



# Chasing — — Better

Annual Impact Report:  
October 2020 - December 2021



**Dothan Housing**  
You Are Our Why



# Message from the CEO

It is my honor and privilege to present the Dothan Housing's (DH's) **Chasing Better Annual Report**. As I wrote my reflections, I thought back to when Matthew McConaughey won the Oscar for Best Actor. In his acceptance speech, he noted whenever he was asked who his hero was, and each time he responded himself, ten years later. He was always chasing a better version of himself.

**Dothan Housing has also chosen to "Chase Better"—a Better Housing Authority, a Better Business Partner, and most importantly, a Better Advocate for those who call Dothan Housing home.**

As we left the traditional bureaucratic model to become an entrepreneurial agency, we have chosen to change our name from Dothan Housing Authority to Dothan Housing.

In our annual report, you will find a deliberate organizational transformation, much of which was influenced by the COVID-19 pandemic and our new **C-Suite business model**. This report reflects our **Purpose 2025: Strategic Plan for FY2022-2024** and our new slogan, **"You Are Our Why."** Our strategic plan process led to our renewed values' acronym L.O.V.E.D. which stands for **Listening, Opportunity, Versatility, Empowering, and Diversity**. Additionally, our strategic plan led to the creation of our new organizational Principles (4Ps): **People, Partnerships, Practices, & Purpose**.

As I think about our new motto of **Automate, Innovate, Elevate**, the COVID-19 pandemic challenged Dothan Housing to create a different platform for sustainability by "thinking outside of the box." We answered the challenge of evolution through transformational leadership and acknowledging the paradigm shift of public housing authorities. We do more with less, moving from paper to the cloud, and streamlining our operations through technology by embracing an online platform.

Dothan Housing also implemented a modern-day leadership approach focused on creating a high-value organizational culture built on trust, recruiting the best team through our organizational renewal (restructuring), and coaching that team to greatness to meet key

performance indicators (KPIs). This required holistic change management through courageous leadership. We now offer remote, flexible, and hybrid work schedules so that our employees can work from various locations. Dothan Housing's new C-Suite business model has enhanced our efforts to attract, recruit, and retain an articulate, talented, and diverse workforce comprised of the best and the brightest in the industry.

Our commitment to our new vision statement is **"to provide affordable housing services through the implementation of 21st-century technological approaches as a housing authority of the future."** As an affordable housing developer, we are proud of the grand opening of the 13-million-dollar Howell School Senior Apartments that included 55 PBVs for seniors, the groundbreaking on our 34-million-dollar conversion of the former Johnson Homes public housing development to the RAD PBV Capstone at Kinsey Cove development and moving into the former Montana Magnet Street School that is now called Our Community Housing & Enrichment Center (OCHEC). Our PHA was excited to receive a \$250,000.00 CDBG award to modernize the OCHEC campus as the new headquarters for our PHA.

We were proud to receive the **2021 AAHRA Best Practices award** for **Bridging the Gap between Housing and Health through Public-Private Partnerships**, for which we received two \$100,000 COVID-19 grants. We are even prouder that our Board Chairman, David C. Jamison, received the **2021 AAHRA Commissioner of the Year award**. I am thrilled to announce that we have changed the name of McRae Homes to the **David C. Jamison Village**.

After receiving 208 Housing Choice Vouchers (HCVs) from a neighboring PHA in July 2021, we launched the **Wiregrass Regional Voucher Program** and expanded our jurisdiction to five counties of Houston, Geneva, Dale, Henry, and Coffee. This led to our MTW Landlord Incentives cohort application and our **Attract, Recruit, Retain Landlords in the Wiregrass Area** campaign.

We thank you for helping us stand in the gap and look forward to more extraordinary accomplishments as we "Chase Better" at Dothan Housing. As I close, we are enthusiastic about bringing our new mission statement to fruition by remaining **"dedicated to developing and strengthening affordable housing opportunities that embrace best practices in a high-value organizational culture."**

