

Building Nonprofit Capacity to Build

Sponsored by the
Florida Housing Finance Corporation's
Affordable Housing *Catalyst Program*

Florida Housing Coalition

May 26, 2022



Our Thanks to the Florida Housing Catalyst Program



AFFORDABLE HOUSING CATALYST PROGRAM

Sponsored by the Florida Housing
Finance Corporation



we make housing affordable™

THE FLORIDA HOUSING COALITION



Catalyst Training Schedule



Fine Tune Your SHIP Program
REGISTER NOW FOR

**CATALYST
TRAINING**



www.flhousing.org

THE FLORIDA HOUSING COALITION



The Florida Housing Coalition



Juanita Jones
Technical Advisor
jones@flhousing.org



THE FLORIDA HOUSING COALITION



Logistics for Today's Webinar

- All attendees are muted
- Please type in your questions. We will answer questions throughout the webinar.
- Webinar is being recorded and will be posted to our website
- Handouts
 - PowerPoint for today's webinar will be posted online

In the Questions Box...



Who's attending?



What's your experience in housing development?



Have you recently completed a thorough evaluation of your capacity?



What area(s) of capacity does your nonprofit need to build up the most?

THE FLORIDA HOUSING COALITION



Today's Agenda



WHY NONPROFIT
CAPACITY-BUILDING IS
IMPORTANT



QUESTIONS AND BEST
PRACTICES FOR
EVALUATING CAPACITY



FHFC AND THE
NONPROFIT SET-ASIDE
FOR LIHTC



BEING A GOOD
PARTNER



SHOWCASE OF
NONPROFITS

THE FLORIDA HOUSING COALITION



Florida Housing Coalition's Vision:



- At least one active, viable community-based organization plays an important role in delivering affordable housing and related services in each community

THE FLORIDA HOUSING COALITION



Purposes of Our Work

Significant need for the development and preservation of affordable housing

Desire to build capacity of nonprofits to successfully participate in FHFC's RFA process

Evaluating Nonprofit Capacity

Questions to ask and best practices

THE FLORIDA HOUSING COALITION



Mission



Mission Statement – Is it clear, strong, relevant, frequently referenced?



Vision Statement – Is it clear, bold? Does it inform policy and priorities?



Goals and Strategic Planning – Are they clear, coherent? Is there a process for review and adoption? Are outcomes measured?



Culture and Values – Are they the same for the board, management, staff and stakeholders?

THE FLORIDA HOUSING COALITION



Board



Commitment – Do members provide strong and meaningful support? How is attendance at meetings?



Composition – Are they experts in their fields? Are their fields relevant to your mission? Do they serve as resources to the Executive Director and staff?



Committees – Are there any? Are they active, relevant? Do they have staff support?

More about the Board

Relationship with Executive Director and staff – Are all working towards common goal?
Does the Board evaluate performance of Executive Director?

Orientation – Is there one? Who provides it? How comprehensive is it?

Governance – Are positions and committees clearly defined? Are meetings regularly scheduled, well-run, effective?

Senior Management

Experience – Are members qualified with expertise?

Internal Leadership – Are they positive and likable? Do they frequently evaluate organization for improvement? Do they actively seek to recognize and reward staff?

External (Community) Leadership – Are they visible, recognized? Are they effective partners?

Staff Dependence – Would the organization experience difficulty without daily presence of Executive Director? Can management team assume other duties?

THE FLORIDA HOUSING COALITION



Staff

Roles and Responsibilities – Are they clearly defined? Are they well-executed? Can staff assume other roles as needed?

Experience – Does staff have experience and education relevant to role? Are they able to perform all tasks associated with position

Motivation – Is staff committed to mission and strategy? Does staff actively seek additional responsibility and training?

Volunteers – Is there a dedicated base?

Program Management

Policies and procedures – Are they written down? How well-written are they? Are they regularly reviewed?

Job design – Do staff roles correspond well with programs? Are staff encouraged to modify and improve programs they are accountable for?

Program design – Do programs match the mission? Are they innovative and effective at meeting community and organization needs?

Program reporting – Are controls in place to ensure goals and objectives are met?

THE FLORIDA HOUSING COALITION



Financial Management



Policies and Procedures – Is there low potential for mismanagement?



Funding Sources – What is the source(s) of funding? Do programs and assets provide reliable sources of income?



Budgeting – Does the process involve the entire organization? How involved is the Board? Are variances routinely examined?



Reporting – Is fiscal information regularly scrutinized? Is it used as tool to evaluate strength and make improvements?

THE FLORIDA HOUSING COALITION



Legal



Organizational documents – Has organization obtained proper IRS status? Are corporate filings in place? Are by-laws valid?



Risk Management – Is there sufficient insurance? Are all policies current?



Legal Counsel – Is counsel available? Is it pro bono or reasonably price? How is counsel utilized?

Marketing



Recognition and reputation – How well-known is the organization in the community? Famous or infamous?



Marketing materials – Are they professionally designed? Is there a functioning website (up to date)? Is an annual report published?



Publicity – What efforts made by management, Board and staff to promote the organization and its mission? Is there a dedicated staff person or contracted firm for this purpose?



Technology infrastructure – Is equipment up to date and operational?



Technology expertise – Is there IT expertise on staff or contracted? How comfortable is staff with equipment?



Database management – Is there organization-wide reporting and tracking? Is data analyzed and used to inform policy?



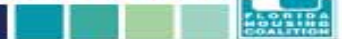
Records and filing – Are they organized and easily accessible? How often are they reviewed?

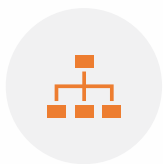


Physical infrastructure – How well does the physical office work for operations?

Systems and Infrastructure

THE FLORIDA HOUSING COALITION





HR STAFF – WHO HANDLES THIS RESPONSIBILITY? ARE THERE WRITTEN POLICIES AND PROCEDURES?



