

B.2. Goals and Objectives

1. Goal: Expand the supply of assisted housing
 - a. Increase ACC of tenant-based voucher program by 50 new vouchers.
 - b. Continue applying for additional rental assistance vouchers or acquire vouchers from other PHAs.
 - c. Continue applying for special purpose vouchers (SPVs) for the Foster Youth to Independence (FYI) initiative, Mainstream Voucher Program (MVP), and Veteran Affairs Supportive Housing (VASH).
 - d. Increase the size of the Project-Based Voucher (PBV) Program cap and Project cap based on the MTW Supplemental Plan, in which DHA's affiliate Our Community Inc. will lead the Housing Development Programs under the Local, Non-Traditional (LNT) Activities.
 - e. The elimination of the PBV Selection Process for PHA-owned Projects without Improvement, Development, or Replacement for DHA and/or OCI based on the MTW Supplemental Plan.
 - f. Effectively and efficiently monitor the Choice Mobility waiting list for the Rental Assistance Demonstration (RAD) Project-Based Voucher (PBV) and traditional PBV developments internally and with external partnerships.
 - g. Implement a comprehensive HCV Homeownership program that includes Housing Counseling.

2. Goal: Improve the quality of assisted housing
 - a. Continue developing innovative strategies to expand housing opportunities for low-income families in low-poverty areas/areas of opportunity and non-minority concentrated areas.
 - b. Develop strategies to renovate or modernize existing housing units and complexes under the RAD PBV preservation plan at Henry Green LLC, Crimson Ridge LLC, and Jamison Village LLC
 - c. Continue expanding affordable housing development by partnering with DHA affiliate, Our Community Inc. (OCI).
 - d. Continue acquiring or purchasing multifamily housing developments and single-family homes (SFH) within Wiregrass Metro Area (WMA).
 - e. Enhance partnership with the City of Dothan to acquire abandoned, dilapidated, and deteriorated housing in the Baptist Bottom community and other distressed neighborhoods in the area.
 - f. Comprehensively implement the City of Dothan Strategic Affordable Housing Implementation Plan and has started the implementation of the neighborhood revitalization initiative of the Community Preservation and Revitalization (CPR): Breathing Life Back into the Community initiative.

3. Goal: Increase assisted housing choices
 - a. Perform landlord outreach efforts through in-person and ZOOM meetings, presentations, and community networking events.
 - b. Develop and maintain a network of professional contacts in the property management and real estate industry through local REALTORS® Association, apartments association, & property management companies to promote the Wiregrass Regional Voucher Program (WRVP).

- c. Continue providing landlord incentives such as security deposits, vacancy loss payments, damage payments, and landlord signing bonuses.
 - d. Continue cultivating Landlord Advisory Committee and Facebook Landlord Page.
 - e. Create and design an e-Newsletter for Landlords through MailChimp, Constant Contact, or Convert Kit.
 - f. Continue offering Monthly Landlord Orientations, Quarterly Landlord Education Workshops, Rental Fairs, Symposium, & Summits to Attract, Recruit, & Retain landlord participation in the HCV Program.
 - g. Continue offering Ready-to-Rent certification workshops through ZOOM and/or in person.
 - h. Continue offering Landlord-Tenant Conflict Resolution Meetings through ZOOM and/or in person.
 - i. Continue implementing the HCV Landlord Guidebook Technology chapter.
 - j. Fully augment MRI HAPPY software for landlords to monitor the entire lease-up process online, from the Request for Tenancy Approval (RFTA) to the HAP contract signing in the MRI HAPPY software. As it relates to the landlord portal, it provides 24/7 access to all forms, documents, direct deposit information, 1099s, etc.
4. Goal: Improve agency and program management
- a. Increase cost savings and productivity by improving the efficiency and effectiveness of its HCVP through the Two-Year Tool (TYT) and the Voucher Management System (VMS) through the MRI HAPPY software.
 - b. Achieve and maintain high voucher and funding utilization rates of at least 95%.
 - c. The DHA SEMAP score for FY2019 was 97. However, in March 2022, DHA chose not to be scored under SEMAP as a new MTW agency and responded to HUD via email.
 - d. According to the MTW Operations Notice, an MTW agency will maintain its SEMAP performance designation (i.e., high performer, standard performer, troubled) at the time of MTW designation up until a successor system is established.
 - e. Once developed, all MTW agencies, including MTW agencies that opt out of SEMAP, must be assessed under the MTW-specific assessment system(s).
 - f. Continue implementing PIH Notice 2020-29: Guidance for Running an Optimized Housing Choice Voucher Program (HCVP).
 - g. Continue enhancing communication amongst staff of the HCV Program Management and Finance & Administration departments with bi-weekly meetings to effectively utilize the Two-Year Forecasting Tool to monitor success rates effectively.
 - h. Utilize the Payment Standards Tool
 - i. Continue implementing the HCV Landlord Guidebook Technology chapter.
 - j. Continue collecting and reporting performance metrics through dashboards to automate all HCVP program operations.
 - k. Continue evaluating reporting metrics by incorporating dashboards to track metrics, outcomes, trends, and other key performance indicators (KPIs).
5. Goal: Promote self-sufficiency and asset development of families and individuals
- a. Continue applying for alternative funding to pay for the position through grants and donations from private institutions.
 - b. Apply to become a HUD Certified Housing Counseling Agency (HCA) and provide homeownership counseling at the OCI Housing and Enrichment Center.

