President’s Message

Time to Spring Into Action at FAHRO

As we all recover from our few cold days of winter, it is time to spring into action at FAHRO! Our legislation has been filed and is making its way through the legislative process; many of us are making the annual pilgrimage to Washington, D.C., as part of the NAHRO Legislative Conference; and the Executive Directors’ Forum is rapidly approaching.

On the legislative front, it remains critical that we stay engaged with FAHRO and NAHRO in advocacy for our needs as public housing agencies. Only by working together will we remain strong in our efforts to get the funding, flexibility and innovation that we need to survive and serve our tenant families.

I also want to take this opportunity to personally invite you to the FAHRO Executive Directors’ Forum on May 13-14, 2015, at the Shores Resort & Spa in Daytona Beach. It is an even greater pleasure to announce that due to the success of your FAHRO board in being good and careful stewards of our funds, we have decided to operationalize our excess reserves and pay for all FAHRO member executive directors to attend the event for FREE! You will still be responsible for your hotel room and travel expenses, but we will not be collecting a registration fee. This means you have no excuse, so I expect to see you there!

In the meantime, please don’t hesitate to let us know if there is anything else your association could be doing to help you and your agency succeed.

State Legislative Affairs

The Legislature Is in Session

by Oscar Anderson, FAHRO State Affairs Consultant

The Florida Legislature convened in regular session on March 3 and will continue its work for 60 days, ending sine die on May 1.

The House and Senate leadership announced a list of priorities for this year that include tax relief, economic independence for persons with developmental disabilities, water and natural resources, adoption and education.

The budget forecast is again predicting a billion dollars in additional revenue for the upcoming year. But because of the passage of Amendment 1 and the statement from the federal government that it will not renew LIP (low income pool) funding, much of the potential budget excess will not be able to be included in the typical way and will need to be put into reserves.

See STATE LEGISLATIVE AFFAIRS on page 3
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Estimated yearly savings are based on a single-family 1,800 sq. ft. home with 15,316 annual kWh calculated at $0.13/kWh and on engineering approximations from Duke Energy Base Stash, DOE and ENERGY STAR®. Actual savings may vary due to weather, energy use habits and home characteristics. Requirements for incentive: must be a Duke Energy customer, must use a Duke Energy prequalified contractor who will provide estimate, must have Home Energy Check with qualifying recommendations within 24 months prior to installation, must have whole house electric heating or cooling. Other restrictions may apply.
Do you need help with a project or issue and want to see if any of our readers have the answer? Has a colleague done something wonderful that deserves an attaboy or attagirl? Or are you just frustrated and want to vent? Here is your chance to (anonymously if you wish) say thanks, ask for assistance, vent your frustrations, express your opinion or let us know how you feel.

- Congratulations to the Housing Authority of the City of Daytona Beach on Northwood II, its new 27-unit family development. The development is proposed to be operated under a Project Based Voucher (PBV) program in an effort to reduce agency-owned ACC inventory and to align with HUD initiatives. The development will include three-bedroom townhome style units as well as two- and three-bedroom walk-up style apartments.

  Chad Faison recently joined the FAHRO family as director of marketing and communication. He graduated with the B.S. degree in professional communication from Florida State University of Panama City. During college, he specialized in digital marketing, search engine optimization, social media management and desktop multimedia; he describes himself as a very extroverted nerd! At the beginning of 2015, Chad and his wife made the move from Panama City to Tallahassee to further pursue their careers. “It has already been a great experience,” he says. “I look forward to helping FAHRO continue to grow and flourish! Feel free to contact me at Chad@FAHRO.org.”

If you would like to contribute to Sounding Off, please email your comments to Susan Trainor, FAHROgram editor, editor.trainor@gmail.com.

As it relates to funding for affordable housing, the House and the Senate have both filed trust fund bills to implement Amendment 1 and have different approaches. In the first iterations, the House bill seems to protect the doc stamp revenues that would flow into the affordable housing trust fund. FAHRO is very involved in the Sadowski Coalition that is working hard around the state to ensure that affordable housing dollars are preserved.

The FAHRO bill language that we have worked on so diligently for the last year has been filed. Representative Dane Eagle (R-Cape Coral) filed HB 1043, and Senator Darren Soto (D-Kissimmee) filed SB 1520. We are working with the sponsors and committee staff to get the bills heard in their first committees of reference. If you have a relationship with Rep. Eagle and/or Senator Soto, please reach out to them and show appreciation for their taking up our bill to try and guide it through the Legislature.

