
Launch supervisor leadership series	Staff	CEO	HR	≥ 15 supervisors trained by March 2026
Develop property-level engagement plans	Neighborhoods	COO (Operations)	Resident Services	Plans posted at all properties by March 2026
Execute ≥ 1 new MOU with key partner	Stakeholders	CEO	COO (Development), Resident Services	MOU signed with performance metrics
Provide first quarterly Scorecard update to Board	Board	CEO	CFO, COOs	Report presented at Board meeting
Publish fact sheet (baseline Scorecard indicators)	Public	Communications	CEO, COOs	Fact sheet released by March 2026

Communications and Accountability

Year One Rolling Implementation Plan (Oct 2025 – Sept 2026)

Q3 (Apr–Jun 2026) – Scaling and Resident Leadership

Activity	Audience	Lead Responsibility	Supporting Roles	Success Markers
Hold quarterly resident forums at 3 properties	Residents	COO (Operations)	Property Managers, Resident Services	Forums completed by June 2026
Launch 1 property-level resident council	Residents	Resident Services Director	COO (Operations)	Council active by June 2026
Expand newsletters with property-specific inserts	Neighborhoods	Communications	Resident Services, Property Managers	≥ 3 property inserts included
Continue supervisor leadership training	Staff	CEO	HR	≥ 10 additional supervisors trained
Provide second quarterly Scorecard update to Board	Board	CEO	CFO, COOs	Report presented at Board meeting
Relaunch website with Strategic Plan dashboard (Phase 1)	Public	Communications	IT, CEO	Dashboard live by June 2026

Communications and Accountability

Year One Rolling Implementation Plan (Oct 2025 – Sept 2026)

Q4 (Jul–Sept 2026) – Transparency and Accountability

Activity	Audience	Lead Responsibility	Supporting Roles	Success Markers
Hold resident leadership training (≥ 20 residents)	Residents	Resident Services Director	Communications	Training completed by Sept 2026
Host additional 3 resident forums across communities	Residents	COO (Operations)	Property Managers	≥ 6 forums total for the year
Execute ≥ 1 more MOU with partner	Stakeholders	CEO	COO (Development), Resident Services	At least 2 MOUs signed in FY 2025–26
Provide third and fourth quarterly Scorecard updates to Board	Board	CEO	CFO, COOs	Reports delivered at Board meetings
Host Annual Strategic Plan Community Forum	Public	CEO	Board, Communications	Forum completed by Sept 2026; ≥ 100 participants
Publish Annual Progress Report (Year One)	Public	CEO	Communications	Report distributed Sept 2026

Communications and Accountability

Year One Deliverables (By Sept 2026)

- Staff fully oriented; departmental workplans aligned with Strategic Plan.
- Resident Advisory Board re-established and active.
- ≥ 2 neighborhood forums hosted across multiple communities.
- ≥ 20 residents trained in leadership roles.
- 2 MOUs executed with key partners, including metrics.
- Quarterly newsletters and fact sheets consistently distributed.
- Website relaunched with live dashboard (Phase 1).
- Strategic Plan rollout event held with elected officials and stakeholders.
- Quarterly Board Scorecard reviews institutionalized.
- Annual Strategic Plan Community Forum held; Annual Progress Report published.

*"If you have a strong staff, they'll
make sure that the partnerships
are strong" -Aug 16 Board
Workshop*



Conclusion



Conclusion

Summary of GHA's Strategic Direction

The Gainesville Housing Authority's 2025–2030 Strategic Plan sets a clear direction for the years ahead. Guided by four integrated pillars — Housing & Development, Resident Economic Mobility, Organizational Excellence & Capacity, and Community Leadership & Partnerships — this plan establishes a roadmap to expand affordable housing, strengthen neighborhoods, support resident opportunity, and position GHA as a catalyst for community progress.

Unlike prior plans that addressed goals in silos, this framework unifies GHA's housing mission with broader priorities around mobility, equity, and leadership. It recognizes that housing is not an end in itself but a platform for families to thrive, for residents to build independence, and for neighborhoods to prosper.

Commitment to Innovation, Equity, and Community Impact

At the heart of this plan is GHA's commitment to innovation, equity, and measurable community impact. Innovation will guide how the agency approaches housing development, service delivery, and organizational systems, leveraging new tools, models, and partnerships. Equity will anchor every decision, ensuring that historically underserved communities have access to safe housing, quality services, and opportunities for advancement. Impact will be measured through a transparent scorecard, quarterly reporting, and annual reviews, holding the organization accountable to residents, stakeholders, and the public.

This commitment reflects GHA's evolution into more than a housing authority. It is now a housing and community development agency — one that builds, convenes, and leads.

Call to Action for Partners, Stakeholders, and Residents

The success of this plan depends on collective action. GHA cannot achieve these goals alone. The agency calls on:

- **Partners** — to bring expertise, resources, and services that complement housing with opportunity.
- **Stakeholders and Elected Officials** — to align policy, funding, and advocacy with the shared priority of equitable housing and thriving neighborhoods.
- **Residents** — to engage as leaders, advisors, and advocates, ensuring the plan reflects lived experience and builds pathways for independence.

Together, these voices will transform this plan from a document into a living framework — one that delivers real homes, real opportunity, and real change.

This is GHA's commitment for 2025–2030: to strengthen neighborhoods where everyone can thrive, expand opportunity for residents, and serve as a trusted leader in building equity and community well-being. The path ahead will require partnership, perseverance, and vision. With this plan as a guide, GHA is ready to lead.

Conclusion

Sustainability & Next Steps

The Gainesville Housing Authority's ability to carry this framework forward will depend on sustaining financial strength, ensuring accountability, and deepening engagement with partners and residents. GHA is committed to making this plan a living roadmap — one that adapts, grows, and delivers impact over the next five years.

Financial and Organizational Sustainability

- Expand GHDMC's portfolio to diversify revenue and reduce reliance on federal subsidies
- Leverage LIHTC, bonds, private, and philanthropic resources to support development and innovation
- Build unrestricted reserves to strengthen resilience and long-term flexibility

Implementation and Accountability

- Launch Year One Implementation Plan with clear departmental roles and responsibilities
- Monitor progress through quarterly scorecards, annual Board reviews, and public reporting
- Use annual priority-setting to adjust strategies and resources as conditions change

Partnerships and Advocacy

- Work with City and County to advance dedicated housing resources and supportive ordinances
- Formalize at least two new MOUs each year with partners in education, workforce, and health
- Build statewide and national reputation through brand refresh, advocacy messaging, and thought leadership

Resident and Community Engagement

- Re-establish Resident Advisory Board (RAB) by 2026
- Launch at least three Resident Leadership Councils by 2028
- Implement property-level engagement plans to ensure resident voice shapes implementation



By balancing financial resilience, transparent accountability, strong partnerships, and active resident leadership, GHA will ensure that the Strategic Implementation Framework is both ambitious and achievable. These next steps will transform the plan from vision into action — strengthening neighborhoods, expanding opportunity, and positioning GHA as a trusted leader in housing and community development.



Appendix A Engagement Summary



Engagement Summary

Purpose

This summary reflects engagement activities conducted to date for the Gainesville Housing Authority's (GHA) 2025–2030 Strategic Plan. It integrates input from residents, partners, stakeholders, board and staff leadership, and internal team members.

Engagement Process Overview

From **July – September, 2025**, LM Genuine Solutions (LMGS) led a multi-layered engagement process to ensure that the plan is grounded in the perspectives of those who live, work, and collaborate with GHA. This process included:

Resident Focus Groups (In-Person)

Five sessions across Duval Heights, Lincoln Estates, Springhill, Oak Park, Eastwood Meadows, Pine Meadows, Lake Terrace, Caroline Manor, and Sunshine Park.

Stakeholder Focus Groups (Virtual)

- Nonprofit service providers
- Housing and civic leaders
- Choice Neighborhood Planning partners

Community Survey

Distributed to residents, partners, and community stakeholders, yielding 50 responses with both quantitative rankings and open-ended feedback.

Staff Engagement

- In-person **Staff Retreat** (July 7) for all on-site employees.
- **Virtual Staff Retreat** (July 24) for remote and off-site employees.

Leadership Engagement

- One-on-one interviews with the CEO, both COOs, CFO, and Board Chair and Vice Chair.
- In-person Leadership Retreat (July 31) with approximately 10 participants, including department heads and senior leaders.
- Virtual Leadership Workshops (September 5 & 15)

GHA Board Engagement

- In Person Board Workshops on August 16th and September 23rd

City & County Commission Engagement

- One-on-one interviews with elected officials including:
 - County Commissioners
 - Mayor and City Commissioners

Housing & Civic Partners

- Virtual meetings with members of:
 - City of Gainesville Community Reinvestment Area
 - Community Foundation of North Central Florida
 - Children's Trust of Alachua County
 - National Housing Development Corporation
 - Gainesville Chamber of Commerce
 - Alachua County Community Stabilization Program
 - Alachua County Housing Program
 - City of Gainesville Department of Sustainable Development
 - Santa Fe College

Engagement Summary

Cross-Cutting Themes

Safety and Security

- Consistent top concern in resident focus groups: lighting, trespassing, vandalism, and need for better visitor management.
- Survey respondents emphasized improved lighting and visible security as high-impact changes.
- Partners stressed aligning with neighborhood policing and community-based safety strategies.

Maintenance and Physical Environment

- Calls for faster completion of work orders, better repair quality, pest control, and preventive maintenance.
- Some properties noted landscaping and common space upkeep as priorities for quality of life.

Communication and Trust

- Residents want timely, multi-channel updates about programs, policy changes, and maintenance schedules.
- Staff and leadership highlighted the need for stronger interdepartmental communication to avoid “silos.”
- Partners requested earlier and clearer coordination to maximize joint program reach.

Community Engagement and Programming

- Strong desire for youth programs, senior activities, and more community events.
- Support for formalizing resident leadership roles at each property.
- Survey open comments reflected a wish for more skill-building and training opportunities.

Partnerships and Service Access

- Recognition of GHA's role in convening partners and bringing services on-site.
- Opportunities identified in transportation, childcare, health/wellness, and workforce readiness.

Mission, Vision, and Role

- Stakeholders suggested updating the mission language to reflect GHA's current community connector role.
- Leadership interviews reinforced GHA's potential to be seen not just as a housing authority, but as a comprehensive community development agency.

Survey Highlights

- **Mission Alignment:** 70% agreed GHA's mission reflects community housing needs.
- **Top Five Priorities:** Affordable housing development, homeownership programs, youth/family support, increasing income, improving communication/transparency.
- **Barriers:** Program awareness, transportation access, policy and eligibility rules, “benefits cliff.”



Appendix B Focus Group Summaries and Thematic Highlights



Focus Group Summaries & Thematic Highlights

GHA Focus Group Key Themes

As part of its 2025–2030 Strategic Planning process, the Gainesville Housing Authority (GHA) partnered with LM Genuine Solutions (LMGS) to facilitate in-person focus groups with residents from across its communities, including Sunshine Park, Eastwood, Pine Meadows, Lake Terrace, Caroline Manor, Oak Park, Duval Heights, Lincoln Estates, and Springhill. These sessions were designed as open, candid conversations—not scripted meetings—where residents could share their lived experiences, challenges, and hopes for the future.

By bringing together voices from across so many neighborhoods, the focus groups offered a clear picture of what residents value most and where change is needed. Participants spoke about housing quality, accessibility, services, and the broader sense of community connection. The themes that follow reflect those discussions and will help shape GHA's priorities for the next five years.

Sunshine Park

Residents at Sunshine Park expressed both gratitude and concern about their community. On the one hand, they emphasized the comfort, safety, and sense of stability they enjoy; on the other, they spoke candidly about maintenance frustrations, social isolation, communication gaps, and the challenges of aging in place. Their reflections illustrated both what they value most and where attention is needed to ensure long-term well-being.