STAFF TRAINING AND DEVELOPMENT – HOW IS THE ONBOARDING PROCESS FOR NEW HIRES? IS THERE ONGOING TRAINING TO ENSURE JOB EXPERTISE? ARE THERE GROWTH OPPORTUNITIES WITHIN THE ORGANIZATION?



COMPENSATION AND BENEFITS – IS STAFF PAID? IS COMPENSATION IN LINE WITH INDUSTRY STANDARDS?

Human Resources

THE FLORIDA HOUSING COALITION



The background of the slide features a grayscale image of several hands of different skin tones cupped together, holding a small white icon of a house with a chimney and windows. The word "Community" is written in a large, bold, black serif font over the left side of this image.

Community

Relationship with funders – Does organization meet or exceed expectations? Are funders eager to continue funding organization?

Partnerships – How well does the organization collaborate with others? Do partnerships further the mission? Are they mutually beneficial?

Needs Assessment – How well does the organization understand its community/clients?

Accessibility – Are programs easy to access and understand?

Policy – Does the organization influence policy decisions that advance its mission?



Real Estate Development

- Describe the strategy:
 - Does it advance the organization's mission and vision?
 - Is it based on current or projected housing needs?
 - Are there adequate financial resources to cover development expenses?
- How is the relationship with local government?
- Does staff negotiate with the community and overcome NIMBYs?



Asset Management

- Are properties fully leased?
- Does income cover all expenses?
- Are properties in good physical condition?
- Are capital needs regularly evaluated?
- Are there adequate reserves?
- Is there adequate insurance coverage?



Resident Services

- Do programs and services meet the needs of residents?
- Are programs and services easily accessible?
- Do programs and services support the mission?
- Are there written guidelines, policies and procedures?
- Are residents active participants in their own success?



Development Team

- Development Consultant
- Co-developer
- Lawyer
- CPA Accountant
- Title Company
- Land Surveyor
- Builder
- Architect
- Engineer
- Environmental Consultant
- Municipal Planning & Building
Departments
- Lenders/Investors
- Property/Asset Management
- Realtors
- HB Counselors

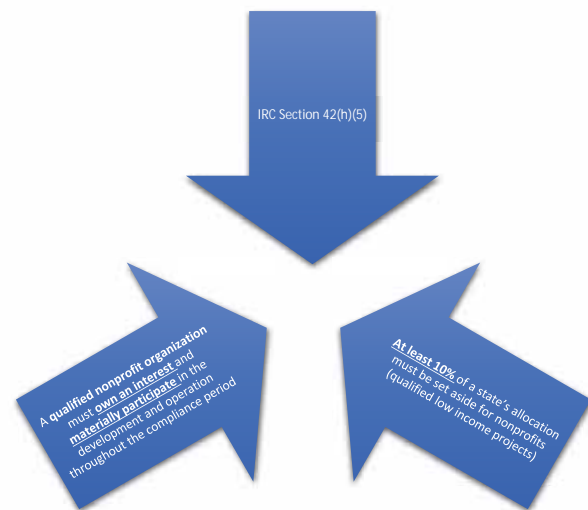
FHFC and the Nonprofit Set-aside for LIHTC

Understanding the requirements

THE FLORIDA HOUSING COALITION



The Nonprofit Set-aside



THE FLORIDA HOUSING COALITION

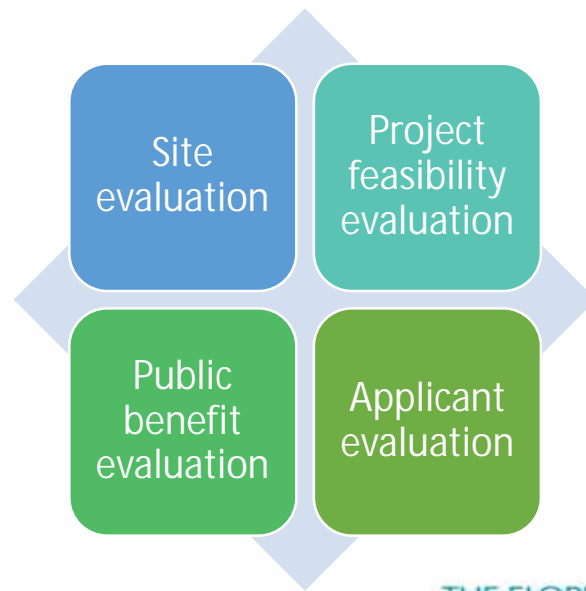




The Nonprofit Set-aside

- Definition of a qualified nonprofit organization (3 requirements):
 - Must be an organization as described in Section 501c3 or 501c4 and tax exempt under Section 501a, AND
 - Must not be affiliated with or controlled by a for-profit company, AND
 - One of the exempt purposes of the organization includes fostering low-income housing

How Deals are Underwritten



THE FLORIDA HOUSING COALITION





Evaluating the Applicant

- Staff Capacity
 - Key staff has qualifications needed to carry out the project
 - Organizational chart indicates additional staff and report chain for key contacts
- Board Capacity
 - Expertise of Board fills or augments knowledge and skills of staff
- If partnership or joint venture
 - Split in ownership and/or division of responsibilities will facilitate effective execution of project

Evaluating the Applicant



Financial Capacity

Audited Financial Statements indicate stable finances with strong internal controls