Keep an eye out for the post-session article that will give you a breakdown of all the legislation and funding that impacts housing authorities.
Retaliation Claims: How Employee Protections Can Become an Employer’s Stumbling Block

by Tabitha S. Etlinger, Esq.

In the January/February edition of the FAHROgram, we discussed the Family Medical Leave Act (FMLA), including its interaction with the Americans with Disabilities Act (ADA). The 2014 annual statistics from the Equal Employment Opportunity Commission (EEOC) give additional insight as to why it is critical to establish and consistently enforce workplace policies regarding the FMLA, the ADA and other laws designed to protect ill or injured employees. Nearly half of all employment claims filed in 2014 involved an allegation of retaliatory action by the defendant employer. Retaliation claims may be based on any negative action (including demotion, termination or other disciplinary action) against an employee as a result of that employee’s actual or attempted exercise of rights under the FMLA, the ADA or another law designed to protect the employee’s rights.

An employer’s best defense in avoiding or successfully defending retaliation claims is to maintain thorough records reflecting consistent enforcement of appropriate employment policies. To illustrate, the ADA requires an employer to provide a reasonable accommodation upon the request of a disabled employee, allowing some leeway for the employer to require alternative accommodations. Assume that an employee requests permission to arrive late to work each day in order to accommodate a disability, and assume that the employer allows the accommodation on the condition that the employee works through lunch. Assume further that the employer terminates the employee two months later for continued use of inappropriate language at the office. The issue in an ADA claim would be whether the employer appropriately conditioned the employee’s request to arrive late on working through lunch. In a retaliation claim, however, the employer would be required to show that the employee was not terminated as a result of the employee’s request for an alternative work schedule, but rather as a result of the employee’s unrelated inappropriate behavior. In defending any retaliation claim, the employer in this example would want to present all of the following:

- An appropriate written policy for treating requests for accommodating a disability; and

See RETALIATION CLAIMS on page 5
• A written policy prohibiting the use of inappropriate language in the office and stating the consequences of violating that policy; and
• Evidence that both policies are consistently enforced as to all employees, including examples of other scheduling accommodations and other employees who have been disciplined or fired for use of inappropriate language; and
• Evidence that each policy was applied consistently as to the employee in this example, including appropriate responses to the employee’s request for an accommodation as well as documentation of the instances of, and responses to, the employee’s use of inappropriate language.

With retaliation claims on the rise, employers should be cautious of all employment decisions made in close proximity to an employee’s request under the FMLA, the ADA or any other law protecting employees’ rights. The best way to manage this risk is to regularly review all employment policies to ensure compliance with applicable law, to conduct regular staff training on consistent enforcement of those policies and to maintain thorough records of employment practices.

Tabitha S. Etlinger, Esq., is an associate at Saxon, Gilmore, Carraway & Gibbons PA.

In Memoriam
Andrew Mickle

The FAHRO Family mourns the loss of Andrew Mickle, who passed away on Feb. 12 at the age of 93. Mr. Mickle served as chairman of the Gainesville Housing Authority Board of Commissioners for over 20 years.

Mr. Mickle was a retired educator, a master tailor, an avid swimmer, a World War II veteran and a 1950 graduate of Bethune-Cookman College. He earned a master’s degree in education from the University of Florida. His memberships and service included Alpha Phi Alpha fraternity, Neighborhood Housing Authority, Gardenia Garden Board of Directors and Pleasant Street Historic Society Board of Directors.

As a Gainesville aquatics director, Mr. Mickle taught generations of children how to swim, and the City of Gainesville Parks & Recreation Department recognized his contributions by naming the Andrew R. Mickle Pool in his honor.

One of Mr. Mickle’s sons, Andrew L. Mickle, Jr., preceded him in death.

Mr. Mickle will live on in the hearts of those who loved him most—his beloved family: devoted wife, Catherine Berry-Mickle; three sons, Judge Stephan P. Mickle (Evelyn), Dr. Darryl L. Mickle and Jeffery A. Mickle (Rhonda); daughter-in-law, Yolanda N. Mickle; daughter, Sandra D. Mickle; eight grandchildren; six great-grandchildren; and a host of cousins, nieces, nephews, admiring friends and a devoted pet, Phoebe, who will also miss him.
FAHRO is seeking entries from member agencies for the SERC/NAHRO poster contest “What Home Means To Me.” The contest is open to all children residing in affordable housing assisted or supported under community development and affordable housing programs administered by a NAHRO member authority. FAHRO’s winning posters will be forwarded for regional judging, and regional winners will be forwarded to the national competition. National NAHRO will not accept submissions from individual housing authorities. Any submission sent directly to national NAHRO will be disqualified.