- c. Implement HCV Homeownership Program to connect to the FSS program, Section 3, and other DHA workforce development and economic self-sufficiency initiatives.
6. Goal: Utilize housing as a platform to improve the quality of life
 - a. Apply for the ConnectHome designation.
 - b. Apply to become an EnVision Center by converting the former Montana Street School into the Our Community Inc. (OCI) Housing and Enrichment Center.
 - c. Continue pursuing infrastructure improvement funding by repairing and building structures to convert the former Montana Street Elementary School into an EnVision Center.
 - d. The OCI Housing and Enrichment Center will serve as an economic self-sufficiency "one-stop-shop" community center for families living in the Baptist Bottom community.
 - Continue with the development of the EnVision Center will be a multi-purpose building that will provide community economic development activities: offices for the administrative staff, community rooms for neighborhood association meetings, space for job fairs, meeting rooms for resident engagement, classrooms for voucher briefings, homeownership education, workforce development workshops, and other community education; and a computer lab for voucher holders, residents, and other community stakeholders.
 - Ultimately, the former Montana School building's renovation will assist with boosting efforts to address the "broken windows" theory of dilapidated and deteriorated housing in the Baptist Bottom community and catalyze neighborhood revitalization in the area.
 - e. Continue attracting new supportive services to increase independence for the elderly and disabled.
 - f. Continue attracting new support services to increase the health and wellness of residents.
 - g. Partner with other community entities to increase residents' food security through the CDBG and USDA programs.
 7. Goal: Ensure equal opportunity and affirmatively furthering fair housing
 - a. Continue taking affirmative measures to ensure access to assisted housing for all protected classes or persons least likely to access assistance.
 - b. Continue implementing measures to deconcentrate poverty and expand housing opportunities, such as regional payment standards, policies that do not limit transfer frequency, and consideration of poverty rates in the assignment of project-based vouchers (PBVs).
 - c. Continue promoting the mobility of low-income households to higher opportunity neighborhoods.
 - d. Continue to maintain and keep up-to-date fair housing brochures and posters in public areas of DHA offices and properties and make this information available to community members seeking information about their fair housing rights.
 - e. Continue making referrals to HUD, FHEO, Legal Aid, and other advocacy organizations are made upon request. Also, the Housing Authority assists program participants and members of the public in filing fair housing complaints as needed.
 - f. Conducted a regulatory background check for eligibility through an online database and in partnership with the Dothan Police Department (DPD).

- g. DHA ensured that staff did not subjectively interpret the "One Strike and You're Out" law” and avoided violating fair housing through discrimination for denying individuals public housing or the HCVP by using arrest records to make determinations.
 - h. Consulted and participated in the City of Dothan’s Consolidated Plan and Analysis of Impediments to Fair Housing Choice for public housing residents and HCVP participants.
 - i. DHA also collaborated with the City of Dothan to develop the City of Dothan Strategic Affordable Housing Implementation Plan in 2018 and has started the implementation of the neighborhood revitalization initiative of the Community Preservation and Revitalization (CPR): Breathing Life Back into the Community initiative.
8. DHA implemented its Purpose 2025: FY2022-2024 Strategic Plan. The Areas of Focus and Goals are as follows:
- a. Area of Focus 1: Organizational Culture
 - o Goal: Create a high-value organizational culture that unites team members around a common cause
 - b. Area of Focus 2: Training (Staff & Board Commissioners)
 - o Goal: Provide ongoing, relevant industry learning and development opportunities for the Staff and Board Commissioners
 - c. Area of Focus 3: Technology
 - o Goal: Streamline operations through technology and digital transformation
 - d. Area of Focus 4: Rebranding
 - o Goal: Launch and sustain a rebranding campaign that accurately communicates the mission, vision, values, and principles
 - e. Area of Focus 5: Regional Voucher Program
 - o Goal: Offer a comprehensive, high-quality Wiregrass Regional Voucher Program (WRVP)
 - f. Area of Focus 6: Affiliate Organizations (Return on Investment)
 - o Goal: Utilize and establish affiliate organizations to support the mission of the Housing Authority
 - g. Area of Focus 7: New Headquarters (OCI Housing and Enrichment Center)
 - o Goal: Secure funding and create a seamless transition of the entire Housing Authority’s headquarters to the former school building
 - h. Area of Focus 8: Development Accreditation
 - o Goal: Attain and maintain affordable housing development accreditation