Current finances and balance sheet in good shape

Ability to guarantee financing

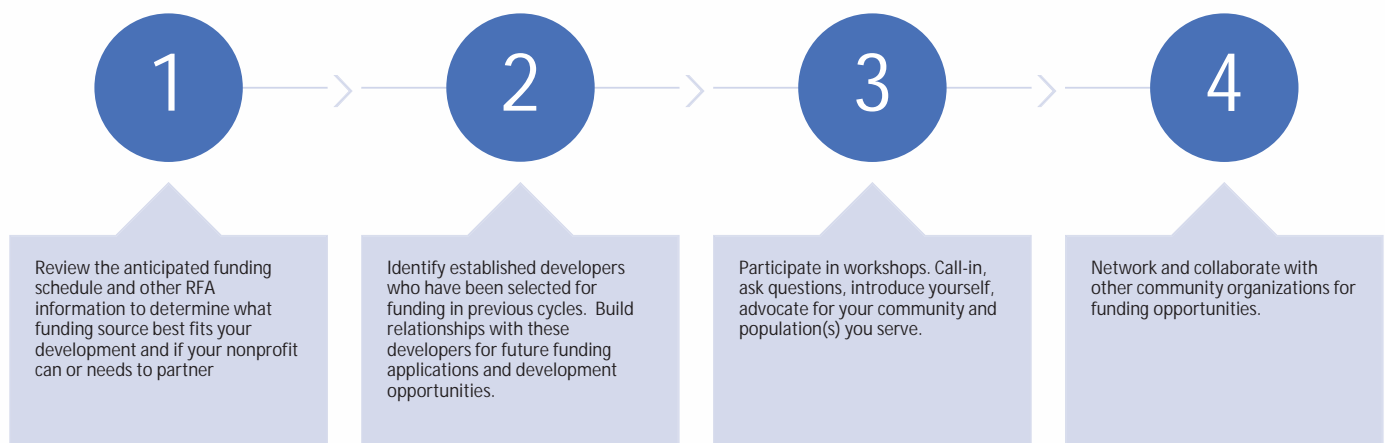


Track Record

Has applicant completed a similar project before

Status of previously funded projects

Use FHFC as a Resource



Being a Good Partner

Considerations and best practices

THE FLORIDA HOUSING COALITION



Understanding Your Governance

How are decisions made at your organization?



THE FLORIDA HOUSING COALITION





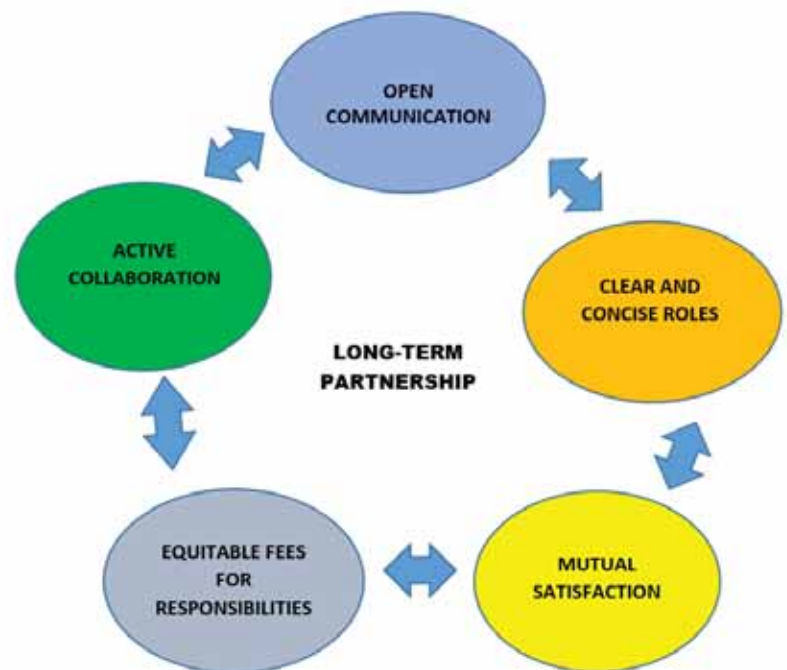
Partner Characteristics



Partnership: Long-term or Short-term?

- All partnership negotiations should be approached with a strategic mindset.

Elements of a Good Long- Term Partnership



THE FLORIDA HOUSING COALITION



Let's Hear from the Nonprofits!





Nonprofit Panel



CDC of Tampa – Ronda Watts, COO



New Life Village – Mariah Hayden,
Executive Director



Florida Home Partnership – Mike
Morina, CEO





Creating **IMPACT**
Since 1992



About Us

- » Founded in **1992** to serve East Tampa.
- » Proven track record of reducing disparities in **education**, **employment**, **housing** and **private investment**.
- » Proudly supported by a **diverse group** of local, regional and national funders.

What We Do

Real Estate Development– Utilizing an array of leveraged public and private financing, CDC of Tampa builds affordable single-family homes, primarily on vacant, scattered-site, in-fill urban lots. CDC of Tampa also rehabilitates neglected and/or foreclosed homes and restores them to quality, affordable, and attractive homes for first-time homebuyers, helping to boost the local real estate tax base while eradicating blight and neglect.

Workforce Development- CDC of Tampa's Workforce Development Center helps individuals acquire job skills, secure stable employment, and gain financial stability. The WDC provides job readiness training as well as training for short-term certifications in construction, customer service, and healthcare related careers.

Youth Leadership Program – This program assists at-risk or delinquent youth in grades 9 through 12 in establishing a path to self-sufficiency through obtaining a high school diploma, entering a college/vocational or technical training program, or securing employment. The program promotes youth leadership development, academic achievement, employability skills, and financial literacy through targeted support, empowerment, and parental/caregiver engagement.