Age Categories
Elementary School: Kindergarten to 5th grade
Middle School: 6th to 8th grade
High School: 9th to 12th grade

Poster Specifications
• Theme: “What Home Means To Me”
• Size: No larger than 22”x28”
• Any art media (marker, crayon, paint, collage, textiles, etc.) may be used, but please consider that posters will need to be packaged, mailed and reproduced.
• All entries must be mailed flat.
• All contestants must sign a release making their entry the property of NAHRO and permitting duplication/publication thereof. The release should be secured on the back of the entry.
• All contestants are asked to provide a short narrative on the inspiration, vision and importance of their poster design. The narrative should be secured on the back of the entry.
• NAHRO is only responsible for returning the original poster to the national grand prize winner.

Submissions must be received by FAHRO no later than May 29, 2015. Please allow time for delivery and mail your submission(s) to:
FAHRO
Attn: Poster Contest
1390 Timberlane Road
Tallahassee, FL 32312
Affiliated Entities in the New HUD World
by Michael H. Syme

Affiliates.

This word is suddenly everywhere in the public housing community. Seminars are scheduled expressly to meet the need for public housing authorities to establish affiliates. The U.S. Department of Housing and Urban Development has even issued a notice on the topic. So, the questions are: 1) what are affiliates; and 2) why do housing authorities need them?

Affiliated entities (affiliates) are not a new concept. In fact, affiliates have been in existence since the advent of corporations. They are widely used by private companies to shield assets, to undertake risky investments and sometimes to spin off profitable companies. Affiliates are only new to the world of public housing. Housing authorities did not begin to use affiliates until 1995, at the beginning of the mixed-finance initiative.

So, what is an affiliate? An affiliate is a fictitious legal entity established under state law. Generally speaking, affiliates are legally distinct entities connected through ownership or control, either as a parent company controlling one or more subsidiary companies or as two or more sibling companies under a common parent company. Within the context of housing authorities, an affiliate is not a part of a housing authority, but it is related to a housing authority through its ownership or control. Typically a housing authority will own all or most of an affiliate and/or will control an affiliate’s board of directors or other management body. An affiliate can be organized as a corporation or as a limited liability company and can be either a for-profit or a not-for-profit entity. As a separate legal entity, an affiliate can shield a housing authority from liability for the affiliate’s actions. This containment of risk is one reason developers use different affiliates for every development.

The first thing one should consider when setting up an affiliate is the governing law. Affiliates, like housing authorities, are established under state law. Each affiliate is treated as a separate legal entity. To maintain its distinct legal status and to shield a housing authority from liability, an affiliate must have its own board, meetings and minute books. This means that meetings of an affiliate’s board must be separate from those of the housing authority. The records of such meetings must be kept in their own minute books. The general ledger, journals and registers of an affiliate should all be kept independently. No inter-fund transfers between an affiliate and a housing authority should be permitted. In the event money is transferred from a housing authority to an affiliate or from an affiliate to a housing authority, it must be done through a separate entity.

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See AFFILIATED ENTITIES on page 8
authority, it should be done by a check, an actual cash transfer or a bank transfer with receipt. Anything else runs the very real risk of violating state law and giving a disgruntled plaintiff a way to pierce the corporate veil of an affiliate and reach the housing authority’s assets.

This brings us to the second question: why do housing authorities need to create affiliates? In part, HUD has supplied the answer. As appropriations continue to shrink, housing authorities are being implored to seek new sources of funding. At the same time, HUD is attempting to claw back funds that have already been distributed to housing authorities. Accordingly, not only has operating subsidy been reduced, but HUD has looked to housing authority reserves for additional sources of revenue.

Affiliates can help housing authorities follow HUD’s directive to obtain new sources of funding while also helping to keep that funding out of HUD’s hands. An affiliate shields a housing authority from the risks of activities undertaken by the affiliate. It can engage in profitable enterprises and help a housing authority build reserves. As long as the funds are held in the name of the affiliate, those funds are one step further from HUD’s reach.