A major theme was the importance of preserving a sense of safety and stability for aging residents. Participants appreciated the peace and quiet of their surroundings, the functional and accessible features in their homes (such as walk-in showers), and the convenience of being near stores and services. Many described the ability to sit outside without fear, manage daily routines independently, and rely on neighbors or GHA staff for occasional support as central to their sense of belonging. Still, they noted that these conditions must be maintained and strengthened as residents continue to age and face new health limitations.

At the same time, recurring maintenance issues were a source of frustration. Residents described repeated plumbing problems, including one case where neighbors discovered their bathroom pipes were connected, causing backups and slow drainage. Even after multiple maintenance responses, the problem kept returning, forcing one resident to create his own workaround to avoid further disruptions.

Programming and activities were another strong area of discussion. While existing options such as bingo, off-site wellness programs, and holiday events were seen as positive touchpoints, participation was uneven and communication about them was limited. Residents said they wanted greater consistency and variety in opportunities that catered to seniors' interests and schedules. They specifically suggested:

- Expanding wellness programming
- Offering casual social gatherings with light refreshments
- Reviving the community gardening initiative, with staff or volunteer help for supplies and upkeep

Focus Group Summaries & Thematic Highlights

The gardening program in particular was remembered fondly, though residents were uncertain whether it would continue. Many expressed hope it could be restored as a regular feature of community life.

However, residents also pointed out that challenges with communication and outreach often limited participation. Word-of-mouth alone was insufficient, and some residents missed events because they did not hear about them in time. Suggestions to improve communication included flyers, door-to-door reminders, or a printed monthly calendar developed with resident input. Many agreed that starting with just one event per month and gradually building momentum would be a practical and effective approach.

Another theme centered on social isolation, emotional health, and rebuilding purpose. Some residents described withdrawing from community life due to limited trust, unfamiliarity with neighbors, or the psychological toll of aging. One resident explained they often stayed inside, contrasting their current isolation with the stronger connections they had in their previous city. At the same time, others emphasized the importance of music, service, and recognition—such as birthday acknowledgments, gospel singing, or opportunities for meaningful work—as supports that helped them maintain mental sharpness and spiritual peace. Residents noted that while they knew engaging would benefit their health, the emotional hurdle of “getting in the right mindset” sometimes kept them from participating.

Other concerns highlighted by residents included:

- Pet-related disruptions, with fears about large, unrestrained dogs barking at residents outdoors. This not only discouraged the use of outdoor spaces but also created a sense of neglect when pet owners failed to clean up after their animals.
- Disengagement from resident meetings, as some felt their voices were not being heard or acted on. The decline in attendance was not seen as apathy but as a symptom of eroding trust. Residents recalled more collaborative past meetings, including joint gatherings with Oak Park, which once helped unify the broader community.
- Loss of familiarity due to resident turnover, as long-time tenants described feeling increasingly disconnected from their neighbors. They worried about the erosion of trust and the weakening of the close-knit atmosphere they valued.
- Community standards and accountability, with frustration over improper trash disposal, personal items left in common areas, and inconsistent cleanliness. Residents stressed the need for respectful, peer-to-peer accountability to maintain shared pride in their environment.

As a constructive solution, many advocated for the creation of a welcome committee or resident orientation program to integrate new residents into the community and rebuild bonds. Ideas included designated greeters, welcome events, cookie drops, or informal sharing of neighborhood information. The proposal received enthusiastic support, with residents suggesting that such a group could also help with activity planning, uphold community norms, and serve as a liaison between neighbors and property management. Some even recommended formalizing the structure through expectations, printed materials, and monthly schedules—demonstrating real interest in shared governance and sustainability of community-building efforts.

Focus Group Summaries & Thematic Highlights

Pine Meadows, Lake Terrace, and Caroline Manor

Residents from these communities voiced urgent concerns about safety, citing shootings, poor lighting, and the absence of visible patrols. In some cases, children had witnessed violent incidents firsthand, leaving families traumatized and eager for stronger, consistent security measures.

Other recurring issues included pest control and slow maintenance response. Families described repeated infestations of roaches and rats, as well as frustration with work orders that often took weeks or months to resolve. While some praised individual maintenance workers for being courteous, the system as a whole was seen as unreliable.

Parents placed a strong emphasis on the need for structured recreational options for children. Without safe play areas, youth were often left near garbage or in unsafe locations. Suggested amenities included:

- Splash pads or playgrounds
- Basketball courts or a clubhouse
- Safe indoor gathering spaces that provide supervision

Concerns about cleanliness and upkeep also featured prominently. Overflowing trash bins, litter, and general neglect of grounds created both health risks and a diminished sense of dignity. Some parents noted children were found playing with discarded, unsanitary items.

In addition, residents were concerned about strangers moving through the neighborhood and the risks this posed to safety. They recommended increased patrols, security cameras, and even curfews for youth to create a stronger sense of order.

Communication challenges with GHA were another recurring theme. Residents reported inconsistent or unclear messages about responsibilities, with some unsure about what the Housing Authority should be handling. Many described having to repeatedly follow up in person to get a response.

When it came to programming, residents shared mixed experiences. They appreciated offerings like the summer camp, which children enjoyed, but found that program hours (1–4 PM) did not align with working parents' schedules. Barriers to awareness and accessibility also limited participation.

Educational gaps were also noted. One parent worried about children's reading levels and called for stronger academic support. Residents pointed out that programs were sometimes under-attended not because of lack of interest, but because of:

- Misaligned scheduling
- Limited awareness of opportunities
- Barriers to transportation or caregiving

Focus Group Summaries & Thematic Highlights

Finally, residents voiced aspirations for long-term financial mobility. Some expressed a desire to transition to homeownership, asking whether GHA offered down payment assistance. They viewed homeownership as a pathway to independence and stability but noted limited awareness of available resources.

The idea of a multi-use community space also gained traction. Residents envisioned a clubhouse or facility that could serve all ages, offering a gym, computer lab, tutoring rooms, or gathering space. At the same time, some expressed skepticism, pointing to underused past programs. This highlighted the need for any future investment to be paired with strong outreach and community engagement to ensure participation.

Eastwood Meadows

Safety and security dominated the conversation at Eastwood Meadows. Residents described repeated incidents of gun violence, bullying, and vandalism, making families feel unsafe. Some children were kept indoors rather than risk conflicts at playgrounds or communal areas. Residents noted inadequate lighting and limited visible security presence, which heightened their concerns. The return of a trusted GHA staff member, Roberto, was cited as restoring some sense of order, and residents advocated for his permanent assignment and even an on-site police substation.

The physical environment was also a source of frustration. Overflowing trash, broken amenities, and parking disputes were common complaints. Many noted a visible decline compared to years past, attributing it to reduced oversight and non-residents creating disorder. Parking, in particular, was contentious, with some residents occupying spaces improperly or for extended periods.

Residents also pointed to inconsistent and often frustrating communication with GHA. They described complaint processes that felt bureaucratic and dismissive, leaving them unsure where to turn for help. Lease rules were seen as unevenly enforced: while violations such as loud noise, dog waste, or vandalism were clearly spelled out, consequences were rarely applied. This fueled resentment among residents who followed the rules.

The lack of structured programming for youth and families was another major concern. Parents noted that unsupervised teens had few safe or productive outlets, contributing to negative behaviors and conflicts. Residents emphasized the need for:

- After-school and summer programs for children and teens
- Parenting resources and adult skill-building workshops
- Drop-in centers where children could be supervised while parents work

Without these supports, families—especially single parents—felt overwhelmed. Residents stressed that stronger youth engagement could help reduce neighborhood violence and rebuild a sense of respect.

Focus Group Summaries & Thematic Highlights

Oak Park

Residents at Oak Park shared significant concerns about safety within the building itself. Many described unauthorized individuals—such as drug users and sex workers—gaining access through unsecured doors. This created fear, particularly for seniors, who often felt unsafe entering the building at night.

Several additional issues tied to building conditions were highlighted:

- Overcrowding in units, with up to 6–8 people in a single efficiency
- Unsafe stairwells used for loitering or smoking
- Blind spots in security camera coverage

In response, residents emphasized the need for stronger unit security, including deadbolts and additional locks, as a baseline for peace of mind.

Beyond safety, residents also spoke about the loss of social and recreational activities that once brought them joy. Bingo nights, holiday dinners, and even a “senior prom” had previously helped foster connection and belonging. These activities were discontinued due to security and misuse issues in shared spaces, but residents expressed hope for their return with stronger oversight.

Despite challenges, many expressed pride and resilience. They spoke of gratitude for the garden, fountain, and balcony views, and emphasized that, compared to past housing experiences, Oak Park remained a blessing. Some noted satisfaction with the cleanliness and safety of their individual units, underscoring the link between emotional well-being and the aesthetics of the living environment.

Food access was another area of concern. A food bank once supported residents but was discontinued due to misuse and uneven communication. If reinstated, residents suggested clear rules and structured management to ensure fair distribution.

Transportation gaps also weighed heavily on seniors, particularly those without reliable transit for errands like grocery shopping. Some shared that, even with gift cards, they were unable to reach stores without walking long distances.

Health and wellness programming was seen as another opportunity. Residents expressed interest in reviving past programs like YMCA swimming lessons or creating group fitness activities. Equipment on-site was often underused due to disrepair or lack of instruction. Suggestions included:

- Group activities like “exercise bingo”
- Instruction on how to use available equipment
- Consistent wellness opportunities tailored to seniors

Finally, residents and staff acknowledged the building’s age—nearly 60 years—and the need for major repairs. Issues such as exposed wiring, water damage from the atrium design, and general deterioration underscored the need for redevelopment. Residents expressed appreciation for responsive staff but recognized that long-term investment and funding were necessary for safety and sustainability.

Focus Group Summaries & Thematic Highlights

Duval Heights, Lincoln Estates, and Springhill

Across these neighborhoods, residents emphasized deep concerns about education and community safety. Many observed that young children were entering school unprepared, lacking basic reading and social skills. They linked this to limited early learning opportunities, parental engagement gaps, and the effects of trauma. Suggestions included expanding Head Start and summer literacy programs as well as creating community-based early childhood initiatives.

Concerns about local schools were also pronounced. Residents worried about declining enrollment at Lincoln Middle and Williams Elementary, fearing closures due to budget deficits. They urged closer collaboration between the Housing Authority, the School Board, and the City to ensure redevelopment efforts stabilize, rather than harm, educational infrastructure.

Safety concerns were closely tied to perceptions of Section 8 housing. Residents expressed unease about rapid increases in voucher-based housing without sufficient screening or integration. They linked this shift to rising violence and instability in the community, particularly affecting women and children.

Housing affordability also surfaced as a critical issue. Residents stressed that many so-called “affordable housing” options are priced at 70% AMI, while most local families fall closer to or below 30% AMI. Without deeply affordable units, redevelopment risks displacing long-term residents. They called for income-based housing models that reflect the real financial conditions of their community.

Other issues included strained relationships with institutions and a lack of meaningful engagement in decision-making. Residents voiced frustration that decisions about redevelopment, education, and public services were often made without their input. They emphasized the importance of being engaged early and consistently, not just brought in after plans are finalized.

Key details raised included:

- Section 8 housing expansion seen as linked to increased violence and instability
- Residents reporting that most applicants fall well below 30% AMI, yet units are priced higher
- A desire for stronger, ongoing communication with the City, School Board, and agencies to ensure community-first planning

Overall, residents across these neighborhoods underscored the urgent need for early childhood supports, deeply affordable housing, and genuine institutional collaboration.

Focus Group Summaries & Thematic Highlights

Civic, Community, and Elected Stakeholder Conversations

As part of the Gainesville Housing Authority's (GHA) strategic planning process, a series of conversations were conducted with civic, community, and elected leaders from across Gainesville and Alachua County. These discussions were open, candid, and designed to gather insight into how GHA is viewed, the community's evolving needs, and the shared opportunities for collaboration that will shape the organization's future. Collectively, these partners expressed confidence in GHA's leadership, appreciation for its progress, and optimism about its expanding role as a convener of community solutions.