Nehemiah: Brick by Brick, Person by Person



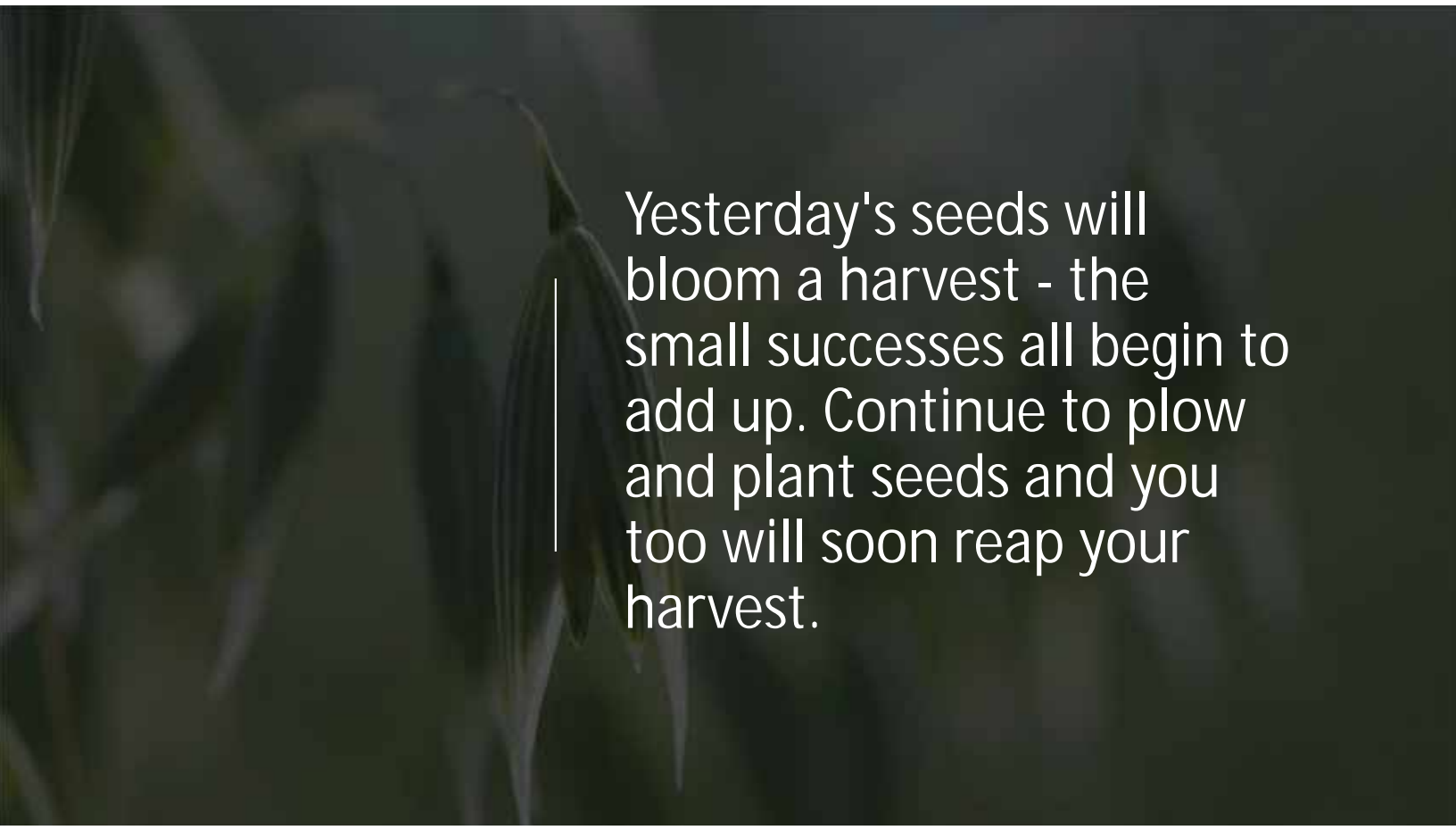
TIPS FOR INCREASING CAPACITY

INTERNAL:

- **Get the Right People on the Bus:** Our Construction Managers have been Architects and General Contractors. Real Estate Directors have been former municipal employees and have worked for intermediaries and private sector developers.
- **Invest in Ongoing Staff Training:** Popular training programs include NeighborWorks America, USF CRED, and Florida Housing Coalition.

EXTERNAL

- **Leverage and Maintain Partnerships:** Bank of America CDC adopted CDC of Tampa to help build our first single family homes and first multifamily complex. Municipalities are also key partnerships. The City of Tampa, Hillsborough County, and Pinellas County have all been major partners in providing donated land, funding, and technical assistance for affordable home development.
- **Have a Great Banking Partner:** Choose a financial institute that is willing to grow with you. CDC has that with Florida Community Loan Fund, Valley Bank, and now Fifth Third Bank. In 2021, CDC of Tampa was one of 9 organizations in the Nation to serve as Lead Agency for their "Empowering Black Futures" Neighborhood Investment Strategy. Fifth Third has committed up to \$20M in lending, investments, and philanthropic support to increase the economic mobility of Low-to-Moderate income Black residents in East Tampa and to cultivate investments and resources from additional stakeholders.



Yesterday's seeds will bloom a harvest - the small successes all begin to add up. Continue to plow and plant seeds and you too will soon reap your harvest.

