



Levy County
Florida

**AFFORDABLE
HOUSING
ADVISORY
COMMITTEE**

STRATEGIC

PLAN



May 2024

Board of County Commission

John Meeks, Vice Chair - District 1
Rock Meeks, Commissioner - District 2
Desiree Mills, Chair - District 3
Tim Hodge, Commissioner - District 4
Matt Brooks, Commissioner - District 5

Affordable Housing Advisory Committee

Gussie Boatwright
Stewart Wasson
Natalie Thomas
Christy Holland
Philip Leitner
Rustie Pendergrass
Sue Beaudet
Rock Meeks



***This Strategic Plan was facilitated and prepared by the
Levy County Public Information Office.***

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INTRODUCTION

The mission of the Levy County Affordable Housing Advisory Committee (AHAC) is to promote sufficient housing by reviewing established policies and procedures, ordinances, land development regulations and recommending specific actions or initiatives to the Levy County Board of County Commissioners (BoCC).

The AHAC consists of eight members representing various sectors. They represent at least six categories as identified in the Florida Statute 420.9076 and are as follows:

1. **Gussie Boatwright:** A citizen who resides within the jurisdiction of the local governing body making the appointments.
2. **Stewart Wasson:** A citizen who is actively engaged in the banking or mortgage banking industry in connection with affordable housing.
3. **Natalie Thomas:** A citizen who is actively engaged as a real estate professional in connection with affordable housing.
4. **Christy Holland:** A citizen who is actively engaged as a not-for-profit provider of affordable housing.
5. **Philip Leitner:** A citizen who is actively engaged in the banking or mortgage banking industry.
6. **Rustie Pendergrass :** A citizen who is actively engaged as an advocate for low-income persons in connection with affordable housing.
7. **Sue Beaudet:** A citizen who represents employers within the jurisdiction.
8. **Russell “Rock” Meeks** A locally elected official from each county or municipality.

Gussie Boatwright serves as the AHAC Chair with **Stewart Wasson** as Vice-Chair and **Rustie Pendergrass** as the Secretary. The committee meets monthly.

STRATEGIES AND INCENTIVES

The AHAC has reviewed, considered, and evaluated the following strategies provided in the State Housing Incentives Partnership (SHIP) Program Statute at Florida Statutes, Sec. 420.9076 (4):

- (a) The processing of approvals of development orders or permits for affordable housing projects is expedited to a greater degree than other projects, as provided in s. 163.3177(6)(f)3.
- (b) All allowable fee waivers provided for the development or construction of affordable housing.
- (c) The allowance of flexibility in densities for affordable housing.
- (d) The reservation of infrastructure capacity for housing for very-low-income persons, low-income persons, and moderate-income persons.
- (e) Affordable accessory residential units.
- (f) The reduction of parking and setback requirements for affordable housing.
- (g) The allowance of flexible lot configurations, including zero-lot-line configurations for affordable housing.
- (h) The modification of street requirements for affordable housing.
- (i) The establishment of a process by which a local government considers, before adoption, policies, procedures, ordinances, regulations, or plan provisions that increase the cost of housing.
- (j) The preparation of a printed inventory of locally owned public lands suitable for affordable housing.
- (k) The support of development near transportation hubs and major employment centers and mixed-use developments.



ADOPTED STRATEGIES

The AHAC acknowledged that Levy County has implemented/adopted five of the eleven incentive strategies (a, e, g, i, and j) and voted unanimously to recommend that the Levy BoCC continue the implementation of these strategies. The AHAC also voted on continued review of these implemented strategies and to devise ways to enhance the effectiveness of these strategies through continued consultation with relevant County personnel.

These strategies are the foundation of the AHAC Strategic Plan.

- (a) The processing of approvals of development orders or permits for affordable housing projects is expedited to a greater degree than other projects, as provided in s.163.3177(6)(f)3.**
- (e) Affordable accessory residential units.**
- (g) The allowance of flexible lot configurations, including zero-lot-line configurations for affordable housing.**
- (i) The establishment of a process by which a local government considers, before adoption, policies, procedures, ordinances, regulations, or plan provisions that increase the cost of housing.**
- (j) The preparation of a printed inventory of locally owned public lands suitable for affordable housing.**

The AHAC unanimously agreed that County either had policies in place that provided the same impact as the other Incentive Strategies or that those strategies were not applicable to Levy County. The AHAC agreed to continuously review the Incentive Strategies as Levy County grows as these incentives may become relevant.

STRATEGIC PLANNING PROCESS

"Strategic planning will help you fully uncover your available options, set priorities for them, and define the methods to achieve them."

– Robert McKain

Strategic planning aligns the priorities of the community with the county's plan for affordable housing. By bringing together a variety of stakeholders for a day of planning, workshop participants were able to work together to develop a shared vision for the future of affordable housing in Levy County.

All too often, leaders view strategic planning as an event, not an ongoing process, resulting in unfinished plan objectives. Levy County and the AHAC can avoid this common pitfall by ensuring everyone in a leadership position understands the established strategic initiatives and actively works throughout the year to accomplish the goals and objectives outlined in this Strategic Plan.

DEFINITION OF TERMS

There are four main components to this strategic plan: strategies, goals, objectives, and outcomes. For purposes of this strategic plan, they are defined as follows:

Strategy: The largest overarching element of a strategic plan, an initiative is a broad enterprise where there may be multiple areas of focus.

