



*City of Palms*

THE HOUSING AUTHORITY  
OF THE CITY OF FORT MYERS, FLORIDA

***STRATEGIC PLAN***  
***2019-2022***

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**BACKGROUND**

The Housing Authority of the City of Fort Myers (the “Authority” or HACFM) is a public housing (PH) authority created by the City of Fort Myers in 1960, pursuant to Chapter 421 of the Florida Statutes. The Authority is governed by an experienced Board of Directors that serve as governing officers. Commissioners ensure that the Authority operated within the law and according to the U.S, Department of Housing and Urban Development regulations. They also ensure that the Authorities purpose, goals and responsibilities are carried out in an efficient manner.

The City of Fort Myers has a diverse population and the Authority provides affordable housing for the low-income individuals and families who cannot afford housing in the private market. The Authority has general statutory authority to operate within the City limits of Fort Myers (the “City”), and within the County Limits of Lee, to develop, own, and manage public and affordable housing. The Authority has also partnered with local profit and not-for-profit groups of the community desiring to provide more affordable housing options for the citizens within the City and surrounding Counties. The goals the Authority and these partnerships have are to: rehab units; redevelop Public housing; create new housing; support development of community services; seek funding and resources for the citizens.

The Authority is responsible for the administration and management of 2254 units under the Housing Choice Voucher Program, of which 150 units are Project-Based and the remaining 2104 units are Tenant-Based Vouchers which include VASH and Mainstream programs. The Authority, its Commissioners and its partners, are committed to preserving community historical roots while building and redeveloping communities that are affordable and viable in the present.

**MISSION**

The Mission of the Housing Authority of the city of Fort Myers is to provide affordable housing for the low-income individuals and families who cannot afford housing in the private market. The Authority intends to comply with its mission by:

- Engaging community stakeholders as partners to align with HACFM around strategies that will lead to: repairing existing units that need improvements; redeveloping conventional public housing as a pathway to creating additional affordable housing opportunities for citizens of Fort Myers; enhancing the Community Supportive Services (CSS) programming; and improvement to our client’s access to family resources.
- Providing sustainable housing solutions and self-sustaining Community Supportive Services programs, that can interrupt generational poverty and assist families with upward mobility and economic independence.

- Ensuring organizational excellence through enhancements to our existing compliance policies and procedures, while working toward Financial independence, through creative funding opportunities
- Creating and meeting prioritization plans for the neighborhood transformation of conventional public housing, while adding new affordable housing and market rate opportunities to the citizens in need.

### **VISION**

The vision of the Housing Authority of the City of Fort Myers is to be a catalyst in the community, working toward the achievement of stable housing options, while having the ability to provide residents with a clear pathway to independence and success.

### **WE BELIEVE**

The Southwest Florida Region depends on its residents having access to quality affordable housing that provides stability and a sense of home. Our long history of excellence in providing affordable housing is expanded upon in our goal areas and is designed to amplify the region's ability to care for its neighbors in need.

The role of the Authority and The Southwest Florida Affordable Housing Choice Foundation, in this regional effort, is to be a catalyst for the expansion of affordable housing stock in and around the Fort Myers areas. This is to be accomplished in a sustainable fashion that preserves our ability to serve residents and ensures our financial and organizational longevity. The Authority works with the community to administer successful Housing Choice Voucher Program and project-based assisted housing programs. It also works to change the face of public housing by transforming and renovating the distressed areas in Fort Myers and Lee County.

Each of our goal areas are paired with specific strategies to enact the changes necessary and create the desired impact or change. The Authority believes that in succeeding with its mission and vision, paradigm shifts in public housing culture, and values will occur.

We believe our mission can be accomplished by establishing: positive incentives for resident self-sufficiency; providing comprehensive community supportive services that empower residents and support the de-concentration of poverty; promoting mixed-income communities; and assuring equal access to safe quality affordable housing for our existing and future clients.

### **STRATEGIC GOALS**

The focus areas listed below are accompanied by goals and strategies to achieve them within this strategic plan.

- Strengthen Our Community
- Develop a robust resident services program designed to interrupt generational poverty
- Develop enduring collaborative solutions
- Work towards financial independence from HUD through self-sustaining projects

- Maximize our staff's potential, performance and outcomes as a foundation for overall agency success

## **GOALS & STRATEGIES**

### **1. Strengthen Our Community**

Execute the prioritization Plan For the transformation of public housing into mixed income communities while adding to overall unit count

- 1.1. Finalize the prioritization plan and share with our community and residents for input
- 1.2. Explore specialty housing opportunities to fully meet the needs of the community
- 1.3. Convene local government and nonprofits to build partnerships to activate the neighborhood transformation

### **2. Develop a robust resident services program designed to interrupt generational poverty**

- 2.1. Develop authentic connections to our residents through community engagement efforts that will identify families with the greatest need and connect them to services that will lead to self-sufficiency and financial independence
- 2.2. Based on the family needs assessments and community feedback, evaluate the CSS program effectiveness and service delivery
- 2.3. Redesign the resident services program to meet the community need
- 2.4. Develop and pilot innovative resident services programming at each site designed to enhance the quality of life for those living within a HACFM community

### **3. Develop enduring collaborative solutions**

- 3.1. Cultivate relationships and partnerships with residents, stakeholders and partners in our mission and work
- 3.2. Seek feedback from residents on community needs through annual needs assessments surveys
- 3.3. Facilitate regional conversations and collaborative solutions through the Supportive Services network to improve health, education and employment outcomes for our clients
- 3.4. Develop relationships and secure partnership agreements with local organizations and government stakeholders who have a vested interest in interrupting multi-generational poverty
- 3.5. Strengthen relationships with law enforcement agencies to predict, organize and respond proactively to the safety needs of each community

### **4. Work towards financial independence and sustainable housing through creative funding projects**

- 4.1. Implement the redevelopment strategic priorities to activate the disposition of remaining conventional public housing within 5 years

- 4.2. Partner with surrounding government agencies to explore refining zoning requirements in order to support the development of new mixed-income housing opportunities
  - 4.3. Participate in funding application processes at the local, state, and federal levels, to support the redevelopment of 572 existing public housing units and neighborhood transformation,
  - 4.4. Utilize the redevelopment tools of HUD's RAD program (Rental Assistance Demonstration Program) and the Section 18 Program.
5. Maximize our HACFM staff's potential, performance and outcomes as a foundation for overall agency success
- 5.1. Review and adapt staff capacity to support growth
  - 5.2. Increase internal capacity to achieve strategic goals
  - 5.3. Equip staff with skills and knowledge to support the organization's strategic direction through staff training and capacity building
  - 5.4. Develop measurable business systems and accompanying procedures to track performance and efficiency
  - 5.5. Engage the HACFM Board of Commissioners in professional development to ensure the Board has the technical support, skills, and capacity to support a sustainable future
  - 5.6. Review and improve the existing human resources programs and policies to increase employee efficiency and morale focusing on work-life balance
  - 5.7. Create a client-centered culture by strengthening our customer service