Mike Morina,
Executive Director



THREE AREAS OF NON-PROFIT HOUSING ORGANIZATIONS



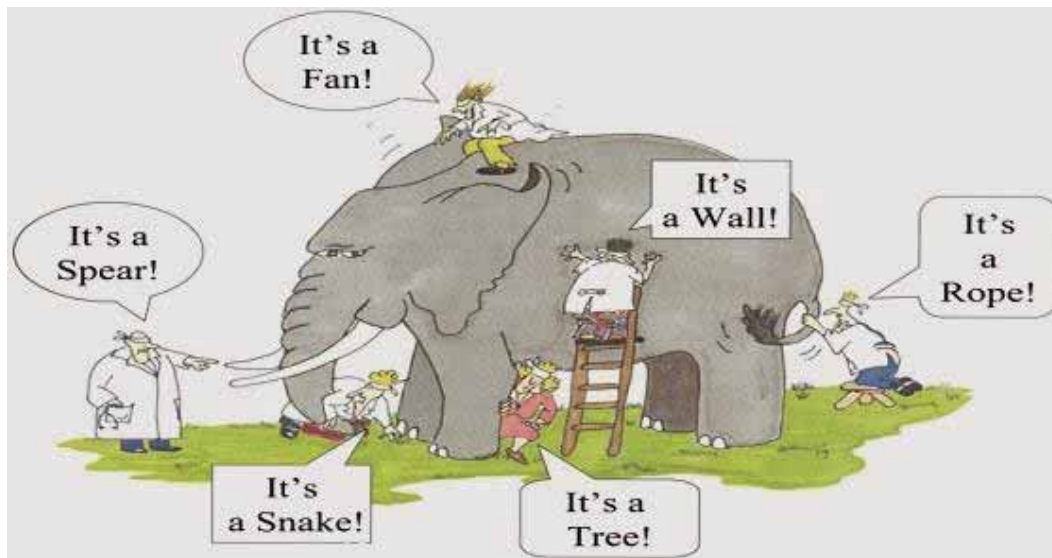
BUILDING ORGANIZATIONAL
CAPACITY



BUILDING FINANCIAL
CAPACITY



SUCCESSION PLANNING



NO TWO
HOUSING
NON-PROFITS
ARE THE SAME

My Background

DEGREE IN ECONOMICS FROM WILLIAM AND MARY

MASTERS IN CITY PLANNING FROM GEORGIA TECH

WORKED IN COMMERCIAL REAL ESTATE FOR ABOUT 8 YEARS

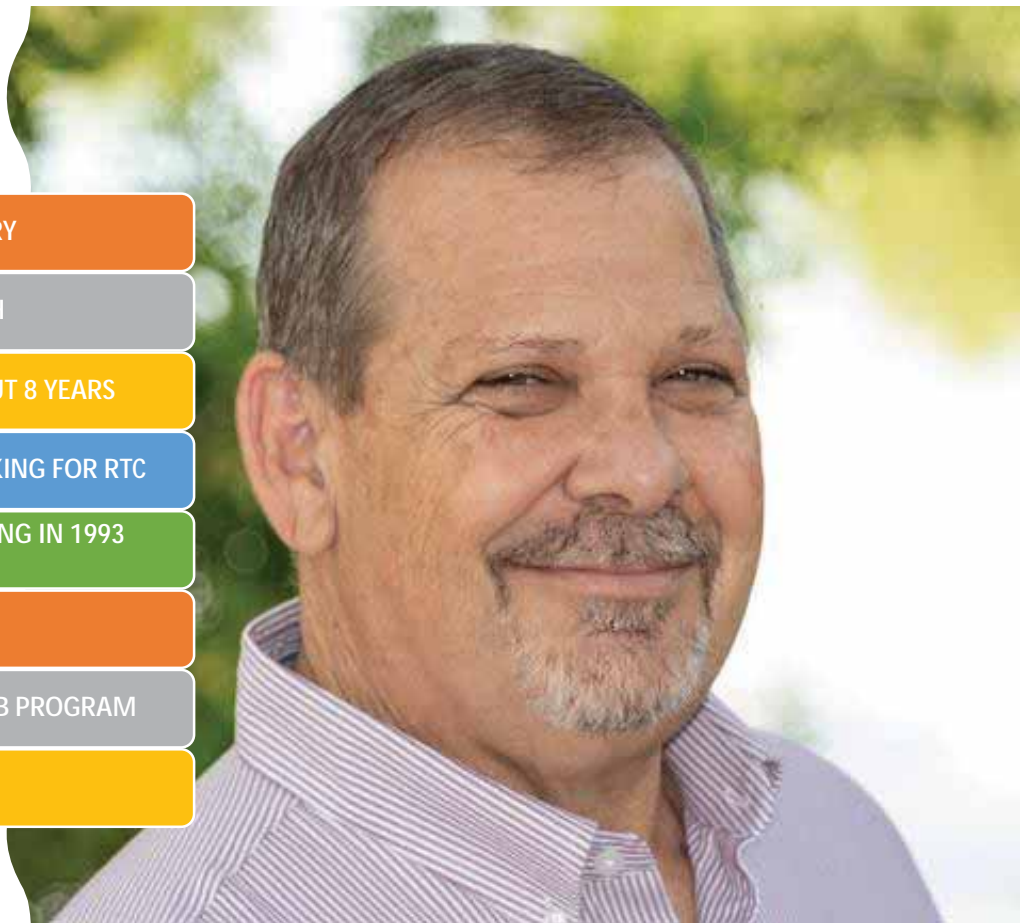
GOT INTERESTED IN AFFORDABLE HOUSING WORKING FOR RTC

FOUNDED THE ALLIANCE FOR AFFORDABLE HOUSING IN 1993
AFTER SADOWSKI ACT

WORKED IN AFFORDABLE HOUSING SINCE THEN

JOINED FHP IN 2015 TO RUN COUNTY-WIDE REHAB PROGRAM

BECAME EXECUTIVE DIRECTOR IN APRIL 2018



DISTINCT ADVANTAGES



A LOYAL AND
COMMITTED STAFF



MORE THAN HALF OF
STAFF WENT THROUGH
SELF HELP PROGRAM



FHP HAD SIGNIFICANT
NET ASSETS



USDA SELF HELP
PROGRAM PROVIDED
CONSISTENT INCOME



HAD SEEN THE
ORGANIZATION UP CLOSE
FOR A FEW YEARS BEFORE I
TOOK OVER-

EASIER TO ACKNOWLEDGE
PROBLEMS WHEN SOMEONE
ELSE CREATED THEM

A large orange shape on the left side of the page, consisting of a rectangle with a quarter-circle cutout on its right side.

