

# Agency Highlights

## Human Resources

During Fiscal Year 2023 to date,  
**OCD Department Members**  
 Earned Their  
**CHAM**  
 Asset Management Specialist  
 (AMS) Certification

OCD Department Manager  
 Passed the  
**HCCP Examination**

**Employment & Promotions**

<b>2,135</b> Resumes Received	<b>43</b> New Hires	<b>27</b> Section 3 New Hires
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**14** Internal Promotions

- Staff Trainings & Certifications for FY 2022-2023**
- Audit Analysis
  - Crime Prevention in Housing
  - Fundamentals of Low-Income Housing Tax Credit Management Certification
  - Inspection, Assessment & Mitigation
  - Leasing
  - Marketing, Leasing & Waiting List Management
  - Procurement
  - Unit Turnaround & Maintenance

**Agency Events**

Jacksonville Housing participated in the 2023 **United Way Fundraising Drive "Casual for a Cause"** incentivizing employees to donate in exchange for the privilege of wearing jeans on Fridays

**Annual Employee Training Sessions** covered the topics of Ethics, Sunshine Law & Public Records were conducted

## Information & Technology

Updates Completed to Ensure Jacksonville Housing is **Performing at Optimal Levels**

Jacksonville Housing continues to be on the **Cutting Edge of Technology**, ensuring Applicants, Residents & Staff have access to the tools needed to conduct business efficiently & effectively

Agency-Wide **Migration to the Cloud**

# VANGUARD

## Leading the Way

### 2023 Performance Report



**JaxHA.org**   
 1300 Broad Street N | Jacksonville, FL 32202  
 904-630-3810

**JaxHA.org** | SERVING THE CITY OF *Jacksonville & Duval County*



## President/CEO Message Dwayne Alexander

**VANGUARD** is defined as a group of people leading the way in new developments or ideas. Jacksonville Housing is transforming into the Vanguard of Affordable Housing.

During the fiscal year 2022-2023, Jacksonville Housing responded to our community needs through various development and acquisition ventures.

**Jacksonville Housing is leading the way within the Housing Authority industry in developing affordable housing for the City of Jacksonville and Duval County.**

The affordable housing crisis was exacerbated by the COVID-19 pandemic as rental rates spiked across the country. These higher rates placed many vulnerable families out of the rental markets. Jacksonville Housing's waiting list swelled to over 100,000 as families scrambled to secure the most basic human need - Housing. Jacksonville Housing is bridging the gap, providing our families with decent, safe, sanitary, and affordable housing.

Jacksonville Housing will continue to move forward with several public-private partnerships to bring affordable housing units to the marketplace. Jacksonville Housing has committed to purchasing fifty (50) newly constructed single-family homes from a local developer. These homes will be leased to families whose income does not exceed 80% of the Area Median Income (AMI).

Jacksonville Housing has developed a pipeline of affordable housing deals. These deals over the next several months would possibly add an additional 1,000+ plus units to our housing stock. Additionally, Jacksonville Housing has ideas to develop thirty (30) vacant lots. These lots will consist of two and three-bedroom duplexes to maximize the housing footprint and stabilize neighborhoods by providing much-needed replacement housing. This approach will allow Jacksonville Housing to offer new housing options to at least sixty (60) families.

The day has passed that allowed public housing authorities to operate without consideration for housing trends that are happening nationwide. Housing authorities must be proactive in the housing needs of the families within the communities.

**Jacksonville Housing has answered the call. As proof, on December 20, 2022, Jacksonville Housing was awarded an A+ Rating with Standards and Poor's. This rating enables the agency to issue bonds to further our efforts to develop affordable housing.**

**Jacksonville Housing is moving forward, executing our strategic plan, bridging the gap as the VANGUARD of Affordable Housing.**

Enthusiastically,  
**Dwayne Alexander, President/CEO**

## The Mission of Jacksonville Housing

Provide safe, clean, affordable housing and effective social services to low- and moderate-income families and individuals.

Our dedicated team of employees and board members, in partnership with our residents, will utilize accepted business principles and all available resources to improve the quality of life for all participants.

We will encourage employment, self-sufficiency, and, where possible, assist in the transition to other housing alternatives.



## Received Top 3 FAHRO Awards

At the August 2023 Annual Conference, FAHRO (Florida Association of Housing & Redevelopment Officials) awarded Jacksonville Housing the following awards:

- **Best Practices : Large Agency : JH**
- **Outstanding Large Agency : JH**
- **Outstanding Individual : CEO Dwayne Alexander**

We are proud to be recognized as the BEST in Florida, for both our agency & our leader CEO Dwayne Alexander.