Economic and Civic Partners

Leaders representing the business community, philanthropy, and civic redevelopment entities described GHA as an increasingly visible and trusted force for positive change in Gainesville. Many noted that housing and economic growth are deeply interconnected, emphasizing that affordable housing is essential to workforce recruitment, retention, and community vitality. GHA was recognized for helping shift the narrative from "public housing" to "pathways to opportunity," with the Choice Neighborhood initiative and the Elite Training Center cited as examples of forward-looking leadership.

These partners encouraged GHA to continue developing its dual role as both a housing developer and an economic catalyst—integrating workforce training, small business support, and homeownership initiatives into its work. While the organization's credibility has grown substantially, participants also noted that its impact is not always fully visible to the public. They recommended that GHA invest in a clear, proactive communications strategy that highlights accomplishments, clarifies its brand, and demonstrates the link between housing stability and economic mobility. Others encouraged collaboration with the builder and real estate communities to increase understanding of affordable housing and to identify new partnership opportunities.

Across conversations, there was widespread acknowledgment that GHA's leadership has helped bridge the traditional divide between housing and the broader economy. Stakeholders expressed confidence in the organization's ability to convene cross-sector solutions and to continue serving as a connector between city, county, business, and community interests.

Education and Workforce Partners

Education and workforce leaders—including representatives from Santa Fe College, the Children's Trust of Alachua County, the Early Learning Coalition, and Alachua County Public Schools—reinforced the connection between housing stability, educational success, and long-term economic mobility. They shared examples of families whose housing challenges directly affected attendance, performance, and access to opportunity. Participants emphasized that stable, affordable housing is a prerequisite for learning and advancement.

Focus Group Summaries & Thematic Highlights

These partners identified the Elite Training Center as a cornerstone of GHA's future work. Santa Fe College leaders described the partnership between the college and GHA as a model for connecting housing to workforce development, offering residents access to short-term certifications, job training, and career pathways. Early learning and literacy organizations emphasized the need to expand services for children and parents by embedding programs directly within GHA communities, reducing barriers related to transportation and scheduling.

Participants also called for stronger alignment among service providers, recommending shared calendars, data-sharing agreements, and joint planning so families experience a seamless network of support. They noted that when agencies coordinate effectively, families move more quickly from crisis to stability. GHA was viewed as a trusted convener capable of fostering this level of collaboration and aligning resources around education, workforce readiness, and family success.

Faith-Based and Community Service Leaders

Faith-based leaders spoke with deep commitment about their shared responsibility in addressing housing, economic, and family stability challenges. They described churches and community-based organizations as trusted anchors within neighborhoods and praised GHA's responsiveness to residents in crisis. Leaders identified opportunities to deepen collaboration through joint financial literacy workshops, credit repair programs, and initiatives that strengthen family well-being and community engagement.

Many faith-based representatives emphasized their ability to reach residents who might not otherwise engage with traditional institutions. They noted that community members often approach churches first when seeking help and are more receptive to support introduced through trusted local relationships. Several suggested that churches could serve as future partners in land use or development, given their unique position as respected community stewards.

The conversations highlighted that faith-based partnerships can extend GHA's reach, build trust, and strengthen neighborhood ties. Leaders expressed appreciation for GHA's consistent follow-through and described the agency as a dependable ally helping to restore stability, hope, and dignity in communities with the greatest need.

Civic and Housing Policy Stakeholders

Civic and housing policy partners—including Alachua County housing staff, the Gainesville Community Reinvestment Area, and nonprofit housing organizations—praised GHA for its expanded development capacity and its collaborative approach to financing and redevelopment. They highlighted the agency's success in securing bond and tax credit financing and its ability to manage complex projects that connect housing to broader community goals.

Focus Group Summaries & Thematic Highlights

County and city partners emphasized the importance of aligning GHA's future projects with regional strategies to ensure housing, transportation, and infrastructure investments work in concert. Participants encouraged GHA to continue serving as a convener—bringing together public and private entities to plan, prioritize, and implement housing solutions. They also identified opportunities for GHA to advocate for employer and university participation in workforce housing, pursue surtax and trust fund resources, and explore joint development in both urban and rural areas.

There was widespread agreement that equitable distribution of housing across the region must remain a top priority. Stakeholders cautioned against over-concentrating affordable housing in East Gainesville and called for expanded development in resource-rich areas with strong access to schools, healthcare, and employment. They also encouraged GHA to use its voice to reduce stigma around affordable housing by promoting positive stories of resident achievement and community revitalization.

Elected Officials

Elected officials from the City of Gainesville and Alachua County expressed strong support for GHA's leadership, describing the organization as transparent, effective, and deeply engaged with the community. City leaders commended GHA's ability to balance its three primary roles: maintaining and modernizing existing housing, providing supportive services that foster self-sufficiency, and developing new housing opportunities to meet growing demand. They praised recent revitalization efforts, noting that visible improvements—such as landscaping, lighting, and signage—help residents take pride in their homes and surroundings.

City officials emphasized the importance of clear performance measures and regular progress reporting, recommending that GHA track housing production, resident outcomes, and overall community impact. They also supported GHA's continued efforts to expand housing options beyond East Gainesville, ensuring equitable access to opportunities across the city.

County leaders echoed these priorities, recognizing GHA as an essential regional partner in addressing affordable housing, transportation, and workforce challenges. They encouraged collaboration with the county's housing and social service departments and highlighted opportunities for joint planning in unincorporated and rural areas. Several noted that GHA's collaborative, results-driven approach provides a model for effective city-county partnerships and regional coordination.

Focus Group Summaries & Thematic Highlights

Cross-Cutting Themes

Across all stakeholder groups, a consistent message emerged: GHA is seen as a convener and connector—an organization uniquely positioned to align partners, resources, and systems around shared goals for housing stability and economic mobility. Stakeholders emphasized that housing success depends on collaboration across education, health, workforce, and community sectors. They encouraged GHA to deepen these partnerships, expand its visibility, and continue investing in both the physical and social foundations that strengthen neighborhoods.

Participants agreed that GHA's next chapter should focus not only on producing affordable housing but also on creating pathways—pathways to education, employment, homeownership, and long-term independence. Collectively, these conversations affirmed that GHA has become more than a housing authority. It is a builder of community, opportunity, and trust—an organization that continues to shape a more equitable and hopeful future for Gainesville and Alachua County.



Appendix C

Survey Report



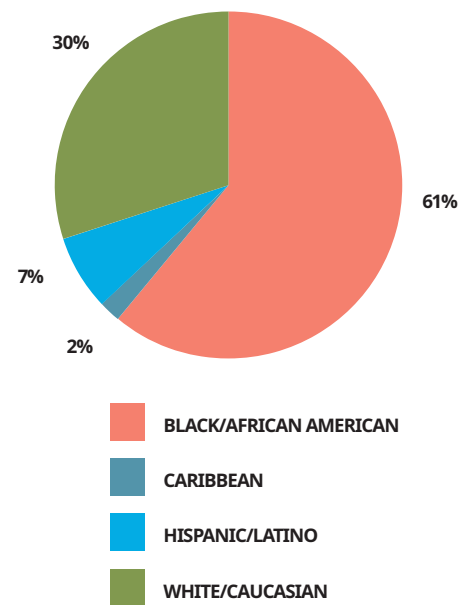
Survey Report

As part of the Gainesville Housing Authority's strategic planning process, LM Genuine Solutions developed and distributed a digital survey to capture meaningful input from GHA staff, residents, and additional community stakeholders. The goal of the survey was to better understand the priorities, concerns, and aspirations of those most directly impacted by GHA's work—as well as those who engage with or support its mission.

The survey received a total of 50 responses, offering valuable insight into topics such as housing services, resident engagement, organizational performance, and opportunities for future growth. This feedback helped shape GHA's vision, goals, and strategies moving forward—ensuring that the final plan is grounded in the lived experiences and perspectives of the broader community.

The following section includes a summary of the results, highlighting key insights and emerging themes from the responses received.

Audience's Race Ethnicity



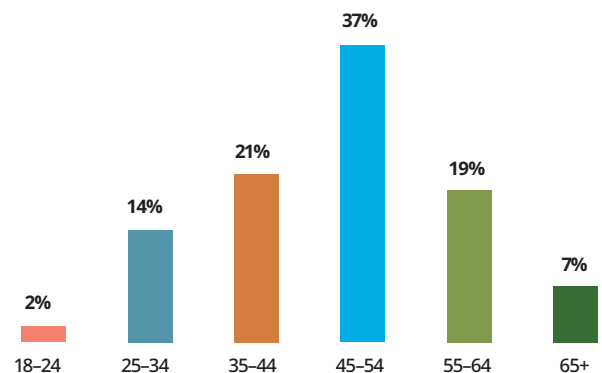
Audience's Zip Codes

32054	32607 (x5)	32615 (x2)	32656
32601 (x4)	32608 (x2)	32641 (x12)	
32605 (x2)	32609 (x5)	32653	

Audience roles

Community member	3	
GHA or Housing Development staff	14	
GHA resident	5	
Government or elected official	4	
Housing Choice Voucher participant	10	
Landlord	4	
Maintenance	2	
Nonprofit partner	2	

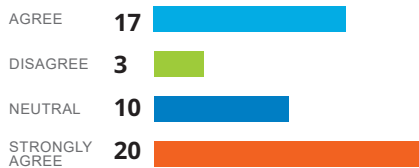
Audience's Age



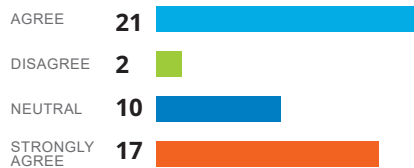
Survey Report

Views on GHA's Direction and Impact

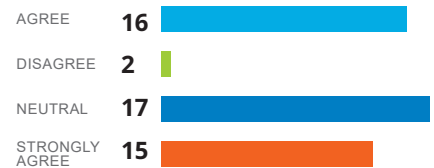
GHA's mission reflects the needs of the community.



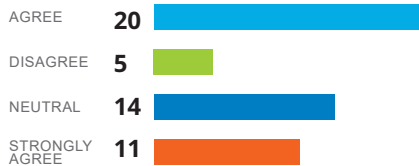
GHA is expanding affordable housing in meaningful ways.



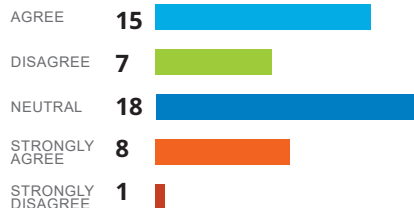
GHA helps residents become more self-sufficient.



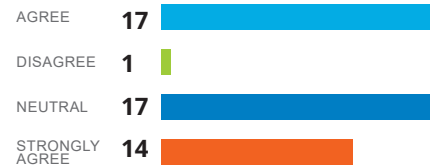
GHA responds well to community concerns.



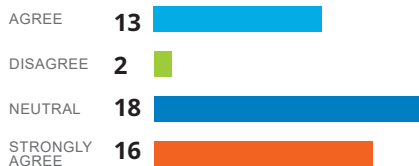
GHA communicates clearly and regularly.



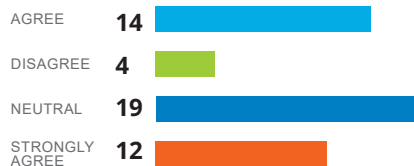
GHA works well with other organizations and partners.



GHA's programs address the most important community needs.



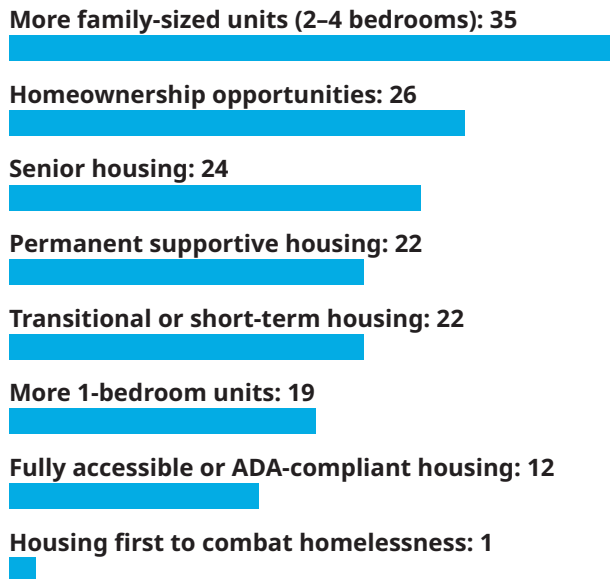
I trust GHA to follow through on its commitments.