CHALLENGES

- I AM A GOOD AFFORDABLE HOUSING DEVELOPER, STILL DEVELOPING AS A MANAGER
- DESPITE A CONSISTENT INCOME WE WERE HABITUALLY SPENDING MORE THAN WE WERE BRINGING IN



COURAGE TO BE HONEST, COMMITMENT, & COMMON SENSE

FIRST THING...STEP BACK AND TAKE AN HONEST LOOK AT EVERYTHING

THENDO IT AGAIN

BELIEVE YOUR EYES, NOT YOUR PRECONCEIVED NOTIONS, AND WE ALL HAVE THEM

BE ABSOLUTELY HONEST ABOUT WHAT YOU FIND. THIS IS ESPECIALLY DIFFICULT WHEN YOU MUST CRITIQUE YOURSELF

- AT FIRST I WAS FIXING THINGS I INHERITED, BUT THEN I HAD TO BE HONEST AND FIX MY OWN MISTAKES

NEVER STOP THE PROCESS OF REVIEWING THE WAY YOU DO THINGS – THE GOAL IS TO GET IT RIGHT, NOT TO CONVINCE YOURSELF THAT YOU ARE RIGHT

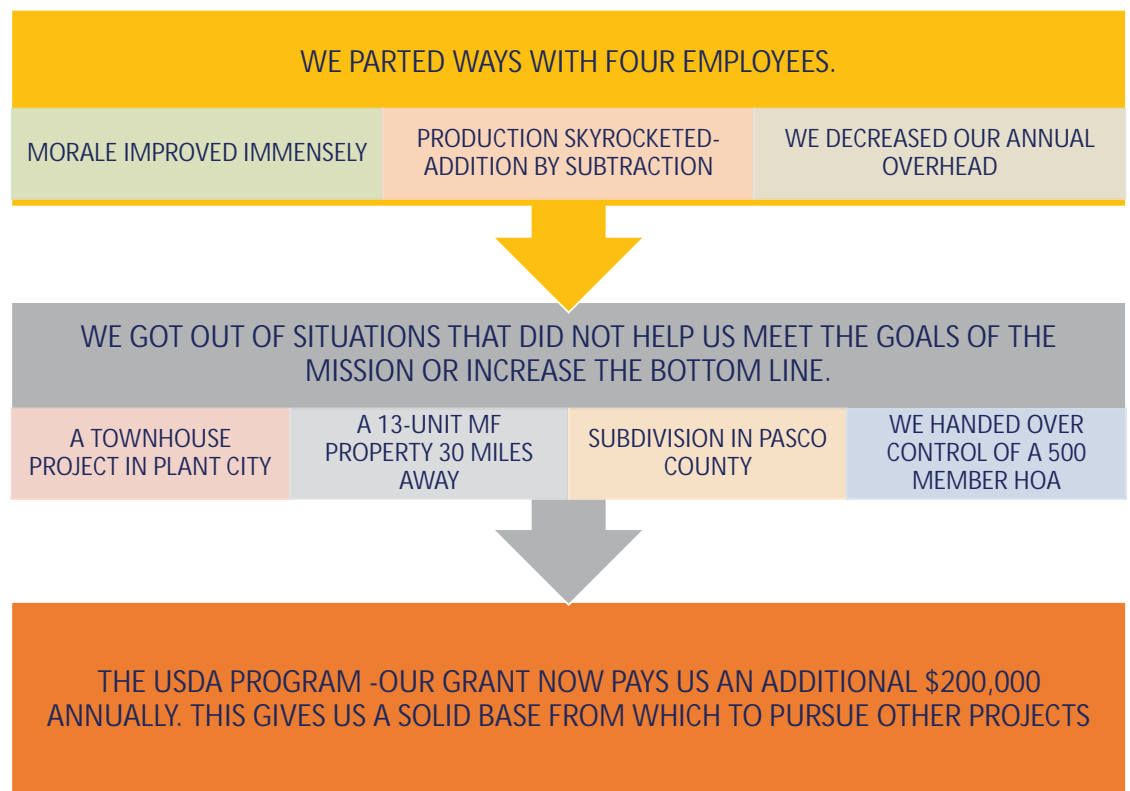


WHAT DID I DISCOVER? (WHAT WAS MY PERCEPTION OF THE ELEPHANT?)

ASPECTS OF WHAT SEEM LIKE ADVANTAGES ARE SOMETIMES CHALLENGES.....

- FHP FOUNDED IN 1993 AND HAD ONLY ONE EXECUTIVE DIRECTOR
 - FHP STOPPED QUESTIONING, STOPPED BEING HONEST
- MOSTLY GREAT EMPLOYEES BUT SOME HAD NO ROLE ANYMORE AND DID NOT CARE ABOUT THE MISSION
- WE HAD PROJECTS AND PROGRAMS IN WHICH COSTS FAR EXCEEDED BENEFITS
- WE DID NOT CONSIDER IMPUTED COSTS OR OPPORTUNITY COSTS
- CONSISTENT INCOME WITH OCCASIONAL WINDFALLS RESULTED IN AN ATTITUDE THAT THERE WOULD ALWAYS BE ENOUGH MONEY
 - NO MATTER HOW MUCH WE HAVE, IT IS OUR RESPONSIBILITY TO BE GOOD STEWARDS, OUR WORK IS CRITICAL
- MANAGEMENT FAVORED A FEW PEOPLE IN HIGH POSITIONS WHO WERE NOT MISSION DRIVEN. INNOVATION WAS STIFLED AND PEOPLE WERE AFRAID TO BRING UP WAYS TO IMPROVE

WHAT STEPS WERE TAKEN?



**EMPOWERED EVERY MEMBER OF THE STAFF TO TELL US HOW TO
IMPROVE PERFORMANCE.**



BEING HONEST & QUESTIONING, HOW WE CAN IMPROVE?

SOMEONE ELSE COULD DO THE DAY-TO-DAY MANAGEMENT BETTER THAN I.