FAHRO represents more than 200 Florida housing agencies, community development agencies &

associate members (some outside Florida) who work together to ensure that all of Florida's citizens have clean, safe & affordable housing.

For more information, visit [FAHRO.org](http://FAHRO.org).



## Board of Commissioners

**Christopher Walker,**  
Chairman of the Board

**Heather Horovitz,**  
Commissioner

**Charles Griggs,**  
Commissioner

**Harriet Brock,**  
Commissioner

**Andre Green,**  
Commissioner

**Craig Schoup,**  
Commissioner

## Senior Management

**Vanessa Dunn,**  
Chief Operating Officer

**Cathy Ponder-Hunt,**  
Director of Housing Choice Voucher

**Reynold Peterson,**  
Director of Modernization & Development

**Dennis Lohr,**  
Chief Financial Officer

**Evann Morris,**  
Director of Information Technology

**Cordelia Parker,**  
Director of Resident Services

**Kort Parde,**  
Chief Administrative Officer

# Modernization & Development

## Capital Fund Projects Completed 2022-2023

### Twin Towers Projects

**Balconies \$1,156,217 Budget (98% Complete)**

Repaired balconies on both buildings due to observation of structural cracks.

**Fire Alarm Panel \$733,697 Budget (25% Complete)**

Design/Build project to replace all fire alarm panels in buildings A & B.

**Twin Towers Cluster Mailboxes \$23,996 Budget (100% Complete)**

Replaced damaged mailboxes.

**Total Invested in Twin Towers \$1,913,910**



### Victory Pointe Project

**Roof Replacement \$160,811 Budget (100% Complete)**

Roof replacement was completed on buildings 3,6,16,19 and project completed within schedule with a small change order due to extra sheeting damage not anticipated at bidding.

**HVAC Replacement (30 Units) (100% Complete)**

HD supply has installed all units and removed all equipment from the site. No change orders or delays occurred during the project.



### Riviera North Project

**Plumbing \$326,655 Budget (100% Complete)**

The plumbing contractor completed re-piping of building A, building C and building D units.



### Centennial Towers Project

**Generator \$717,822 Budget (100% Complete)**

Project replaced old generator with new larger generator to meet current code.



### Forest Meadows-East Project

**FME Burn units 26 & 27 \$223,561 Budget (100% Complete)**

Project will rehabilitate two burned units.



**Received Standard & Poor's A+ Bond Rating**

(details on page 10)

## Capital Fund Upcoming Projects

### Ander Park

Window Replacement.

### Scattered Sites

Springfield Historical District Siding Replacement.

### Southwind Villas

Pavement Repair Project.

### Forest East

Pavement Repair Project.

### Centennial Townhomes West

Window Replacement.

## Annual Contract Summary

Contract Name	Contract Amount	Billed to Date	Retention	Balance to Completion	% Complete
Balcony Replacement	\$1,319,971.05	\$1,229,828.17	\$64,726.73	\$90,142.88	100%
Burn Unit Renovations	\$224,730.29	\$138,775.54	\$15,419.51	\$85,954.75	100%
Civil Engineering Services	\$100,000.00	\$36,470.00	\$-	\$63,530.00	36%
Elevator Service & Maintenance	\$47,039.24	\$11,759.82	\$-	\$35,279.42	25%
Fire Alarm Panel Replacement	\$733,697.00	\$183,424.25	\$-	\$550,272.75	25%
HVAC Maintenance Contract	\$550,000.00	\$38,818.91	\$-	\$511,181.09	7%
Lawn Care Services	\$500,906.14	\$232,719.02	\$-	\$268,187.12	46.5%
Multi-Site LED Conversion	\$98,556.27	\$87,324.19	\$-	\$11,232.08	88.6%
Pest Control Services	\$149,928.00	\$12,494.00	\$-	\$137,434.00	8.3%
Plumbing Services	\$425,000.00	\$103,574.64	\$-	\$321,425.36	24.4%
Pond/Ditch/Waterway Maintenance	\$6,302.40	\$2,402.72	\$-	\$3,899.68	38.1%
Security Assessment	\$55,800.00	\$-	\$-	\$55,800.00	0.0%
Unit Turns	\$525,000.00	\$268,254.99	\$-	\$256,745.01	\$51.1%
<b>TOTALS</b>	<b>\$4,736,930.39</b>	<b>\$2,345,846.25</b>	<b>\$80,146.24</b>	<b>\$2,391,084.14</b>	<b>49.5%</b>