Affiliates can be organized as not-for-profit or for-profit entities based on the intended use. For example, if a housing authority is receiving developer fee payments, those monies should go to a not-for-profit affiliate. The money earned will not be taxed. On the other hand, if an affiliate is going to serve as a co-general partner or co-managing member, it will most likely need to do so through a for-profit affiliate. The reason is simple. Investors purchase low-income tax credits as well as depreciation. If the general partner is a not-for-profit, depreciation must be taken over 40 years. If the general partner is a for-profit, that time period can be reduced to 27½ years.

Layered on top of state law is HUD’s Notice of the Applicability of Public Housing Program Requirements to Transactions Between Public Housing Agencies and Their Related Affiliates and Instrumentalities. This article is not long enough to delve into this HUD notice and its creation of the “instrumentality” concept and the differentiation of an affiliate from an instrumentality. Any housing authority considering an affiliate must familiarize itself with this notice before proceeding.

Affiliates have become the new normal for housing authorities. The use of these entities can be enormously beneficial so long as housing authorities are cognizant of the applicable laws surrounding them.

Michael H. Syme is a shareholder and director of Cohen & Grigsby PC, where he serves as head of the firm’s Affordable Housing Group. He works with more than 50 housing authorities throughout the United States in the revitalization of affordable housing. In this capacity, he has been involved in all aspects of mixed-finance transactions. Mr. Syme is listed in The Best Lawyers in America and is rated AV—the highest rating possible—by Martindale Hubbell.
U.S. Communities: The Gold Standard in Public Procurement

As those responsible for procurement know all too well, the task of balancing budget dollars and needs is challenging at best. To help address this challenge, utilizing a cooperative purchasing program has long been an established best practice. Most purchasing cooperatives deliver value by aggregating the purchasing power of public agencies to lower costs and increase services. Using a cooperative contract can also save time by eliminating the need to go through a lengthy solicitation process.

The very best cooperatives, however, offer more.

The U.S. Communities Government Purchasing Alliance partners with public agencies to find solutions that benefit procurement professionals—including professionals responsible for housing agencies purchasing. Simply put, U.S. Communities was founded by public agencies for public agencies.

U.S. Communities is the only purchasing cooperative founded and co-owned by five distinguished sponsors: the National Institute of Governmental Purchasing (NIGP), the National Association of Counties (NACo), the National League of Cities (NLC), the U.S. Conference of Mayors (USCM) and the Association of School Business Officials International (ASBO). In addition, more than 90 state associations show their support for the U.S. Communities program with sponsorship.

The founding mission is to provide participating agencies access to competitively solicited contracts with national suppliers offering a broad line of top-quality products and services. There are no fees to participate and no purchasing minimums, allowing maximum flexibility for participants.

Each supplier commits to provide its most competitive government pricing to all participating agencies. Regularly scheduled internal and third-party audits ensure compliance with contract pricing, terms and conditions while benchmarking analyses evaluate the overall value. Contracts are also reviewed quarterly by the lead public agency, and all documents pertaining to contract solicitations are publicly posted on the U.S. Communities website for complete transparency.

U.S. Communities goes beyond providing outstanding contracts. It works with its supplier partners to offer comprehensive business solutions that help housing professionals maximize cost-control while also improving operational efficiencies and performance. Since its founding in 1991, U.S. Communities has generated millions of dollars in savings for participating agencies.

The U.S. Communities Cooperative Purchasing Alliance truly is the gold standard when it comes to honest and effective public procurement, as well as partnerships dedicated to providing best-in-class procurement solutions. With more than 500 new registrations each month, the continued rapid growth is testament to the program’s record of integrity and unparalleled value.

U.S. Communities welcomes the opportunity to support your purchasing needs. To see the specific U.S. Communities contract solutions, visit www.USCommunities.org or email your program manager, David Kidd, at DKidd@USCommunities.org.

Tampa HA Goes RED for a Great Cause!

Every February the Tampa Housing Authority supports the American Heart Association’s RED campaign. Through the agency’s wellness committee, the employees really rally behind this great cause all while having a fashion extravaganza like none other. Each participating employee who signs up to represent his or her various department and/or group collects donations from all who are interested in attending the “red flair” fashion show as well as from those who are just passionate about such a great cause. With judges to choose the employee wearing the best RED dress, the fashion show begins.