PROMOTED VANESSA JOSEY TO CHIEF OPERATING OFFICER

STARTED AS THE RECEPTIONIST 20 YEARS AGO

SHE BUILT HER FIRST HOME WITH THE SELF-HELP
PROGRAM

IS ABSOLUTELY COMMITTED TO THE MISSION,
RESPECTED BY THE ENTIRE STAFF & IN 6 MONTHS,
ACCOMPLISHED THINGS I HAVE NOT BEEN ABLE
TO DO FOR YEARS. EXCEEDED ALL MY
EXPECTATIONS.

FREED ME UP TO LOOK AT LONG RANGE
PLANNING WHICH IS THE BEST WAY I CAN HELP



RECAP AND LESSONS LEARNED



COURAGE TO TAKE AN
HONEST LOOK AT
EVERYTHING &
EVERYONE IN YOUR
ORGANIZATION,
ESPECIALLY YOURSELF



FOCUS ON WHAT YOU
HAVE, NOT WHAT YOU
FEEL YOU LACK.
ACCENTUATE THE
POSITIVE AND BUILD
ON IT.



MAKE A PLAN BASED
ON THAT ASSESSMENT



HAVE THE COURAGE
TO IMPLEMENT THAT
PLAN



THE MOST
IMPORTANT
THING....WHEN YOU
HAVE THE RIGHT
TEAM, TRUST THEM,
CHALLENGE THEM TO
BE GREAT AND YOU
WILL BE REWARDED,
AND PERHAPS
ASTOUNDED.



BUILDING A GREAT
TEAM WILL PRODUCE
A SUCCESSOR WHEN
THE TIME IS RIGHT.





Questions?





Mission

We provide a residential community where families seeking permanency for children impacted by foster care or trauma can seek healing in a safe and stable intergenerational Village.



*Residents can remain living at NLV as long as there are qualifying children in the home or are serving senior model.



On average, NLV is home to

60
Children

21
Families

20
Seniors



32 Households

	In Our Community	New Life Village Impact
 Foster Care	Hillsborough County has the most children in foster care in the state of Florida.	Provides a program-rich community where foster-adoptive-kinship families of abused children receive support to heal the trauma of abuse and neglect.
 Affordable Housing	60,000 families cannot find affordable housing in Tampa.	NLV provides affordable housing to families of foster-adoptive and kinship families and seniors.

Nonprofit Capacity Building



Strategic Planning



Strategic Planning

- ♥ Process to define who the agency is and isn't
- ♥ What the agency is doing now and the next 3- 5 years
- ♥ Consultant vs. no Consultant
- ♥ Mediate discussions
- ♥ Take your time
- ♥ Out is a document or graphic
- ♥ Final plan can be used for board, clients, funders & PR





New Life Village 2022 Strategic Plan

Mission

We provide a residential community where families seeking permanency for children impacted by foster care or trauma can seek healing in a safe and stable intergenerational village.



Average Resident Population Goal by 2023



Strategic Plan Implementation Steps



[About](#)[Serve](#)[Partner](#)[Members & Volunteers](#)[Grantees & Sponsors](#)[Newsroom](#)[Contact](#)[JOIN](#)[DONATE](#)

Bringing out the best of America

AmeriCorps members and AmeriCorps Seniors volunteers serve directly with nonprofit organizations to tackle our nation's most pressing challenges.

Nonprofit Capacity Building



Marketing & Fundraising



Program Design





Program Outputs

Outputs



640

Onsite
Program
Events



5,604

Resident Annual
Volunteer Hours



132

Resident Health &
Wellness Resource
Referrals



400

Hours of Resident
Neighbor Support



5,045

Meals
Delivered in
Partnership
with Feeding
Tampa Bay



Program Outcomes



have improved their grades to "good" (no D's or F's) since moving to NLV



feel they are an important part of their family



feel that they can access support services they need to address mental health, anger management and parenting skills



feel they have the skills to handle their child's anger, fear and anxiety



enjoy living at NLV



feel they lead a purposeful and meaningful life



have maintained permanent residency since moving to NLV



feel they are a part of a supportive community at NLV



feel valued and respected by their neighbors

Data Collection Notes: Survey population of eligible respondents: 24 of 35 children, 15 of 23 caregivers and 9 of 14 seniors. Data as of June 2021 is collected from residents living at New Life Village for at least 90 days, excluding children under the age of five. This data includes both current and past residents. All outcomes reflect a combination of agree and strongly agree responses.



Marketing

- ♥ Website
- ♥ Impact Report
- ♥ Holiday Cards x 2
- ♥ Tax & Estate Giving
- ♥ Round Up
- ♥ Social Media
- ♥ Tours

Stewardship

- ♥ Thank-you letters
- ♥ Newsletters
- ♥ Valentines Cards
- ♥ Holiday Ornament
- ♥ Farmless pictures
- ♥ Pole Banners
- ♥ Website





Phase II

16 New Townhomes
Breaking Ground Fall of 2021

Join Us As We Celebrate Our Campus Growth

Ground Breaking of 2 New Townhome Buildings
To Be Home to 16 Families of Large Siblings Groups
Impacted by Foster Care

Wednesday, October 6, 9am

Coffee, Pastries & Champagne Toast

Kindly RSVP with samantha@newlifevillage.org
by October 1

Hillsborough
County
Affordable Housing

TRUIST

WICHMAN

Kenneth Terrier

St. Thomas Family

HAMILTON

JVS ARCHITECT, LLC

Toledo

Hyatt Family

FLORIAN PROUDMAN CONSULTING

TLJ Beach Family Foundation



Business Model

- ♥ Rents sustain about 1/3 of our annual revenue to maintain residential property
- ♥ Grants & donations fund programming, staff expansion, restricted projects, capacity growth & building campaigns



2020 - 2021 Financials

93¢ of every \$1 received funds Programs & Services



*Includes restricted contributions to Capital Campaign.
Based on BBB Wise Giving Alliance Standards for Charitable Accountability

Phase II

- ♥ 2 Buildings - 16 new homes
- ♥ 3 & 4 bedroom units for large families of sibling groups
- ♥ Home to 16 families, approximately 80 new residents & 50 more children
- ♥ \$5M Building Campaign
- ♥ Move in Fall of 2022



Hillsborough County Affordable

Housing

Services:

Our Largest Funder

♥ \$3,232,685 Community Development Block Grants & HUD Funding

♥ Multi-Family Development, Campus Improvement & Program Services Support

♥ \$1 million from the State of Florida thanks to Representative Jackie Toledo and Senator Danny Burgess



2BD/2BA
sq.ft.