# Pipeline Deals

## Normandy Townhomes

**Purchased land to construct a new rental building.** The proposed project involves development of 110 multi-family units, 20 of which will be designated as affordable, for households at or below 80% of the area median income ("AMI") and 90 units at 140% of AMI. Proposing to issue bond debt of \$36.6 million to create

these 110 units of new construction housing. Bonds will be executed as a public sale using Jacksonville Housing's "A+" bond rating, with Piper Sandler as their investment broker. Bond debt will be the only source for the project as no other funding will be used during the construction or permanent period.



## Ramona Lofts/Tre Bel Gardens

**431-unit new construction mixed-income development located at 7059 Ramona Boulevard.** AMI ranges have been set from 50% to 120% to create adequate affordability. The breakdown is as follows: 43 units at 50% AMI, 108 units at 60% AMI, 65 units at 80% AMI, and 215 units at 120% AMI.

The tax-exempt bond financing structure requires Jacksonville Housing (JH) to raise bonds to construct the development. The proposal also requires JH to provide a property tax exemption. In return, JH will receive 10% of the developer fee and 10% of the property cash flow.



## Franklin Arms/Downtown East

**Acquire a 102-unit multifamily apartment complex at 888 Franklin Street, Jacksonville, FL 32206.** Downtown East is a fully residential development comprised of a four-story courtyard building with few existing amenities. The building has single-room

occupancy and contains 102 units, approximately 500 square feet each. Jacksonville Housing will complete a "gut" rehab of the property and keep the units affordable through potential Project-Based Vouchers or by utilizing Faircloth Units.



## JWB Realty Capital

Jacksonville Housing (JH) has committed to purchasing a minimum of 50 homes from JWB Real Estate Capital, a local builder, as part of a larger effort to diversify JH's portfolio and access capital using its recent "A+" bond rating. The first 20 of these homes, which comprise the JWB Rental Homes Phase 1 project, have already been purchased with \$4.145 million in non-federal JH funds.

## Westwood

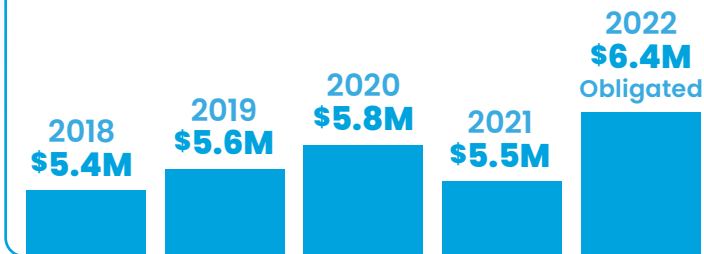
**Westwood is a 256-unit multifamily property at 1171 Lane Avenue South, Jacksonville, FL.** The property was constructed in 1989 and was recently renovated in 2019-2022. 100% of units at Westwood Apartments are either in their original condition or partially renovated. Jacksonville Housing (JH) will keep this property affordable at 80% AMI and accepting HCV participants.