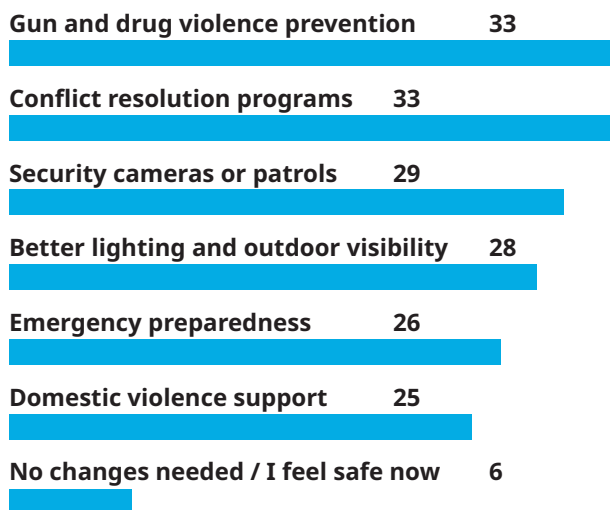
Survey Report

Housing Needs and Services

What types of housing are most needed in your community?



What safety improvements are needed?



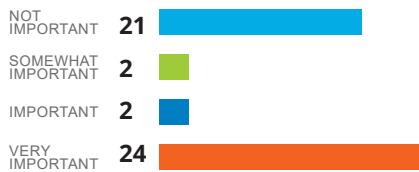
What safety improvements are needed?



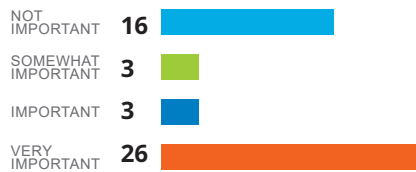
Survey Report

Which services are most important for residents and families?

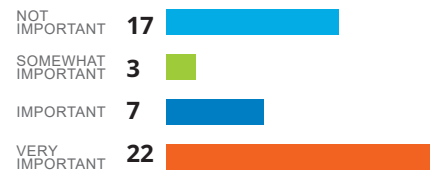
Job training and employment



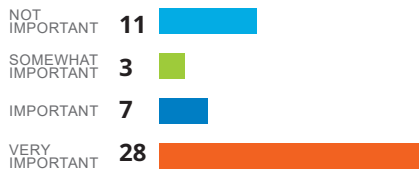
Financial literacy and credit counseling



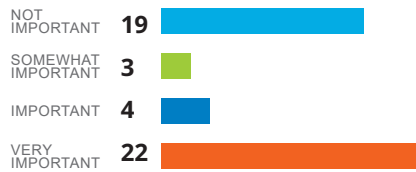
GED or adult education



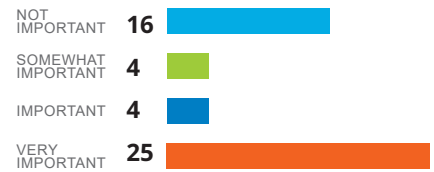
Mental and physical health services



After-school and youth programs



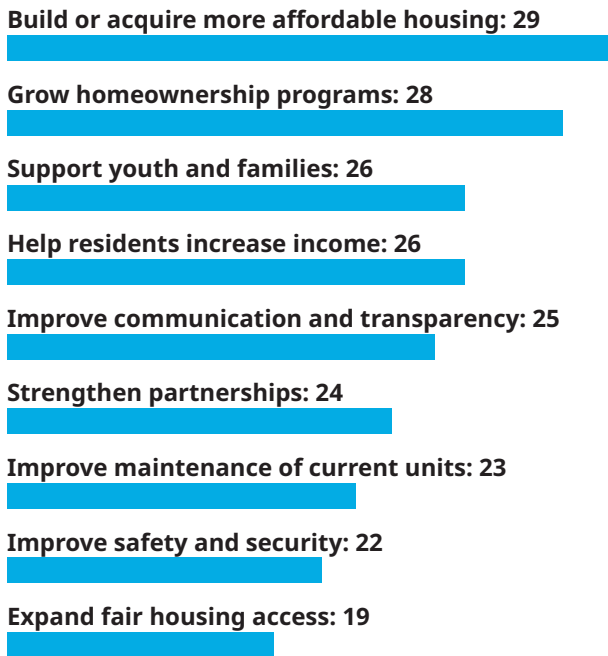
Senior support services



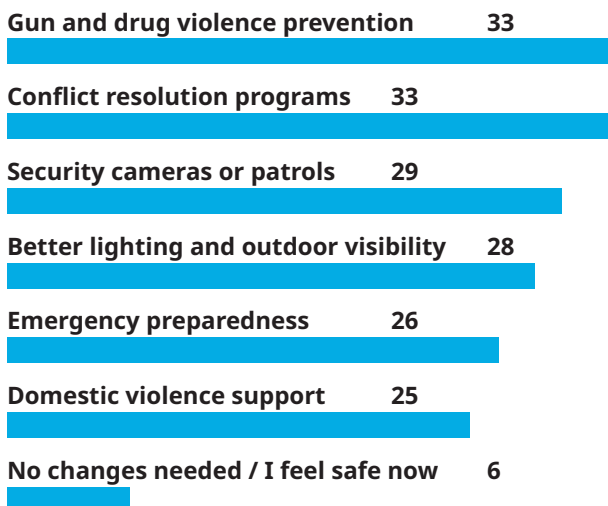
Survey Report

Strategic Planning Input

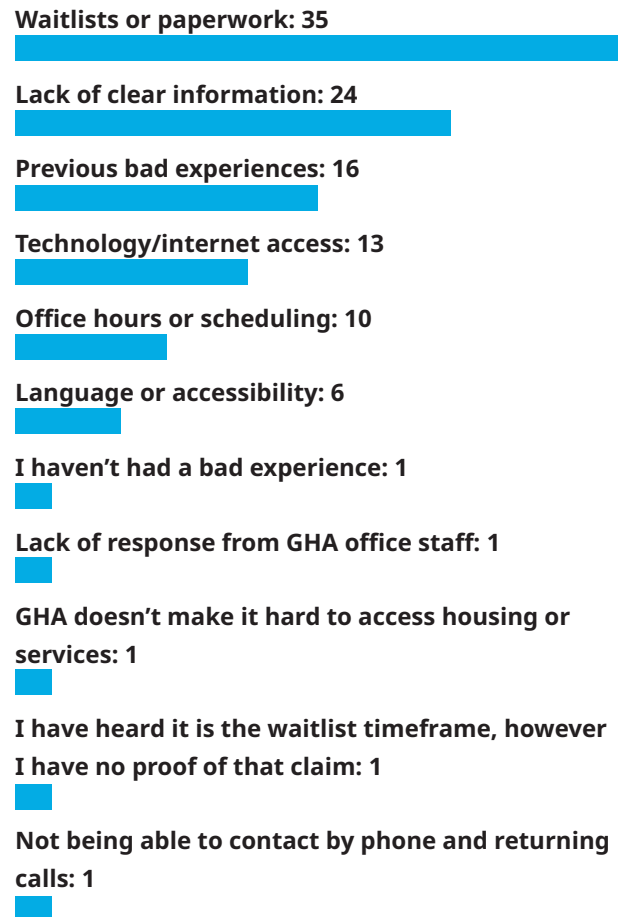
What should be the top priorities for GHA in the next 5 years?



What makes it hard to access housing or services?



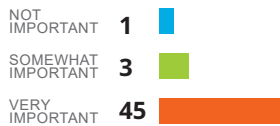
What makes it hard to access housing or services?



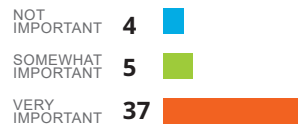
Survey Report

How important are the following values for GHA to focus on in the future?

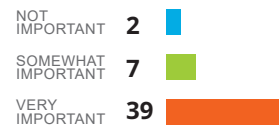
Accountability



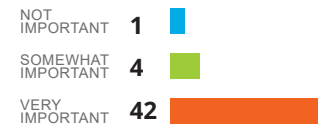
Equity and Inclusion



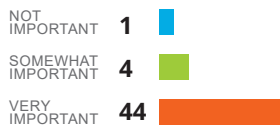
Collaboration



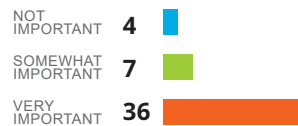
Transparency



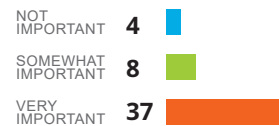
Efficiency



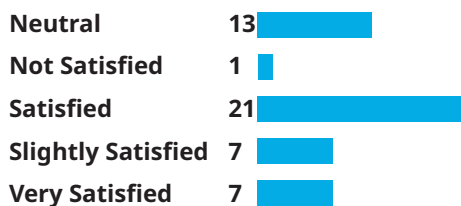
Innovation



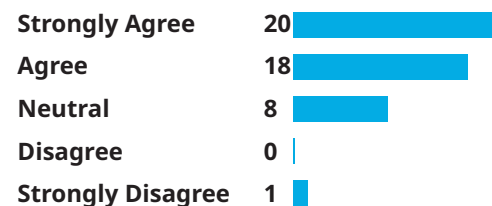
Resident voice and leadership



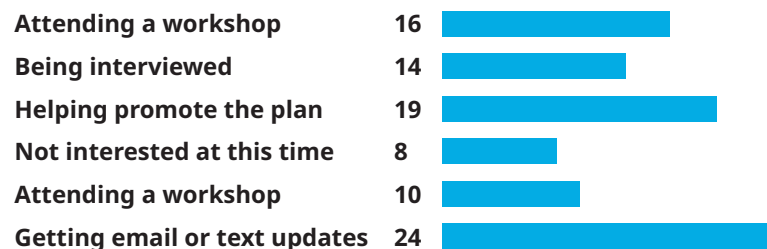
How satisfied are you with GHA's impact in the community?



I want to stay involved in this planning process:



How important are the following values for GHA to focus on in the future?





Appendix D

2020-2025 Strategic Plan Results Summary



2020-2025 Strategic Plan Results Summary

Overview

In 2020, the Gainesville Housing Authority (GHA) adopted a five-year Strategic Business Plan with seven goal areas and 61 objectives. The plan focused on stabilizing operations, strengthening governance, expanding housing opportunities, and rebuilding credibility.

By 2025, a review of the plan—through surveys, leadership reflections, and internal assessment—showed that approximately one-third of the objectives were fully achieved, one-third partially achieved, and one-third not completed. The review confirmed progress in redevelopment, modernization, and service innovation, while also highlighting areas still needing attention.

Goal Area 1: Portfolio Management, Repositioning, and Expansion

Objectives: Expand portfolio by 500 units, reposition assets, develop property-level plans, increase safety/security.

- **Accomplishments:** Delivered nearly 300 new units; approved Woodland Park Phase II redevelopment; advanced modernization and safety upgrades.
- **Partial Progress:** Asset repositioning analysis completed but not consistently applied.
- **Not Completed:** Landlord incentive program delayed; modernization timelines extended beyond 2025.

Goal Area 2: Human Resources and Organizational Development

Objectives: HR restructuring, professional development, succession planning.

- **Accomplishments:** Introduced COO oversight role; digitized HR and finance systems; improved timeliness of audits and reporting.
- **Partial Progress:** Leadership pipeline efforts initiated but not embedded consistently.
- **Not Completed:** Comprehensive succession templates and structured training series not implemented.

Goal Area 3: Self-Sufficiency and Independent Living

Objectives: Expand resident services, action plans, homeownership pathways.