B.3. Progress Reports

9. The DHA official closed its public housing in FY2022 through the Streamlined Voluntary Conversion (SVC)-Section 22 for AMP 50, Ussery Homes, and Marvin Lewis Village to become a “voucher-only agency:”
 - a. Residents of Ussery Homes and Marvin Lewis Village received “117” Tenant Protection Vouchers (TPV) that included the Uniform Relocation Act (URA) services and funding.
 - b. These former public housing developments became market rate (MR) affordable housing developments.
 - c. DHA’s nonprofit affiliate, Our Community, Inc. (OCI), will own the property, and the DHA’s management company affiliate, Dothan Management Group, LLC, will provide property management for the developments
 - d. Utilized Gross and Net Proceeds under PIH Notice 2020-23 for eligible uses of its remaining public housing reserves that include supporting families transitioning to the Housing Choice Voucher Program (HCVP) under (7) Eligible Use of Gross Proceeds and (8) Eligible Use of Net Proceeds.
 - e. Ussery Homes’ name was changed to Phoenix Rising LLC
 - f. Marvin Lewis Village’s name was changed to John R. Lewis Village LLC
10. The DHA plans to acquire new vouchers from HUD:
 - a. DHA was awarded seven (7) new vouchers under the Consolidated Appropriations Act 2022 (P.L. 117-103) and PIH Notice 2022-29.
11. DHA increased Assisted Housing Choices and Expanded Housing Opportunities:
 - a. DHA was selected for the Moving to Work (MTW) Expansion under Cohort #3 Landlord Incentives in FY2022 (January 2022).
 - b. DHA’s Landlord Liaison has implemented the Attract, Recruit, and Retain Landlord in the Wiregrass Area Comprehensive Marketing Campaign. Some of the activities and events in FY2022 consisted of the following:
 - i. Launched the Landlord Advisory Committee Meetings: March 2022
 - ii. Launched the Invest. Profit. Repeat (IPR) Quarterly Newsletter: March 2022
 - iii. 1st Annual Real Estate Investor & Landlord Summit: May 2022
 - iv. Wiregrass Landlord Tour: July-September 2022
 - v. Landlord Orientations: Second Tuesday and Fourth Thursday each month
 - vi. Brunch & Learn Workshops: September & December 2022
 - vii. Rental Fairs: October 2022 & December 2022
 - viii. 1st Annual Landlord Symposium: November 2022
 - ix. Attended Dothan (Southeast Alabama) & Wiregrass Real Estate Associations and River Region Apartment Association Meetings & Luncheons.
 - c. Landlord Incentives Statistical Data:
 - 40 landlords received incentives such as Security Deposit, Signing Bonuses, & Application Fees
 - 10 new landlords
 - 40 new units for 40 HCV families