Ten women walked the runway, raising more than $150 for the worthy cause. The winners, Ockesha Christian and Sasha McGlothin, received gift certificates, and all participants were treated to a group lunch with the CEO for a job well done.
Daytona Partnership Provides Technology to Improve Quality of Life

A unique partnership between the Housing Authority of the City of Daytona Beach (HACDB) and the Daytona Beach Housing Development Corporation (DBHDC) is spearheading efforts to use technology as a platform to improve self, family and community. The two entities partnered resources in a capital improvement venture by relocating the Palmetto Park Neighborhood Networks Center Program to a newly renovated state-of-the-art computer lab. One of the key elements that makes the program work is the use of community and resident volunteers. The program is jointly under the guidance of Joyours “Pete” Gamble, CEO of DBHDC, and Anthony E. Woods, CEO of HACDB.

The Neighborhood Networks program provides one-on-one computer training, basic computer skills training for seniors, homework assistance as it pertains to internet research, online grant search training, digital literacy certification and more. The focus is to place a greater emphasis on digital literacy and how technology can be leveraged to open new doors of opportunity. This is accomplished by continuing to work with community partners such as the housing authority’s Family Self Sufficiency Program, Daytona State College, Bethune Cookman University, Central Florida Community Development Corporation, Career Source Florida and many more.

The new center is equipped with 20 wireless enabled computer terminals, two private study rooms and a meeting room for community meetings.

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The Annual Financial Report
A Primer for Florida’s Housing Authorities

Prepared by Jack Gaskins, Jr., Special District Accountability Program, Florida Department of Economic Opportunity, February 2015

- Section 218.32, Florida Statutes, requires all local governmental entities—which includes housing authorities—to annually report revenue, expenditure and debt data to the Florida Department of Financial Services by electronically filing an Annual Financial Report.

- This financial data is then made available through the Transparency Florida website to ensure accountability and the right of each citizen to see how public funds are spent in Florida (see www.MyFloridaCFO.com/Transparency).

- The Annual Financial Report is due within nine months after the end of the fiscal year.

### The Annual Financial Report – Due Dates by Fiscal Year

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How to File the Annual Financial Report

1. Login at https://Apps.FLDFS.com/LocalGov
2. Complete and submit the Annual Financial Report online
3. Email the audited financial statements to LocalGov@MyFloridaCFO.com

### Additional Information

- **Usernames/Passwords/Annual Financial Report:** Florida Department of Financial Services, 850/413-5571 or LocalGov@MyFloridaCFO.com; See also, Manuals – Local Governments at www.MyFloridaCFO.com/Division/AA/Manuals

- **Uniform Special District Accountability Act Requirements:** Jack Gaskins, Florida Department of Economic Opportunity, Special District Accountability Program, 850/717-8430 or Jack.Gaskins@DEO.MyFlorida.com; See also, The Florida Special District Handbook Online at www.FloridaJobs.org/SpecialDistrictHandbook
Flood Safety Precautions
Brought to you by FPHASIF!

According to the Federal Emergency Management Agency (FEMA), floods are one of the most common disasters in the United States. It’s important to be aware of flood hazards no matter where you live, but especially if you live in a low-lying area, near water or downstream from a dam. Even small streams, culverts or dry streambeds that appear harmless in dry weather can flood. Being prepared not only can help protect your family, but it can also help minimize potential damage and accelerate recovery efforts. Below are some tips, links and general information that should help you prepare for a flood.

Emergency Preparation
• Prepare yourself before a flood with a family emergency plan, disaster supply kit and pet plan (if applicable) and have a safe place to go.
• It’s wise to ask a friend or family member if you can evacuate to his or her home in the event of a flood.
• Visit www.FloodSmart.gov to download an emergency preparation kit and to find a library of flood-related information, including flood insurance.

Remain Alert
• Visit the FEMA website (www.FEMA.gov) for flood risk information in your area.
• If it has been raining hard for several hours or steadily raining for several days, be alert to the possibility of a flood.

When a Flood Watch Is Issued
• Move your furniture and valuables to higher floors of your home.
• Fill your car’s gas tank in case an evacuation notice is issued.
• Gather emergency supplies, including food and water.
• Tune your radio to weather updates, disaster directions and signals.
• If you must evacuate, take only essential items with you.
• Move to higher ground away from rivers, streams, creeks and storm drains. Do not drive around barricades; they are placed there for your safety.