- **Accomplishments:** Established ELITE Training Center; launched Choice Neighborhood engagement; added service partnerships.
- **Partial Progress:** Resident action plans piloted; homeownership collaboratives started.
- **Not Completed:** Services not scaled across all properties; resident leadership structures not consistently sustained.

2020-2025 Strategic Plan Results Summary

Goal Area 4: Business Orientation and Sustainability

Objectives: Diversify funding, improve fiscal systems, implement new technology.

- **Accomplishments:** Transitioned to paperless systems; reduced audit findings; stronger financial reporting.
- **Partial Progress:** Some diversification through GHDMC; sustainability work underway.
- **Not Completed:** Comprehensive sustainability plan and unrestricted reserve growth not realized.

Goal Area 5: Board Leadership and Governance

Objectives: Training, onboarding, advocacy, public education.

- **Accomplishments:** Board participated in retreats, Scorecard reviews, and oversight.
- **Partial Progress:** Limited onboarding resources developed; advocacy activities occurred on a limited basis.
- **Not Completed:** Comprehensive training curriculum and formal annual advocacy agenda not established.

Goal Area 6: Community Engagement

Objectives: Partnerships, resident voice, convenings.

- **Accomplishments:** Partnerships expanded through Choice Neighborhood planning; nonprofit and education collaborations advanced.
- **Partial Progress:** Some resident councils piloted.
- **Not Completed:** Resident Advisory Board not consistently active; community convenings not institutionalized.

Goal Area 7: Marketing and Communications

Objectives: Newsletters, fact sheets, annual reports, communication protocols.

- **Accomplishments:** Visibility improved around redevelopment; stronger branding at property level.
- **Partial Progress:** Some fact sheets and updates created.
- **Not Completed:** Regular newsletters, annual reports, and consistent communication protocols not delivered.

2020-2025 Strategic Plan Results Summary

Cross-Cutting Observations

- **Strengths:** New unit delivery, redevelopment approvals, ELITE Training Center, modernization of systems, stronger credibility with elected officials.
- **Gaps:** Sustained communications, resident leadership, Board development, scaling of services, and unrestricted revenue growth.
- **Impact:** The plan stabilized the organization and restored credibility but left unfinished work in communications, governance, and long-term sustainability.

Feedback Themes from Review

- Progress in redevelopment, organizational modernization, and service innovation was widely recognized.
- Communications, marketing, and external visibility were identified as weak points.
- Board development and resident engagement were noted as inconsistent.
- Values such as collaboration, equity, and integrity were reinforced as priorities for future planning.
- Overall sentiment reflected pride in progress with recognition that much more remained to be done to demonstrate impact and accountability.

Conclusion

The 2020–2025 Strategic Business Plan created a foundation for organizational stabilization and renewal. It helped GHA expand its housing portfolio, modernize internal systems, and rebuild credibility. At the same time, critical gaps in communication, governance, resident leadership, and sustainability persisted. These lessons informed the development of the 2025–2030 Strategic Implementation Framework, which builds on the prior plan’s progress while setting clearer metrics, accountability structures, and outward-facing strategies to strengthen GHA’s role as both a housing provider and community leader.



Appendix E

2020-2025 Strategic Objective Survey Report



2020-2025 Strategic Objective Survey Report

As part of the Gainesville Housing Authority's strategic planning process, LM Genuine Solutions designed and distributed a digital survey to GHA leadership. The purpose of this survey was to assess progress made under the previous strategic plan by identifying which objectives were accomplished, which remain outstanding, and the underlying factors that influenced those outcomes. Leadership input was also sought to provide deeper context on organizational performance, challenges faced, and opportunities for continued improvement.

The survey responses offer insight into how GHA has advanced its mission over the past five years, highlighting both areas of success and those requiring renewed focus. This feedback directly informed the development of the new strategic plan—ensuring that it builds upon lessons learned, strengthens organizational capacity, and positions GHA to achieve its long-term goals.

The following section presents a summary of leadership responses, indicating whether each strategic objective from the previous plan was accomplished, partially accomplished, or not accomplished.

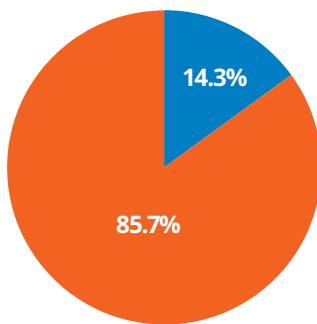
GOAL 1:

Portfolio Management, Repositioning & Expansion

■ ACCOMPLISHED
 ■ PARTIALLY ACCOMPLISHED
 ■ NOT ACCOMPLISHED
 ■ NOT APPLICABLE TO MY ROLE / DON'T KNOW

Objective 1.1

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

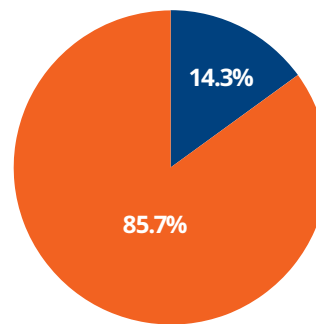


Measurement:

- Number of completed Financial pro formas
- Plan created that provides for a repositioning strategy based on portfolio analysis
- Plan created for next steps to a Repositioning Plan

Objective 1.2

Assess the current state of GHA portfolio (GHDMC)*

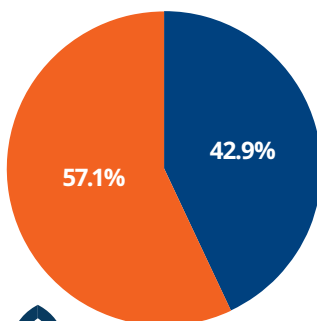


Measurement:

- Number of PNAs Completed

Objective 1.3

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

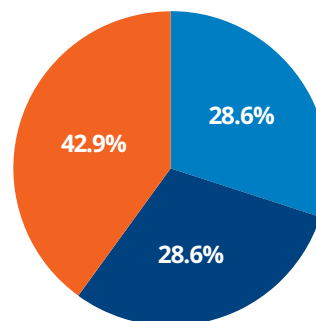


Measurement:

- Number of units added to GHA's overall baseline (subsidized or not subsidized units)

Objective 1.4

Increase number of units in HCV program where applicable



Measurement:

- Number of units added to GHA HCV baseline (subsidized or not subsidized units)

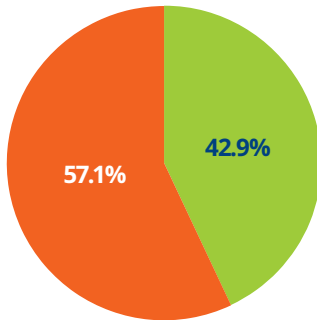


2020-2025 Strategic Objective Survey Report

■ ACCOMPLISHED
 ■ PARTIALLY ACCOMPLISHED
 ■ NOT ACCOMPLISHED
 ■ NOT APPLICABLE TO MY ROLE / DON'T KNOW

Objective 1.5

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

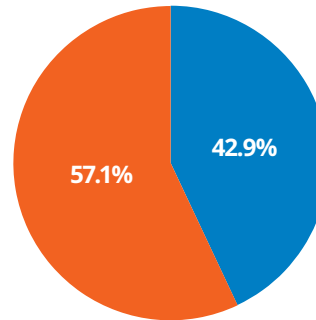


Measurement:

- 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
- Work with the property managers per property to build an asset management model to increase pm leadership for improving property's bottom line

Objective 1.6

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

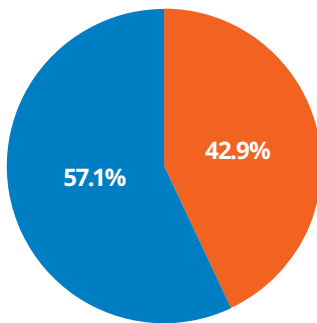


Measurement:

- Number of security property analysis and strategies
- Number of security cameras added per property
- Number of changes that occur in accordance with Repositioning Plan

Objective 1.7

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

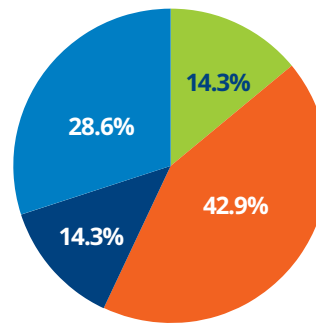


Measurement:

- Numbers of landlords added to baseline annually

Objective 1.8

Increase homeownership opportunities

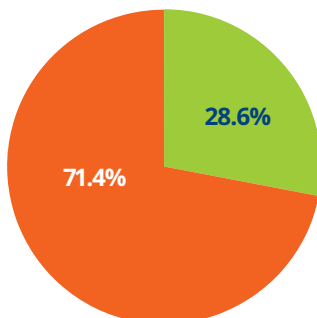


Measurement:

- Number of program participants participating in credit counseling and financial literacy classes
- Number of program participants who actually purchased homes

Objective 1.9

Develop a Landlord Incentive Program

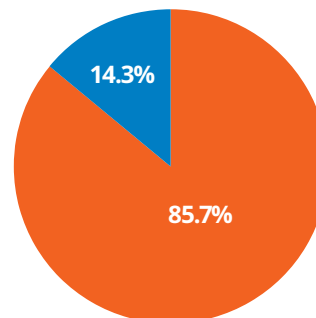


Measurement:

- Number of new landlords
- Number of landlords' incentives added
- Landlord Satisfaction surveys resulting in 80-100% greater satisfaction

Objective 1.10

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

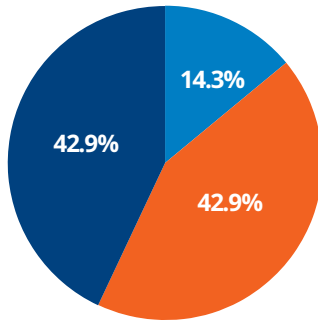


2020-2025 Strategic Objective Survey Report

ACCOMPLISHED
 PARTIALLY ACCOMPLISHED
 NOT ACCOMPLISHED
 NOT APPLICABLE TO MY ROLE / DON'T KNOW

Objective 1.11

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

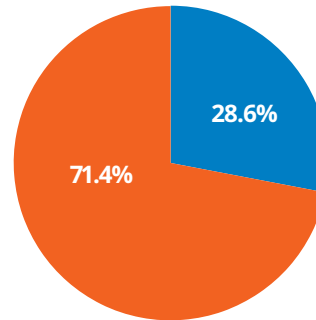


Measurement:

- Keep Board abreast of how changes are affecting the program

Objective 1.12

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



Measurement:

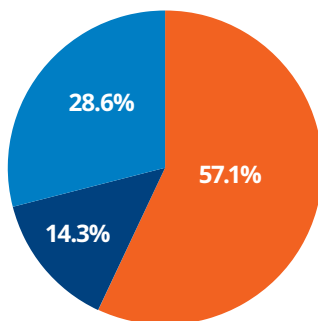
- Number of meetings, discussions, and/or engagement focused on funding affordable housing attended by GHA Report out on any results

GOAL 2:

Human Resource Management

Objective 2.1

Identify staff training needs

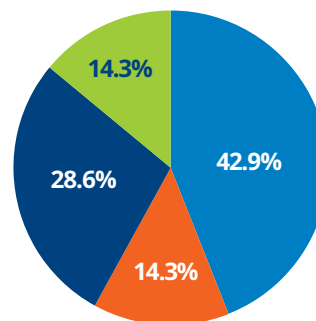


Measurement:

- Enact suggested changes from the 2019-2020 Organization Restructuring Document; Report out

Objective 2.2

Establish annual performance reviews



Measurement:

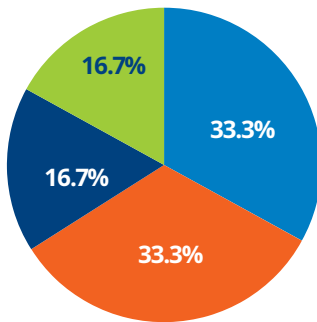
- Enact suggested changes from the 2019-2020 Organization Restructuring Document; Report out