- d. DHA plans to implement additional landlord monetary incentives in FY2023 as a part of the MTW Supplemental Plan and PIH Notice 2022-18, such as:
 - Renter’s Insurance
 - Damage Claims Payments
 - Vacancy Payments
 - e. DHA implemented the first-ever direct deposit for landlords in FY2022 (April 2022).
 - i. The MRI HAPPY software provides access to a landlord portal that includes e-signature, direct deposit and 1099 information, and real-time inspection status information.
 - f. DHA implemented the Assistance Connect Portal under the MRI HAPPY Portal
 - Real-Time Inspection Results
 - Landlord Portal including Direct Deposit Information
 - Tenant Portal
 - Rental Listing
 - g. DHA opened its first-ever online waiting application for the Housing Choice Voucher (HCV) program in FY2022 (April 2022) under the MRI HAPPY software.
 - h. DHA opened its computer lab for HCV applicants and participants to check their status on the waiting list and submit information.
 - i. DHA implemented the first-ever debit card for voucher participants in FY2022 (June 2022).
 - j. DHA implemented Choice Mobility waiting lists for the RAD PBV for the Kinsey Cove and Howell School Senior Apartments.
 - k. In FY2022, DHA released a Request for Proposal for Project-Based Vouchers (PBV) but withdrew the awarding of the PBVs at the present time but plans to reissue the PBV solicitation at a later date.
 - l. The implementation of the Wiregrass Regional Voucher Program (WRVP) allows voucher holders to rent in the Wiregrass Metro Area (WMA), consisting of the five counties of Houston, Geneva, Dale, Henry, and Coffee.
 - m. The DHA official closed its public housing in FY2022 through the Streamlined Voluntary Conversion (SVC)-Section 22 for AMP 50, Ussery Homes, and Marvin Lewis Village to become a “voucher-only agency:”
12. The DHA plans to apply for special-purpose vouchers (SPVs) to increase its portfolio by applying for HCVs through the following:
- a. DHA plans to apply for Veteran Affairs Supportive Housing (VASH) in FY2023, although the agency did not qualify for the PIH 2022-26 (HA), Registration of Interest for HUD-VASH Vouchers.
13. DHA promoted Economic Self-Sufficiency and Independent Living in FY2022:
- a. DHA successfully closed out its ROSS program in FY2022 (March 2022), submitted the final reimbursement request to HUD, and its final ROSS report to HUD.
 - b. In FY2022, Two FSS participants graduated from the FSS Program (August 2022).
 - c. DHA applied for the FSS Coordinators NOFA in FY2022.
 - d. DHA re-established the Program Coordinating Committee (PCC) for the FSS Program.

- e. DHA was awarded an additional \$200,000.00 in funding under the ADPH COVID-19 grant in July 2022 (FY2022) through the collaborative effort of a public-private partnership (COVID VAX 7 initiative) to address the pandemic in minority and low-to-moderate (LMI) communities in Houston County.
 - f. DHA has successfully onboarded three (3) of the ten (10) AmeriCorps VISTA Grant to provide wraparound FSS and MTW FSS programs.
 - g. DHA resumed in-person Resident Advisory Board (RAB) meetings at all sites in FY2022.
 - h. DHA launched and implemented the nationally recognized Ready to Rent (R2R) training for HCV and FSS participants.
 - i. In FY 2022, DHA trained 12 R2R Instructors, and over 50 participants have graduated from the program.
14. DHA is committed to being a High Performer with all its affordable housing programs.
- a. The DHA SEMAP score for FY2019 was 97.
 - b. In March 2022, DHA chose not to be scored under SEMAP as a new MTW agency and responded to HUD via email.
 - c. According to the MTW Operations Notice, an MTW agency will maintain its SEMAP performance designation (i.e., high performer, standard performer, troubled) at the time of MTW designation up until a successor system is established.
 - d. Once developed, all MTW agencies, including MTW agencies that opt out of SEMAP, must be assessed under the MTW-specific assessment system(s).
15. DHA improved quality of life by affirmatively furthering fair housing, providing equal housing opportunities, and complying with civil rights:
- a. Conducted a regulatory background check for eligibility through an online database and in partnership with the Dothan Police Department (DPD).
 - b. DHA ensured that staff did not subjectively interpret the "One Strike and You're Out" law" and avoided violating fair housing through discrimination for denying individuals public housing or the HCVP by using arrest records to make determinations.
 - c. Consulted and participated in the City of Dothan's Consolidated Plan and Analysis of Impediments to Fair Housing Choice for public housing residents and HCVP participants.
 - d. DHA also collaborated with the City of Dothan to develop the City of Dothan Strategic Affordable Housing Implementation Plan in 2018 and has started the implementation of the neighborhood revitalization initiative of the Community Preservation and Revitalization (CPR): Breathing Life Back into the Community initiative
 - e. DHA's Community Safety Manager has assumed responsibility for the day-to-day activities to support a quality-of-life living environment and to oversee all DHA safety initiatives.
 - The Community Safety Manager has coordinated and developed crime prevention efforts on all DHA and affiliate properties, including its administrative offices.
 - f. DHA hosted its first-ever National Night Out (NNO) and the first ever in the City of Dothan celebration on August 2, 2022.
 - i. DHA's NNO event was designed to strengthen neighborhood relationships as a community-building campaign that promotes community-policing