Goal: A smaller component of and subordinate to an initiative, a goal focuses on one area but is still general in nature. Strategic planners consider initiatives accomplished upon completion of all goals under each initiative.

Objective: A smaller component of and subordinate to a goal, an objective is specific, measurable, action-oriented, realistic, and time-sensitive. Strategic planners consider goals accomplished with the completion of each corresponding objective.

Outcome: The description of the desired result of a goal or objective once accomplished.

Strategies, goals, objectives, and outcomes are an essential part of the AHAC's future work effort. By following these components carefully, the AHAC will accomplish its objectives and, in turn, its goals and should benefit from reduced obstacles and distractions.

STRATEGIES, GOALS AND OBJECTIVES

Strategy 1.

Develop a definition of “affordable housing” as well as partnerships and funding sources to support affordable housing initiatives in Levy County.



Goal 1.1 **Develop a definition of “affordable housing.”**

Recommended Stakeholders to work on this goal:
Board of County Commission, Housing Planner, Affordable Housing Advisory Committee, Planning and Zoning Department, Building Department

Goal 1.2 **Investigate opportunities for partnerships to support affordable housing initiatives.**

Recommended Stakeholders to work on this goal:
Board of County Commission, Housing Planner, Affordable Housing Advisory Committee, Planning and Zoning Department, Building Department

Goal 1.3 **Explore opportunities for affordable housing funding sources.**

Recommended Stakeholders to work on this goal:
Board of County Commission, Housing Planner, Affordable Housing Advisory Committee

STRATEGIES, GOALS AND OBJECTIVES

Strategy 2.

The processing of approvals of development orders or permits for affordable housing projects is expedited to a greater degree than other projects, as provided in s.163.3177(6)(f)3.



Goal 2.1

Develop procedures to identify applications as “affordable housing” for expedited processing.

Recommended Stakeholders to work on this goal:

Housing Planner, Planning and Zoning Department, Building Department

Goal 2.2

Develop pre-approved plans for affordable housing to allow for expedited processing.

Recommended Stakeholders to work on this goal:

Housing Planner, Planning and Zoning Department, Building Department, Health Department, Residential Housing Contractor

GOALS AND OBJECTIVES

Strategy 3.

Affordable accessory residential units.



Goal 3.1

Develop a Media Campaign to share information about accessory residential units.

Recommended Stakeholders to work on this goal:

Housing Planner, Planning and Zoning Department, Public Information Officer

GOALS AND OBJECTIVES

Strategy 4.

The allowance of flexible lot configurations, including zero-lot-line configurations for affordable housing.



Goal 4.1

Develop a proposal to allow flexible lot configurations, including zero-lot-line configurations for affordable housing.

Recommended Stakeholders to work on this goal:
Housing Planner, Planning and Zoning Department, County Attorney

Goal 4.2

Develop a recommendation to allow subdividing lots for affordable housing.

Recommended Stakeholders to work on this goal:
Housing Planner, Planning and Zoning Department, County Attorney

Goal 4.3

Develop a recommendation for parent parcel resets for affordable housing.

Recommended Stakeholders to work on this goal:
Housing Planner, Planning and Zoning Department, County Attorney

GOALS AND OBJECTIVES

Strategy 5.

The establishment of a process by which a local government considers, before adoption, policies, procedures, ordinances, regulations, or plan provisions that increase the cost of housing.



Goal 5.1
Recommend a process to review requirements that may increase the cost of housing.

Recommended Stakeholders to work on this goal:
Housing Planner, Planning and Zoning Department, Building Department, County Attorney

Goal 5.2
Investigate the feasibility of allowing smaller lot sizes and houses.

Recommended Stakeholders to work on this goal:
Housing Planner, Planning and Zoning Department, Building Department, County Attorney

GOALS AND OBJECTIVES

Strategy 6.

The preparation of a printed inventory of locally owned public lands suitable for affordable housing.



Goal 6.1

Develop an inventory of locally owned public lands suitable for affordable housing.

Recommended Stakeholders to work on this goal:

County Coordinator, Housing Planner, Planning and Zoning Department

Goal 6.2

Make available to the public a printed and electronic inventory of locally owned public lands suitable for affordable housing.

Recommended Stakeholders to work on this goal:

County Coordinator, Housing Planner, Public Information Officer

NEXT STEPS

This Strategic Plan provides a detailed roadmap for the AHAC based on the Strategies adopted by the BoCC.

The BoCC may consider the following recommended steps to progress the goals and objectives recommended by the AHAC.



1. BoCC Approval of the Strategic Plan.

The BoCC should consider adopting this Strategic Plan, or some variation of the plan.

2. BoCC Workshop with AHAC.

The BoCC should consider convening a workshop with the AHAC to assign goals and objectives to specific county staff members and to establish reasonable timelines.

3. Share the Strategic Plan.

The approved document should be shared with all members of the community and regularly updated as goals and objectives are completed or modified.

CONCLUSION

It is the AHAC's sincere hope that the strategies, goals, and objectives that were developed as part of this Strategic Plan will assist the Levy County BoCC in continuing to promote sufficient housing.

The mission of the Levy County Affordable Housing Committee is to promote sufficient housing by reviewing established policies and procedures, ordinances, land development regulations and recommending specific actions or initiatives to the Levy County Board of County Commissioners.