2020-2025 Strategic Objective Survey Report

■ ACCOMPLISHED
 ■ PARTIALLY ACCOMPLISHED
 ■ NOT ACCOMPLISHED
 ■ NOT APPLICABLE TO MY ROLE / DON'T KNOW

Objective 2.3

Develop internal Communications Plan

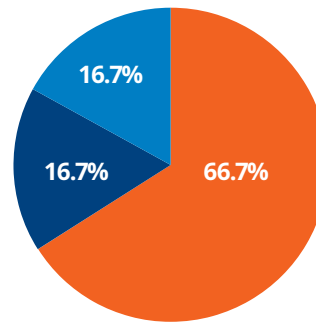


Measurement:

- Enact suggested changes from the 2019-2020 Organization Restructuring Document; Report out

Objective 2.4

Implement the HR Restructuring Recommendations, where applicable

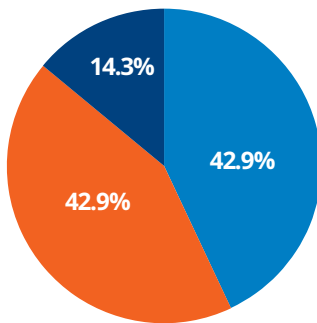


Measurement:

- Enact suggested changes from the 2019-2020 Organization Restructuring Document; Report out

Objective 2.5

Participate in community job fairs

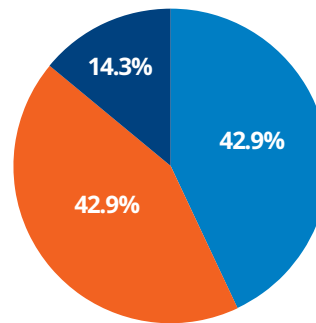


Measurement:

- Number of job fairs attended annually

Objective 2.6

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

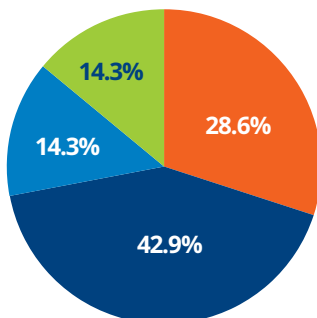


Measurement:

- Number of job fairs attended annually
- Number of internships provided

Objective 2.7

Develop staff engagement team/committee for planning team building activities and events

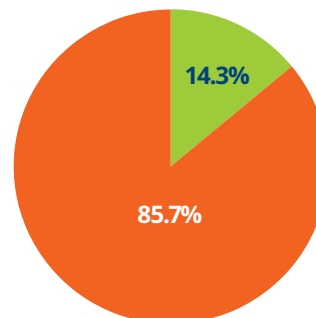


Measurement:

- Development of Employee Portal

Objective 2.8

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



Measurement:

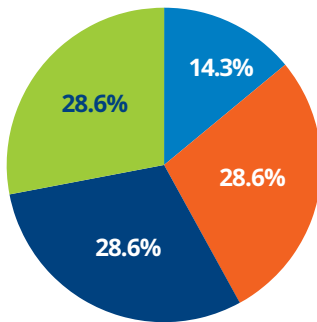
- Annual Plan developed
- Number of meetings and forums attended

2020-2025 Strategic Objective Survey Report

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Objective 2.9

Develop a Succession Plan



Measurement:

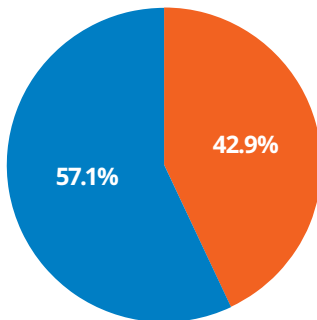
- Enact through the 2019-2020 Organization Restructuring Document; Report out

GOAL 3:

Self-Sufficiency and Independent Living

Objective 3.1

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

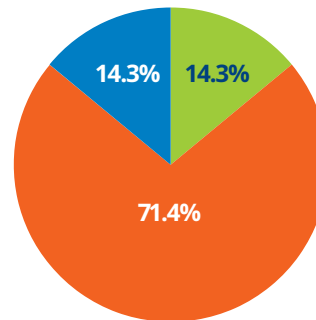


Measurement:

- Number of "quick" training forums provided for staff
- Number of referrals from staff to the resident services dept. through Apricot system
- Number of staff that volunteer to assist with resident services events and activities

Objective 3.2

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



Measurement:

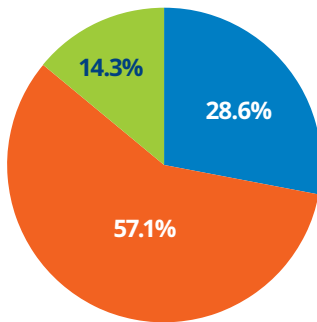
- Number of resident action plans created annually
- Number of resident action plans completed annually

2020-2025 Strategic Objective Survey Report

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Objective 3.3

Apply for all new funding opportunities that are feasible and realistic

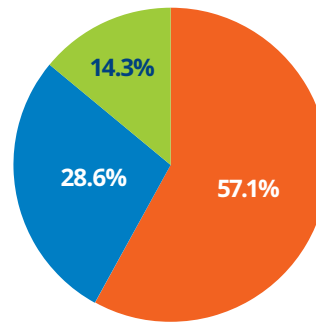


Measurement:

- Number of applications submitted annually

Objective 3.4

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

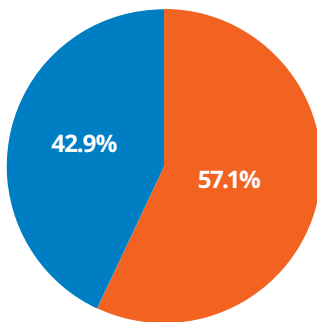


Measurement:

- Number of referrals
- Number of action plans
- Number of residents participating in events or taking advantage of services

Objective 3.5

Increase participation in job training programs

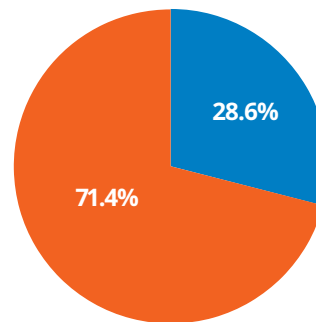


Measurement:

- Number of residents in job training programs
- Number of residents who obtained jobs

Objective 3.6

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

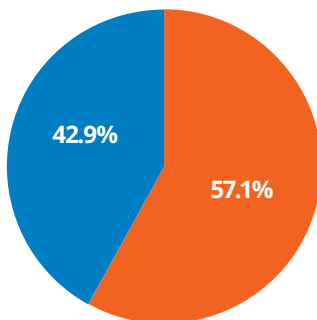


Measurement:

- Development of resident analysis in 2021
- Number and type of targeted programs applied for annually

Objective 3.7

Establish social gatherings for residents to encourage resident participation

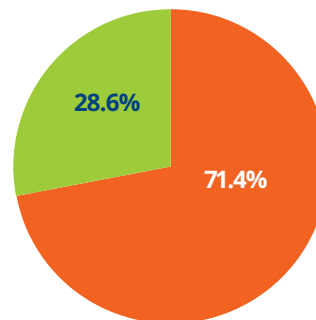


Measurement:

- Number of social events created
- Number of resident participants
- Number of management and staff attendance

Objective 3.8

Launch civic engagement programs to increase social awareness



Measurement:

- Number of programs enacted, or partnerships created to enact said programs.
- Number of annual events that management and staff attend and/or participate in (community and civic events)

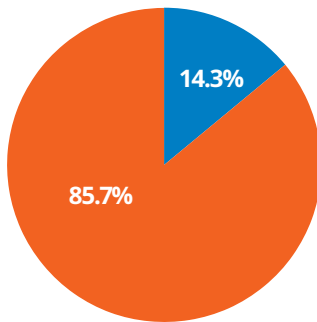


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Objective 3.9

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



Measurement:

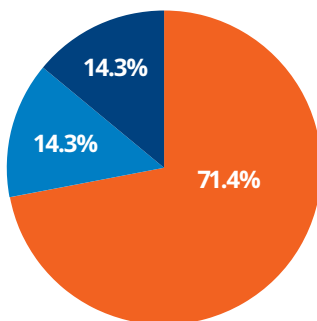
- Number of partnerships developed by GHA in specialized homeownership areas
- Number of residents participating in the programs

GOAL 4:

Business Orientation and Sustainability

Objective 4.1

Annually report out on Strategic Business Plan

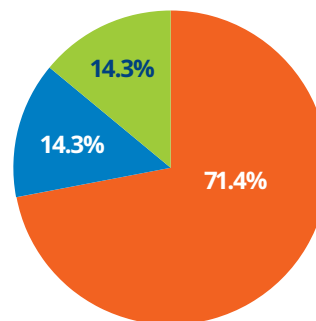


Measurement:

- Report to Board annually based on date of adoption

Objective 4.2

Establish SOPs for GHA Self Sufficiency programs to ensure continuity within programs



Measurement:

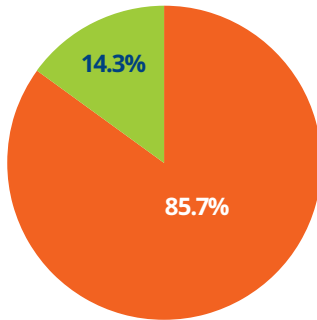
- Number of SOPs completed, vetted and approved by Executive team.

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Objective 4.3

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

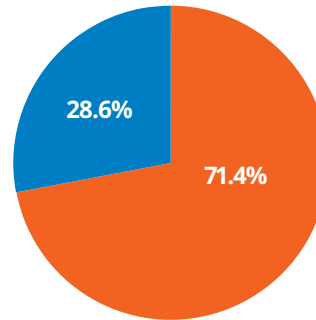


Measurement:

- MOU developed with CLT

Objective 4.4

Explore opportunities to consolidate services with other affordable housing providers

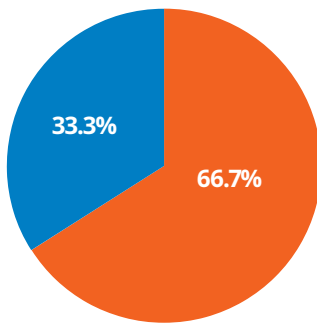


Measurement:

- Number of meetings with housing providers to discuss partnerships
- Number of formal engagements with partners to streamline competing or duplicative services
- Number of increased or improved services available

Objective 4.5

Explore opportunities to increase mobility potentials

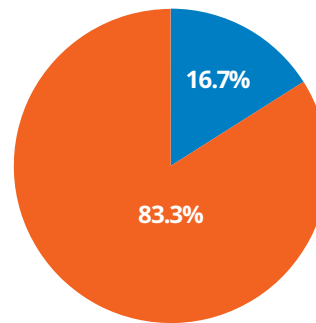


Measurement:

- Number of meetings with realtors, landlords, and community stakeholders on the subject of mobility moves
- Number of moves to opportunity areas
- Number of meetings with residents regarding opportunity areas

Objective 4.6

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

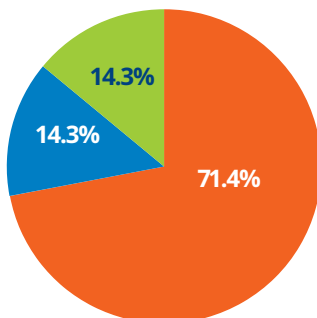


Measurement:

- Develop and formalize request to HUD
- Submit request to HUD

Objective 4.7

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

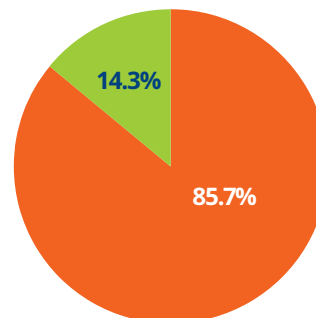


Measurement:

- Develop analysis of IT needs, security issues and performance enhancing technologies

Objective 4.8

Increase Section 3 opportunities



Measurement:

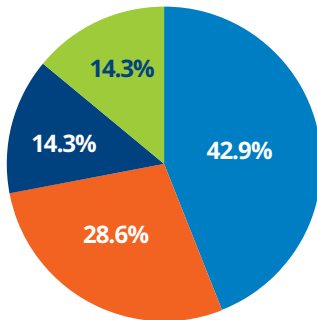
- Increase by 10% annually

2020-2025 Strategic Objective Survey Report

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Objective 4.9

Create a schedule to update policies

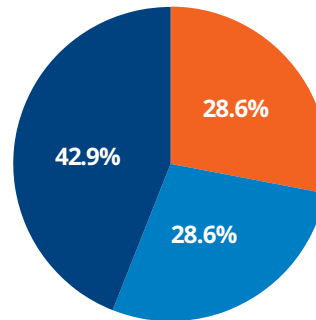


Measurement:

- Schedule created and updated annually

Objective 4.10

Achieve and maintain High Performer status in SEMAP and PHAS

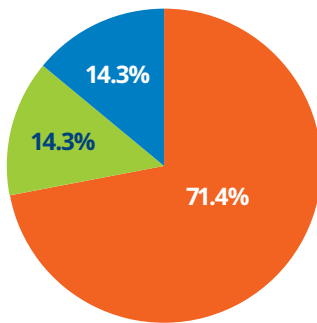


Measurement:

- Increase or Maintain annual HUD scores to between 90% and 100%

Objective 4.11

Build Capacity of GHDMC (GHDMC)*

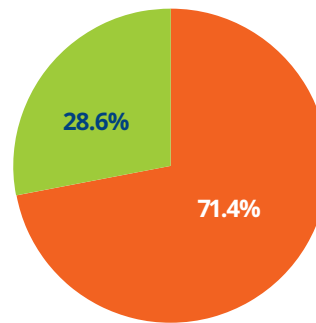


Measurement:

- Increase or Maintain annual HUD scores to between 90% and 100%

Objective 4.12

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

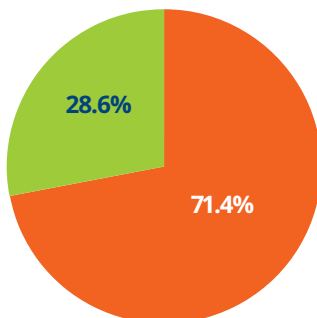


Measurement:

- Develop working group to network
- Number of new partners
- Number of new opportunities for GHA to engage in and promote the affordable housing mission

Objective 4.13

Develop non-profit fundraising plan (GHDMC)*



Measurement:

- Development of Fundraising Plans
- Implementation of Plan
- Increase in Revenue by 10% annually.

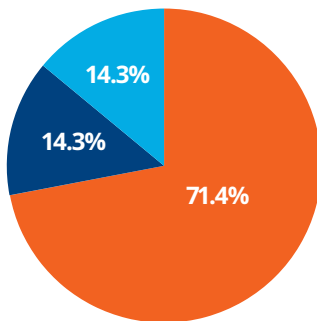
2020-2025 Strategic Objective Survey Report

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GOAL 5: Board Leadership

Objective 5.1

Create a comprehensive GHA Board of Commissioners Onboarding Manual

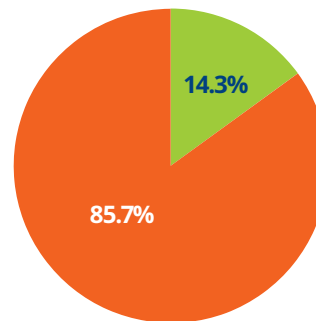


Measurement:

- Creation of Manual

Objective 5.2

Develop and lead affordable housing forums

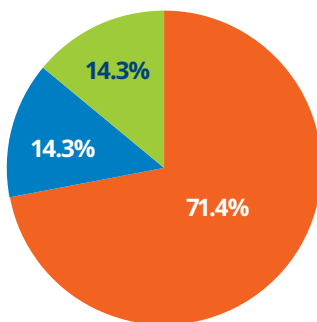


Measurement:

- Housing Forum created
- Housing forum implemented annually

Objective 5.3

Develop an action plan for board member advocacy and promotion of GHA mission and goals

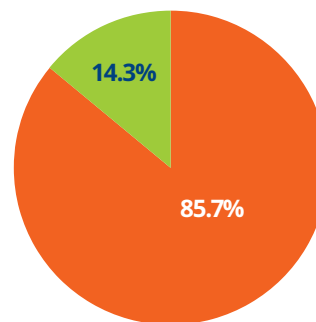


Measurement:

- Number of networking opportunities or meetings Commissioners attend to promote GHA awareness
- Number of board members

Objective 5.4

Educate the public on the strengths, regulatory powers, and capabilities of a public housing authority



Measurement:

- Each Commissioner GHA and GHDMC works with 3 different associations, non-profits, philanthropic group or city/county government to educate and build strategic partnerships

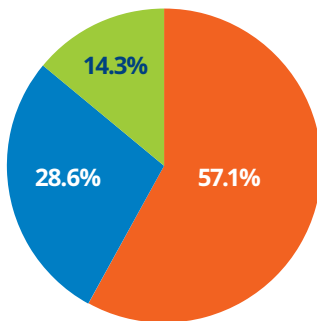
2020-2025 Strategic Objective Survey Report

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GOAL 6: Community and Regional Engagement

Objective 6.1

Develop MOU with critical service providers

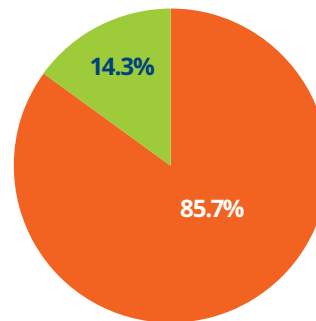


Measurement:

- 2 MOUs a year are enacted

Objective 6.2

Partner with County to integrate GHA in Annual Action Plan and Consolidated Plan goals and deliverables

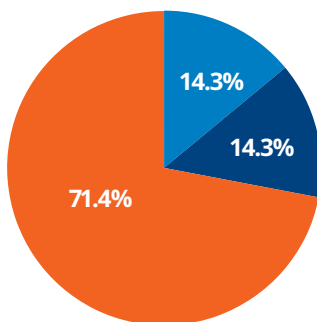


Measurement:

- Number of meetings GHA has throughout the year to discuss and impact changes to the Annual Action Plan

Objective 6.3

Advocate for legislative initiatives and Local Ordinances

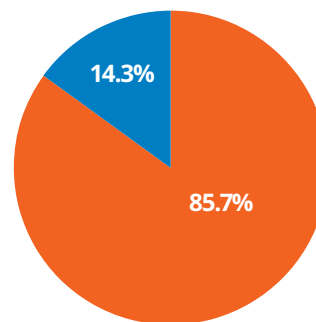


Measurement:

- Number of meetings with the City/County, state or federal to discuss legislative initiatives related to affordable housing or other related matters

Objective 6.4

Develop Affordable Housing Partnership/Working Group



Measurement:

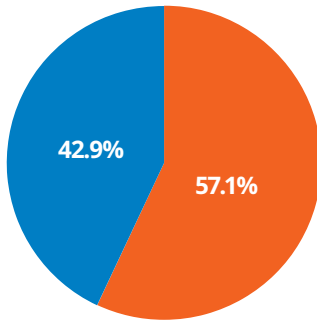
- Create working group
- Set regular meeting schedule of working group
- Number of meetings that occur

2020-2025 Strategic Objective Survey Report

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Objective 6.5

Solidify City partnership and support on furthering the development of affordable housing

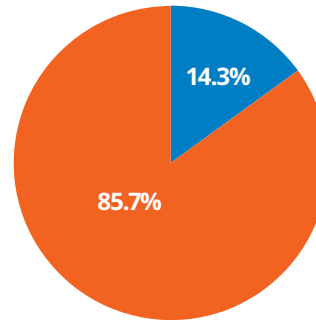


Measurement:

- Number of meetings GHA has throughout the year to build partnership
- Formal action taken by City to demonstrate partnership

Objective 6.6

Engage in regular civic, philanthropic, community and other potential funding/planning meetings

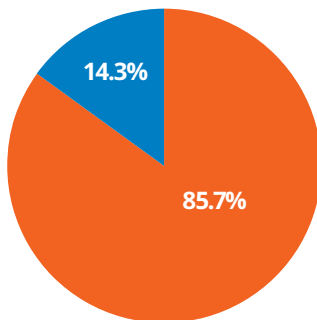


Measurement:

- Number of meetings GHA takes part in

Objective 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

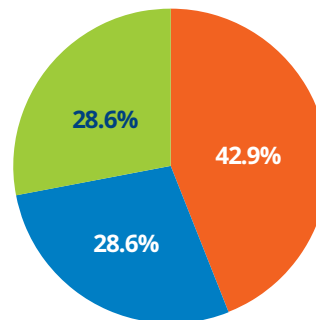


Measurement:

- Number of meetings with each entity
- Number and/or types of opportunities that are as a result of partnerships

Objective 6.8

Establish a Resident Advisory Board (RAB) for GHA



Measurement:

- RAB formally established
- Annual training for RAB boards

2020-2025 Strategic Objective Survey Report

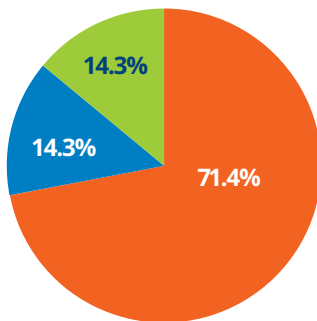
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GOAL 7:

Marketing and Image-Building

Objective 7.1

Develop a comprehensive Marketing plan

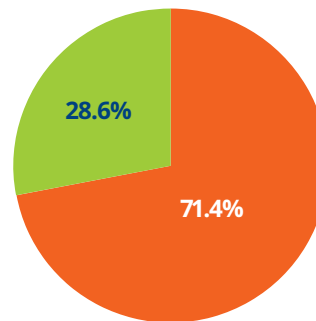


Measurement:

- Plan developed with schedule of outputs. Plan should encompass 7.1-7.6.
- Schedule is implemented and outputs are tracked annually

Objective 7.2

Develop a Marketing Plan for state and national organizations to enhance competitiveness for grants and partnerships

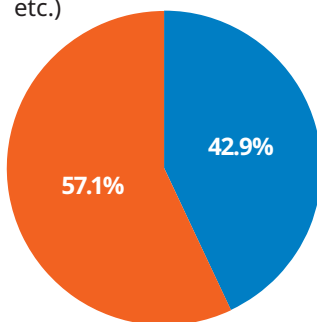


Measurement:

- See 7.1; Enact Marketing Plan
- Number of grants sought
- Number of grants awarded

Objective 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.)

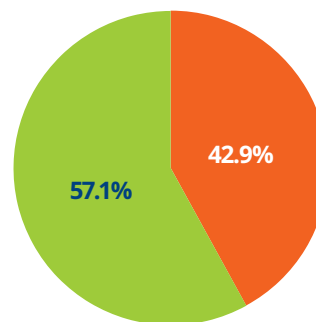


Measurement:

- Calendar developed and shared internally
- Number of staff that attend meetings
- Number of GHA presentations at meetings

Objective 7.4

Develop quarterly agency newsletter/email for stakeholders



Measurement:

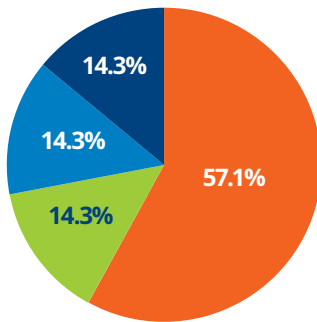
- Development of newsletter
- Quarterly distribution

2020-2025 Strategic Objective Survey Report

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Objective 7.5

Develop Annual report for stakeholders on GHA achievements.