3BD/2BA
1518 sq.ft.

3BD/2BA
1518 sq.ft.

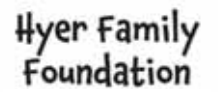
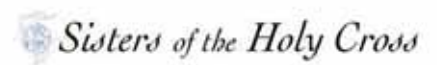
4BD/3BA
1850 sq.ft.



Hillsborough
County Florida

Hillsborough
County Florida
Affordable Housing

Major Donors





"It takes a *village*
to raise a *child*"
- African Proverb



Village Community Luncheon

Wednesday, May 25, 2022

Learn about our unique mission, program and expansion.

Luncheon Agenda

11:45	Registration & Networking
12:00	Presentation
1:00	Village Tour

Lunch Sponsor:



Alessi BAKERIES
Where Quality Has Ruled Since 1912

We provide a residential community where families seeking permanency for children impacted by foster care or trauma can seek healing in a safe and stable intergenerational Village.

New Life Village was founded in 2012 and is located in Tampa, an area which is heavily impacted by both the affordable housing and foster care crises. NLV is an intentional, intergenerational community designed to support families raising adoptive, foster to permanency and kinship children who have survived abuse, neglect and trauma. Residents are provided program-rich, below-market housing, and onsite wrap-around services. Senior citizens also live in the Village serving as surrogate grandparents, tutors and mentors to these children. The Village promotes permanency, community, and caring relationships, while offering safety and meaningful purpose within a trauma informed community.

4926 Venice Lake Ave Tampa, FL 33619

Please RSVP by May 20

kyle@newlifelivillage.org

813.904.0623







Viva Las Village!

2023

CASINO

Night

Join the
New Life Village Board,
Staff & Residents
in raising funds for
our expansion.

As new families will move
to the village this fall needing
supplies, resources & services.

Sponsored by:

SBJ
RESCH
Real Estate

W **Wichman**
Construction

MDL
WEALTH MANAGEMENT



JVB ARCHITECT
Interior & Exterior Design

DEX
IT Solutions

THOR
Construction

WISCONSIN
Construction

E
Construction



Saturday, September 24th | 6 PM



TPepin Hospitality Center 4121 N. 50th Street Tampa, FL 33610

Admission \$150 Includes

Roulette - Black Jack - Craps - Games - Music - Hors d'Oeuvres - Buffet & Late
Night Vegas Style Breakfast - Drinks - Prizes - Prize for the Best Viva Costume
& More

For inquiries and purchasing a sponsorship or event tickets, visit: newlifevillage.org/viva-las-village-casino-night

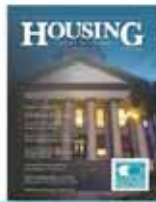
How You Can Help

- ♥ Adopt, Foster or Guardian ad Litem
 - ♥ Advocate & Lobby
 - ♥ Donate Time & Treasure
 - ♥ Shop on NLV's Amazon Smile
 - ♥ Round Up Your Change When Shopping
 - ♥ Refer Friends for a Tour
 - ♥ Invite Guests to our next Luncheon: 9/14
 - ♥ Follow Us on Social Media & Share
-  [instagram.com/newlifevillagetampa](https://www.instagram.com/newlifevillagetampa)
-  [facebook.com/NLVillage](https://www.facebook.com/NLVillage)



PUBLICATIONS

Access these valuable resources and more under the Publications tab at Flhousing.org





Upcoming Catalyst Trainings

- May 31: Tracking SHIP Activity Throughout the Year
- June 7: Terms of Assistance
- June 21: Data Driven Planning
- To Register, visit <https://flhousing.org/events/>

THE FLORIDA HOUSING COALITION





DEVELOPING LEADERS IN AFFORDABLE HOUSING

Now on the Elevate Platform!



Now on the Elevate Platform!

Welcome!

**The Affordable Housing
Development Process**

8-week Fall series kickoff!

Week 1: Starting Smart

**Week 2: Building your Team &
Access to Capital**

**Week 3: Land Entitlement & The
Municipal RFP Process**

**Week 4: The Law, Fair Housing &
the ADA**

**Week 5: Single Family
Development**

Week 6: CLT Models

Week 7: Rental Development

Week 8: Wrap Up!



Conference Registration Now Open

<https://conference.flhousing.org/>

ANNUAL STATEWIDE HOME MATTERS CONFERENCE

AUGUST 29-31

IN-PERSON AT THE ROSEN CENTRE, ORLANDO FL

[REGISTER](#)

<https://fhc.wildapricot.org/event-4693298>

SAVE THE DATE

AUG 29-31 ORLANDO, FL
www.flhousing.org

HOME
MATTERS

Our Thanks to the Florida Housing Catalyst Program

Sponsored by the Florida Housing
Finance Corporation





More questions? Need help with a project? Just ask!

- Technical Assistance Hotline
800-677-4548
www.flhousing.org
- Juanita Jones
850-878-4219
jones@flhousing.org
- Gladys Cook
813-830-3450
cook@flhousing.org

THE FLORIDA HOUSING COALITION