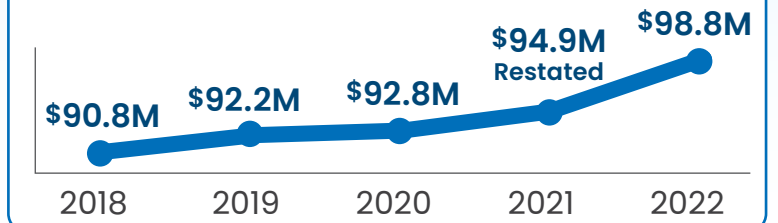
# Fiscal Year Performance Highlights

## Financial Viability

### Capital Funds Awarded

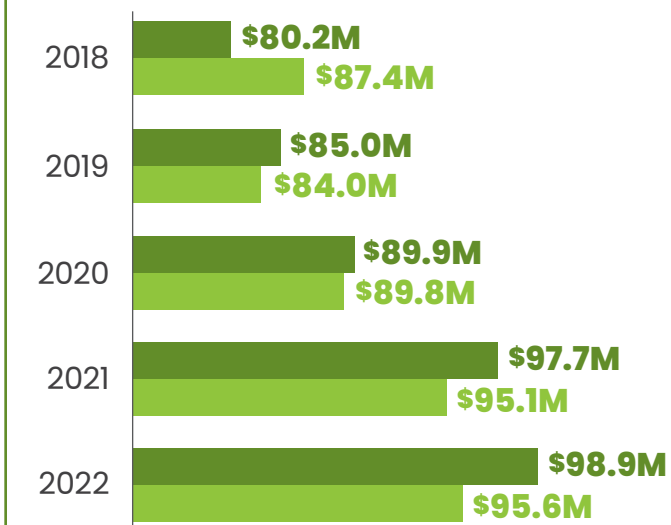


### Net Position

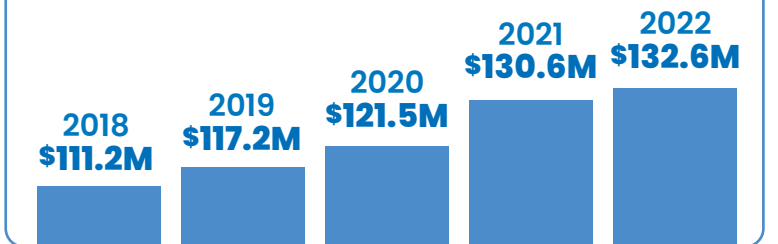


### Operating Budget

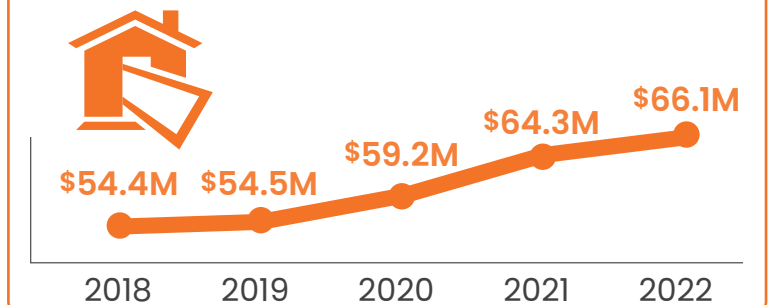
#### Revenue / Expenses



### Assets



### Housing Assistance Payments



### Compliance Department

As of July 31, in Fiscal Year 2023, OCD:

Fraud & Bad Debt Collected **\$126,574**

Section 8 File Audits Completed **452**

Public Housing File Audits Completed **471**

Special Audit Referral Investigations Conducted **115**

With A Resulting Debt of **\$127,149**

### Contracts Awarded

Construction <b>\$482,706</b>	Plumbing <b>\$355,305</b>	Tree Trimming <b>\$34,900</b>
Office Services <b>\$356,168</b>	Pest Control <b>\$149,928</b>	Electrical <b>\$332,379</b>
Pressure Washing <b>\$19,000</b>	<b>TOTAL</b> <b>\$1,730,386</b>	

# Resident Services

## Highlights from 2022-2023



### Jobs Plus

- Started ESOL classes at Jobs Plus Center to aid in decreasing barriers to employment for residents of Southwind
- 19 Jobs Plus participants obtained new employment
- **53 participants maintained employment for over 180 days** which exceeded targeted goals for grant requirement

- **114 referrals made for employment**
- Average Yearly Earnings for Southwind increased from \$20,455 to \$21,344
- 3 staff members received certifications as Certified Career Service Providers

### ROSS

- **32 Participants obtained Employment**
- 107 Participants received Financial Education & Banking Counseling
- 3 Youth awarded the Hicks Scholarship to the University of North Florida (UNF)
- 117 Referrals received from Management
- 49 Educational programs/events held
- 58 Community Engagement Meetings conducted
- 6 Provided Support & Capacity building to Resident Councils
- 3 participants enrolled in Higher Education and/or Job Training
- **70+ Attended Annual Home Ownership Fair**
- 200 Youth were provided Backpacks filled with School Supplies by Dept of Corrections
- 200 Youth were provided brand new bikes for the Christmas Holiday by Hope Worldwide
- Over 300 Families participated in the Martin Luther King Event for Southwind

### Section 3

- **1000+ Employment Opportunities presented via external partners**
- Hosted 3 Job & Resource Fairs
- 114 Residents referred for employment
- 25 Residents obtained employment
- 15 New Section 3 Vendors



### Family Self-Sufficiency (FSS)

- **Graduates**
- 32 Graduates (as of June 2023)
- Final Escrow payout Totals= \$171,036.47
- **Home Ownership**
- 4 FSS participants purchased homes without the HCV
- 5 "Money Smarts" Financial Literacy Series
- **Employment Obtained**
- 6 participants successfully gained employment