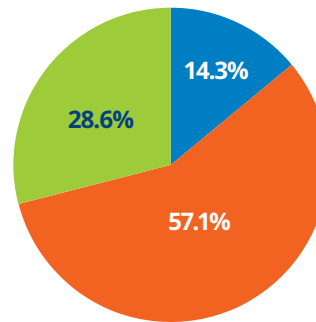


Measurement:

- Report developed
- Distribution list developed
- Report mailed/emailed
- Report made available to distribute at meetings

Objective 7.6

Create fact sheets on current GHA



Measurement:

- Fact sheets created annually
- Distribution of information increases 10 % annually
- Fact sheets distributed regularly and made available as flyers for walk-ins and meetings



Appendix F

Strategic Plan ↔

HUD Annual Plan

Crosswalk



Strategic Plan ↔ HUD Annual Plan Crosswalk

Strategic Plan Pillar / Focus Area	HUD Annual Plan Section	Content to Pull from Strategic Plan	Additional Compliance Content Needed
Pillar 1: Housing & Development	1. General Housing Needs & Resources	Unit targets (616 total by 2030); redevelopment of Oak Park, Pine Meadows, Lake Terrace;	Waiting list tables (by AMI, unit size, disability, elderly).
	5. Capital Improvement Plan	modernization (Caroline Manor, Forest Pines); preservation (Sunshine Park, Eastwood Meadows);	Capital Fund Project List (costs/timeline, HUD CFP format).
	8. Safety & Crime Prevention	innovation pilots (voucher-to-homeownership, modular, SRO, rural).	Documentation of safety/security investments.
Pillar 2: Resident Economic Mobility	2. Housing Authority Mission & Goals	Standardized intake for 100% of residents; annual tracking; literacy outcomes;	Narrative of RAB engagement, public hearings, and survey input.
	6. Resident & Community Engagement	workforce/education and apprenticeships; homeownership collaboratives; leadership councils (3 by 2028).	Resident demographics and mobility needs data.
	7. Civil Rights, Fair Housing, and Equity		Actions to affirmatively further fair housing (AFFH), language access, disability accommodation.
Pillar 3: Organizational Excellence & Capacity	3. Operations & Management	SOPs, tech upgrades (Lindsay, AvidXchange, AI pilots); succession planning (staff, CEO, Board); PHAS/SEMAP targets; Section 3 workforce increase; maintenance response (emergency 24 hrs, routine 7 days); quarterly dashboards; communications strategy; GHDMC sustainability role.	Financial tables (sources & uses: Operating Fund, HCV, CFP, GHDMC revenues).
	4. Financial Resources		
	7. Civil Rights/ Fair Housing		Certifications of compliance (HUD forms 50077).
	9. Certifications		Notices of ACOP/Admin Plan updates. Section 3 compliance documentation.

Strategic Plan ↔ HUD Annual Plan Crosswalk

Strategic Plan Pillar / Focus Area	HUD Annual Plan Section	Content to Pull from Strategic Plan	Additional Compliance Content Needed
Pillar 4: Community Leadership & Partnerships	2. Housing Authority Mission & Goals	Formalize 2 MOUs annually (city, county, nonprofits, CareerSource, ELC); re-establish RAB; regional housing summit; landlord incentive strategies; brand/advocacy communications roadmap.	Documentation of RAB process and feedback.
	6. Resident & Community Engagement		Public comment summary from hearings.
	9. Other Information		Evidence of MOU execution.
			Advocacy agenda or legislative priorities summary.
Cross-Cutting: Advocacy & Funding Priorities	4. Financial Resources	Advocacy for surtax allocations, housing trust contributions, source-of-income protections, inclusionary zoning; federal/state grant pursuit.	Annual advocacy agenda (Board-approved).
	9. Other Information		Documentation of funding commitments (local, state).
Cross-Cutting: Communications Roadmap	6. Resident & Community Engagement	Brand refresh, advocacy messaging, statewide/national reputation.	Public transparency documentation (website, newsletters, dashboards).
	9. Other Information		Evidence of communications protocol adoption.



Appendix G

Public-Facing Plan Summary





GAINESVILLE Housing Authority

Where Housing Matters

MISSION

"GHA strengthens neighborhoods where everyone can thrive by developing and sustaining quality, affordable homes and expanding economic mobility through strategic partnerships."

VISION

"GHA is a multifaceted leader in affordable housing and community development, recognized for innovation, resilience, and impact."

CORE VALUES

*Integrity, Collaboration,
Equity, Innovation, Service
Leadership*

Pillar 1: Housing & Development

GOAL 1: Expand and diversify GHA's housing portfolio while ensuring quality and sustainability.

OBJECTIVE 1.1

Deliver at least 600 new housing opportunities by 2030

Activities:

- Advance East University Corridor redevelopment, completing phasing plans and coordinating with development partners.
- Expand the Gainesville Housing Development & Management Corporation (GHDMC) to at least 100 units through acquisition, development, and management.
- Pursue management agreements with city- and nonprofit-owned properties to stabilize operations and expand services.
- Secure land for future development through First Right of Refusal, land-banking, and acquisitions aligned with LIHTC and other financing.
- Maintain and expand landlord participation in the Housing Choice Voucher (HCV) program through incentives and technical support
- Advocate for affordable housing ordinances and local funding streams to sustain long-term growth.

OBJECTIVE 1.2

Redevelop, modernize, and preserve priority properties.

Activities:

- Redevelop Oak Park, Pine Meadows, and Lake Terrace with qualified developers.
- Modernize Caroline Manor and Forest Pines through system upgrades and interior improvements.
- Preserve Sunshine Park and Eastwood Meadows as strong-performing assets.
- Enhance safety/security with new lighting, cameras, visitor systems, and fire management improvements.
- Develop property-level asset management strategies, including financial pro formas, resilience assessments, and resident engagement.

OBJECTIVE 1.3

Pilot housing innovations to expand affordability and ownership.

Activities:

- Expand a voucher-to-homeownership program allowing HCVs to be applied toward mortgage payments.
- Develop mixed-income, mixed-tenure communities to reduce concentrated poverty.
- Pilot modular and other innovative housing models to test scalable, sustainable construction.
- Establish joint ventures with Community Land Trusts (CLTs) for permanent affordability.
- Repurpose underutilized schools or public land for affordable housing in partnership with city, county, and schools.
- Conduct feasibility studies to expand Choice principles into rural areas where housing needs are high.
- Establish a Partnership Council of city, county, education, nonprofit, and business leaders.
- Host an annual redevelopment convening to align stakeholders on shared outcomes.
- Publish an annual Redevelopment Progress Report documenting progress and partner contributions.

Pillar 2: Resident Economic Mobility

GOAL 2: Support pathways from stability to independence ("In → Up → Out").

OBJECTIVE 2.1

Implement standardized intake and tracking.

Activities:

- Develop intake assessments capturing income, employment, education, and entrepreneurship interests.
- Track all program participants annually through recertification.
- Integrate mobility data into Choice systems to connect housing outcomes to economic mobility.
- Formalize partnerships with Santa Fe, UF TRIO, CareerSource, Early Learning Coalition, Children's Trust, financial institutions, and healthcare providers.
- Implement early action projects such as the East University Avenue Market Space and Urban Farm.
- Incentivize participation with stipends, rewards, and GHA Bucks.
- Reinstate resident action plans and civic engagement opportunities.
- Support youth violence prevention initiatives by partnering with after-school and mentoring programs.
- Apply for HUD, state, philanthropic, and private funding to expand mobility programs.
- Embed training and entrepreneurship opportunities within redevelopment projects.
- Offer programs during the evenings, weekends, and virtually to maximize access.



OBJECTIVE 2.3:

Increase pathways to homeownership.

Activities:

- Identify near-market renters for targeted counseling and preparation.
- Partner with MHCC and City for down-payment assistance and credit counseling.
- Designate ownership units within redevelopment phases.
- Collaborate with banks, counselors, and realtors to expand financing access
- Objective 2.4 Shift service delivery to partners while GHA convenes and monitors.
- Define GHA-delivered vs. partner-delivered services.
- Host quarterly convenings with service partners.
- Include performance requirements in 100% of MOUs.
- Monitor outcomes and publish annual reports.

OBJECTIVE 2.5

Expand resident leadership.

Activities:

- Establish at least 3 resident leadership councils by 2028
- Provide leadership training and connect leaders to agency-wide planning and the RAB.

Pillar 3: Organizational Excellence & Capacity

GOAL 3: Strengthen systems, workforce, governance, and culture.

OBJECTIVE 3.1

Integrate systems, SOPs, technology, and legal/policy alignment.

Activities:

- Finalize SOPs and align updates with audit requirements.
- Upgrade property management and financial systems; integrate with workflow platforms.
- Pilot AI applications for SOPs, triage, and data analysis.
- Conduct annual legal and policy reviews for HUD compliance.
- Create cost-allocation and policy firewalls between HUD and GHDMC.

OBJECTIVE 3. 2:

Develop leadership pipelines and succession planning (staff, CEO, Board).

Activities:

- Establish staff leadership development tracks and mentoring.
- Create succession templates across all departments.
- Launch internship and job placement programs with UF and Santa Fe.
- Deliver commissioner onboarding and Board education sessions.
- Launch a commissioner ambassador program.
- Adopt a structured Board Training Series focused on affordable housing, governance, and advocacy.
- Develop and adopt an Annual Board Advocacy Agenda to guide commissioner engagement in policy and community leadership.

OBJECTIVE 3.3:

Maintain compliance, achieve High Performer status, and improve maintenance responsiveness.

Activities:

- Monitor PHAS/SEMAP to sustain High Performer status.
- Increase Section 3 workforce opportunities by 10% annually.
- Strengthen a standardized work order tracking system to log, prioritize, and monitor maintenance requests.
- Provide staff training on maintenance triage and response

protocols

- Expand preventive maintenance program to reduce emergency work orders
- Strengthen pest control, landscaping, and preventive maintenance.
- Publish quarterly dashboards on maintenance performance.
- Standardize lease enforcement policies and staff training.

OBJECTIVE 3.4:

Diversify revenue through nonprofit fundraising under GHDMC.

Activities:

- Develop fundraising plan.
- Launch annual giving campaigns and fundraising events.
- Engage Board members in donor outreach.

OBJECTIVE 3.5:

Strengthen internal and external communications.

Activities:

- Develop communication protocols.
- Launch multi-channel notifications (i.e text, email, youtube, social media).
- Collect and analyze 12 months of social media and YouTube data to establish a baseline engagement rate across all platforms.
- Relaunch website with news/events hub.
- Produce quarterly newsletters, annual reports, fact sheets.
- Contract communications professionals for storytelling.
- Highlight redevelopment, GHDMC projects, and resident stories.
- Develop property-specific engagement plans.
- Launch local, state, and national campaigns.
- Host annual retreats.
- Document and publish annual priorities.
- Align resources accordingly.

Pillar 4: Community Leadership & Partnerships

GOAL 4: Position GHA as a convener and catalyst for housing and community well-being.

OBJECTIVE 4.1:

Build and formalize partnerships.

Activities:

- Execute ≥ 2 new MOUs annually with city, county, CareerSource, Early Learning Coalition, nonprofits, and health/wellness partners.
- Re-establish Resident Advisory Board (RAB).
- Develop legislative advocacy agenda.
- Secure partnerships with FHFC, FHLB, and regional banks.
- Host annual Gainesville Housing & Community summit.
- Require MOU partners to submit annual reports.
- Benchmark against peer agencies and adapt best practices.
- Participate in county/regional task forces.

OBJECTIVE 4.2:

Position GHA as regional convener.

Activities:

- Host annual Gainesville Housing & Community summit.
- Require MOU partners to submit annual reports.
- Benchmark against peer agencies and adapt best practices.
- Participate in county/regional task forces..

OBJECTIVE 4.3:

Expand Choice-like initiatives beyond Gainesville.

Activities:

- Apply Choice principles in rural/underserved areas.
- Position GHDMC as development partner in regional ventures.
- Expand youth and senior programming through nonprofit/civic partners.



Appendix H

Endnotes /

References and Data

Sources



Endnotes/References and Data Sources

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