After a Flood
• Throw away food that is not safe to eat and use bottled water until the local authorities have determined that tap water is safe for drinking and cooking.
• Avoid flood water and protect yourself from mosquitoes to avoid contracting any diseases.
• Stay away from damaged buildings and structures.
• Do not touch fallen power lines or turn on your power until instructed by a qualified electrician.
• Wear protective clothing when handling hazardous materials or cleaning up mold.
• Clean up flood damage promptly.
• Tune your radio to weather.
The North Central Florida Regional Housing Authority welcomes Christina (Christy) Holland as its new executive director, filling the position previously held by Robert L. (Bob) Williams, who retired on Feb. 15, 2015, after serving almost 19 years. The North Central Florida Regional Housing Authority (NCFRHA), formerly the Levy/Gilchrist/Suwannee county housing authorities, completed its merger on Jan. 1, 2015.

Holland is a former public housing resident who began her housing authority career as a volunteer. Here is her story ...

Christy, as she prefers to be called, was working at a local grocery store as an office manager when it was announced that the store would be going out of business. Finding herself pregnant and jobless, she needed assistance. This assistance required her to volunteer as part of the Welfare Reform Act.

Holland searched on the local DCF computer and came across the Levy County Housing Authority. She met with the HA’s executive director, Bob Williams, and in August 1998, began volunteering 20 hours a week. Three months later, Holland was the agency’s full-time public housing administrator.

A few years later, Holland was divorced and found herself in the same position as many clients; single, low-income, raising two kids and needing housing assistance. She became the agency’s first full-time employee who was also a resident.

Williams encouraged and challenged each staff member at the agency to never stop reaching for the stars. He shared with his staff that not only did the agency need to be self-sufficient with the uncertainties of the time, but that staff members should apply the same principle to their personal lives.

In 2007, Holland took Williams’ advice and became a full-time student at Santa Fe Community College to obtain a certificate for medical transcription. She also studied, trained and passed the certification exam to become an AFLAC agent. She did this while raising two children and maintaining her full-time position at the housing authority.

In 2013, Holland achieved her long-term dream. She was able to purchase her own home and move out of public housing.

A year later she was promoted to deputy director of the housing authority and began the grooming process to prepare her to replace her boss and mentor to become the first woman and the first former resident of the agency to serve as executive director. In November 2014, Holland received certification as a public housing manager, a requirement to become the executive director, receiving an overall grade of excellent.

Holland lives in Bronson with her two teenage children and their cat, Rusty.

The theme of Bob Williams’ retirement party was a funeral. Staff borrowed some of Williams’ clothing and created a “crime scene,” telling visitors that their boss had worked himself to death. Pictured here are Bob Williams and Joseph Robert Rutherford. The Seminoles lamp is in homage to Williams’ devotion to FSU.

Good friends Reginald Williams and Bob Williams visit during Bob’s retirement party held at the City of Chiefland Tommy Usher Community Center.

The North Central Florida Regional Housing Authority held a fun-filled farewell “funeral” for outgoing Executive Director Bob Williams, complete with a “body” ... his staff joked that he had worked himself to death, dying at his desk. Bob sends this farewell message to his FAHRO friends:

One of the greatest pleasures of my maturing life was to follow my calling to work in public housing. I never knew what my ministry would be totally till the stock crash of 1987 and I found myself unemployed with Commodore Computers. The saying “when one door closes another opens” truly happened for me. I was offered a job with the Chester County (Pennsylvania) Housing Authority to take over the CIAP program and was sought out nine months later to work with the Glenarden (Maryland) Housing Authority as its CIAP coordinator to help save funding of over $1 million that hadn’t been obligated. Thank God for the CSP program! I aggressively moved forward, and the agency was blessed. Then the director decided that he wanted to retire, and that’s when the leadership role started and my ministry began.

What a rollercoaster ride it has been, not only with the changes within HUD, but with the clients, but through it all, it was a joy and it was fulfilling. I’ve had challenges, more than I can think of, but mostly I’ve had a wonderful tenure. I’ve found more joy in this job than sorrow. What has made my job an enjoyable one has been my staff. Staff can make you or break you. Mine made me a very good director and were a joy to work with. I say farewell as the executive director of the new North Central Florida Regional Housing Authority; I’ve been asked to consult for a year, and I will. I thank all of you at FAHRO and the member agencies for your support and encouragement, too. Be well and God bless.
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Mission Statement
FAHRO is committed to the professional development of the people who provide public and assisted housing in Florida by offering a network for increased communication and education. We will continue to support legislation for the improvement and development of affordable housing and economic opportunities.