- partnerships to reduce crime, increase mutual trust with our residents, and improve community safety.
- ii. DHA's NNO event was attended by all citizens of Dothan and the Wiregrass area, social service agencies, colleges, universities, neighborhoods, apartment complexes, and businesses.
16. DHA has fully augmented the Tsunami (Ocean 10) surveillance system that consists of 23 cameras throughout all of its communities, affiliate communities, and administrative offices during FY2022.
- Return on Investment Statistical Data
 - Henry Green: 41% Decrease in Crime
 - John R. Lewis Village (formerly Marvin Lewis Village): No Change
 - Phoenix Rising Apartments (formerly Ussery Homes): 29% Decrease in Crime
 - Crimson Ridge: 46% Decrease in Crime
 - David C. Jamison Village (formerly McRae Homes): 68% Decrease in Crime
 - Eagle Bend Apartments: No Change
 - The Tsunami (Ocean 10) surveillance system has assisted the DPD with solving 14 crimes in FY2022.
17. DHA has also implemented a modern-day leadership approach focused on creating a high-value organizational culture built on trust, getting the right people on the team, and coaching that team to greatness to meet key performance indicators (KPIs) that will ultimately increase its overall productivity.
- a. DHA's staff training and department restructure focused on training, cross-training, doing more with less, and embracing technology.
 - b. DHA's commitment to training its staff produced several management and industry-related training certifications for its staff during FY2022.
 - c. The COVID-19 pandemic has challenged DHA to create a different platform for sustainability by "thinking outside of the box" by becoming a housing authority of the future.
 - d. This was done through its digital transformation initiative.
 - DHA has answered the challenge of evolution through transformational leadership and acknowledging the paradigm shift of public housing authorities (PHAs) of doing more with less, moving from paper to the cloud, and streamlining its operations through technology by embracing an online platform.
 - DHA now offers remote, flexible, and hybrid work environments so that its employees can work from locations other than the office.
 - DHA's new business model has enhanced its efforts to attract, recruit, and retain an articulate, talented, and diverse workforce comprised of the best and the brightest in the affordable housing industry.

B.4. Violence Against Women Act (VAWA)

In accordance with the requirements of the Violence Against Women Act (VAWA), the DHA has established goals, objectives, activities, services, policies, and programs to serve the needs of applicants, participants, and tenants for VAWA protections as victims of domestic violence, dating violence, sexual assault, or stalking:

1. **Goals and Objectives:** DHA's goal is for all applicants, tenants, and participants to understand their rights to protection through the Violence Against Women Act (VAWA). The Housing Authority's objective is to provide educational material to all applicants, tenants, and participants. The Housing Authority serves the needs of child and adult victims of domestic violence, dating violence, sexual assault, or stalking through education on VAWA protections.
2. **Activities and Services:** DHA activity that enables the PHA to serve the needs of the child and adult victims of domestic violence, dating violence, sexual assault, or stalking provides all applicants, participants, and tenants with the VAWA Notice of Occupancy and Certification Form. In addition to information on VAWA protection rights, the Notice includes local and national resources for victims. Other activities include the Housing Authority can transfer victims through the Emergency Transfer procedure and referring victims to social service and law enforcement agencies with expertise in domestic violence and other VAWA crimes. DHA activities ensure that victims are not denied assistance, evicted, or terminated from housing assistance for being a victim or affiliated with a victim - domestic violence, dating violence, sexual assault, or stalking.

Policies and Programs: DHA has established policies and procedures to serve the needs of the child and adult victims of domestic violence, dating violence, sexual assault, or stalking. These policies and procedures implement VAWA protections. These include the Violence Against Women Act (VAWA) Procedures, Violence Against Women Act (VAWA) Emergency Transfer Plan, and Screening and Eviction Policy. The Housing Authority has developed a prevention program, the Emergency Transfer Plan, that complies with VAWA. For families renting units owned or managed by the Housing Authority, agency staff also work closely with local law enforcement to proactively address any and all crime-related problems.

B.5. Significant Amendment or Modification

In March 2022, DHA amended the agency’s Annual Contribution Contract (ACC) in connection with the PHA’s designation as a participant in the expansion of the MTW demonstration pursuant to Section 239 of the Consolidated Appropriations Act, 2016, P.L. 114-113; 129 Stat. 2897 (2016 MTW Expansion Statute) and Section 204 of the Departments of Veterans Affairs and Housing and Urban Development and Independent Agencies Appropriations Act, 1996, P.L. 104-134; 110 Stat. 1321-281 (1996 MTW statute). The PHA’s participation in the expansion of the MTW demonstration shall be governed by the MTW Operations Notice for the Expansion of the Moving to Work Demonstration as it is issued as it and may be amended in the future, or any successor notice issued by HUD, (“the MTW Operations Notice”). DHA will begin to implement the Cohort #3 Moving to Work: Landlord Incentives Program during the period of the FY2023 Annual Plan and Revision #3 to the FY2020-2024 Five-Year Plan.

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