### Neighborhood Network Center (NNC)

- **74 Participants enrolled in GED program**
- 600+ participants utilized computer lab services
- 71 participants attended Career Fair and 18 Vendors
- 136 participants engaged in the Health & Wellness programs
- 30 completed Summer Day Camp
- 200 assisted with obtaining Income Tax Preparations
- 25 Community Partners recognized at the 2nd Annual Partners Appreciation Ceremony
- **4 GED Graduates in Sept 2022 (anticipating 2 for 2023)**

### Senior Services

- 198 participants received Assistance with Recertifications: Leasing/Rent Café, SSA Benefits, Food Stamps, etc...
- 200+ Elderly/Disabled participants received COVID, HIV, or other Healthcare Testing/Screenings
- **1000+ Meals donated by JM Family Enterprise along with providing utility carts, outdoor essentials, and a coffee station to the High rises**
- 100+ receive Monthly Mobile pantry assistance from Feeding Northeast Florida (FNEFL)
- 42 Seniors enrolled in Computer Technology Training

### Public Housing Service Coordinator (Contract)

- **500+ Service Deliveries completed**
- 65 Manager referrals received
- 336 Self-referrals received
- 256 Food/other resources referrals provided
- **51 Educational Awareness & Enrichment Events**
- 36 Community Engagement/RMC Meetings (2 new RMC's established)



# Standard & Poor's (S&P) Global Ratings

## What Are Credit Ratings?

### Standard & Poor's state:

Credit ratings are forward-looking opinions about the ability and willingness of debt issuers to, like corporations or governments, to meet their financial obligations on time and in full. They provide a common and transparent global

language for investors and other market participants, corporations, and governments, and are one of many inputs they can consider as part of their decision-making process.

## Why is this Important to Jacksonville Housing?

Jacksonville Housing (JH) received an A+ Credit Rating from Standard and Poor's on December 20, 2022. JH will issue bonds to further the strategic goal of the agency which is to **Expand Housing Access & Choice**.

Bonds that are high quality (more likely to be paid on time) generally offer lower interest rates. The rating of A+ will allow JH to have the options for more creative financing opportunities, such as the issuance of bonds.

The use of bonds is another financial tool in the JH toolbox. JH will continue to seek viable financial options and subsidy layering options such as Low-Income Tax Credits, RAD, Faircloth Units, Housing Choice Vouchers, Project-Based Vouchers and other public-private partnerships that will further our goal of expanding housing access and choice.

**AAA (+-)** Most likely that debt obligations will be honored.

**AA (+-)** High likelihood that debt obligations will be honored.

**A (+-)** Reasonable likelihood that debt obligations will be honored.

**BBB (+-)** Likelihood that debt obligations will be honored, but compared to the higher rating A, possibility of a diminished likelihood of debt repayment.

**BB (+-)** Repayment does not pose a problem at present but may become problematic in the future.

**B (+-)** Probability of repayment is weak, with cause for concern.

# Housing Demographics Overview

## Jacksonville Housing

**High Performer**  
for Public Housing and HCV

### Public Housing Demographics

HOH Average Income **\$14,492**

Average Occupancy **4.5** years  
Average # of Dependents **1**

### HCV Demographics

HOH Average Income **\$15,102**

Average Occupancy **6.6** years  
Average # of Dependents **2.5**

### Public Housing Types of Income

SSA/SSI **\$13,232,281**  
Wages **\$18,176,000**  
Welfare **\$166,977**  
Other Income **\$2,164,069**  
Total Income **\$33,741,284**

### HCV Types of Income

Wages **30%**  
Social Security **42%**  
SSI **34%**  
Child Support **18%**  
Total Income **\$127,414,016**

### Public Housing Budget

**\$17** Million Annually

### Capital Fund Budget

**\$6** Million Annually

### Major Projects Completed This Year

Ongoing Portfolio HVAC Replacements  
Southwind Villas Staircases Replaced  
Riviera North Plumbing Replacement

### HCV Program At-a-Glance

**611** RAD Project-Based Units  
**78** Family Unification Program  
**577** VASH Vouchers  
**1,008** Project Based-Vouchers  
**190** Emergency Housing Vouchers  
**100** Mainstream Vouchers  
**6,078** Tenant-Based Vouchers

### Public Housing New Admissions

**150** ELI  
**61** VLI  
**15** L  
**226** Total New Admissions

### HCV New Admissions

**696** ELI  
**228** VLI  
**97** L  
**1,021** Total New Admissions