**Samuel P. Crawford**  
President & Chief Executive Officer

## Board of Commissioners

**David Jamison, Chairman**  
Appointed: February 2018  
Term Expires: January 2023

**Jeff Williams, Vice Chairman**  
Appointed: February 2020  
Term Expires: January 2025

**Jocelyn Gutzmore, Commissioner**  
Appointed: August 2019  
Term Expires: January 2026

**Michael Jackson, Commissioner**  
Appointed: April 2018  
Term Expires: January 2023

**Donna Clemmons, Commissioner**  
Appointed: April 2021  
Term Expires: January 2025

**Lily Mendoza, Commissioner**  
Appointed: February 2021  
Term Expires: June 2025

**Lavern Higgins, Commissioner**  
Appointed: July 2021  
Term Expires: January 2024

## Senior Leadership Team



**Samuel P. Crawford**  
President & CEO

**Dr. Michael C. Threatt**  
Senior VP & COO



**Dr. Tamara Berry-Andrews**  
VP of Affordable Housing & Compliance

**Stacy Parris**  
VP of Employee & Customer Experience



**Chantrice James**  
Director of Finance & Administration

## Our Mission

Dothan Housing is dedicated to developing and strengthening affordable housing opportunities that embrace best practices in a high-value organizational culture.

## Our Vision

Provide affordable housing services through the implementation of 21st-Century technological approaches.

## Our Values

# LOVED

Listening • Opportunity • Versatile  
Empowering • Diversity

## Our Motto

Automate • Innovate • Elevate

## We are Guided By Our Four Principles (4Ps)

1

### People

Attract, Recruit, and Retain the Best & the Brightest Affordable Housing Professionals

2

### Partnerships

Establish Sustainable Public-Private Partnerships

3

### Practices

Implement Best Practices & Evidenced-Based Practices

4

### Purpose

Develop & Cultivate A High-Value Organizational Culture

# Capital Funds, Financials & Grants

Capital Fund Financing Program		Financial Viability - Net Position		Asset Value	
2020	\$9,568,097	2020	\$33,189,736	2020	\$40,019,854
2021	\$10,232,507	2021	\$33,245,398	2021	\$37,644,626

## Capital Fund Improvement Projects

### Howell School Senior Apartments

Historic Building Renovated into Senior Affordable Housing



**Grand Opening:** Thursday, October 29, 2020

**Public-Private Partnerships:** City of Dothan, Dothan Housing, the Banyan Foundation, Alabama Housing Finance Authority, Gateway Management, and other affordable housing stakeholders

Renovated from the Historic Howell School Building, the \$14 million project was a mixed-financed development that included low-income housing tax credits (LIHTC), historical tax credits, and 55 project-based vouchers (PBVs).

### Kinsey Cove Groundbreaking Ceremony

Affordable Housing Preserved at The Capstone at Kinsey Cove



**Groundbreaking Ceremony:** June 23, 2021

**Public-Private Partnerships:** Hollyhand Construction, Banyan Foundation, Alabama Housing and Finance Authority, HUD, and others

Formerly known as Johnson Homes, the fourth Rental Assistance Demonstration (RAD) Project-Based Voucher (PBV) asset repositioning conversion for DH includes completely renovating and modernizing 212 high-quality, affordable housing units. The majority of the existing residents will return upon completion.

## Grant Awards

### Collaborative Partnership for the Alabama Department of Public Health (ADPH) COVID-19 Grant

Through the collaborative effort of a public-private partnership, Dothan Housing (DH) was awarded \$100,000 under the ADPH COVID-19 grant. DH **partnered** with the following organizations to address the pandemic in minority and low-to-moderate (LMI) communities in Houston County:

- Alabama College of Osteopathic Medicine
- Alabama NAACP
- Dubois Institute
- St. James Baptist Church
- Computer Printing, Etc.
- Greater Shiloh Missionary Baptist Church
- National Pan-Hellenic Council

### Emergency Solutions (ESG) COVID-19 (CV) Grant for Homeless Prevention/ Rapid Rehousing

Based on the limited homeless shelters, homeless prevention services, and transitional housing opportunities in the Dothan Metro Area (DMA). DH **partnered** with the **Alabama Rural Coalition for the Homeless Inc. (ARCH)** to address the COVID-19 pandemic and affordable housing crisis. DH received \$93,150 in grant funding under the ESG-CV that is administered by ADECA. ARCH entered into an MOU with DH to sponsor the ESG-CV Case Manager and Data Entry Specialist positions.

### Awarded \$350,000 for Community Development Block Grant (CDBG)

For OCI Housing and Enrichment Center to modernize the former school as the new headquarters for DH.

# Rebranding for Strategic Growth



## Digital Transformation Implementation



# 15 Months of Chasing Better



**February 18**  
**DH Launches New Responsive Website**  
 Visitors can easily navigate on any device, providing transparent, up-to-date info and tools for residents, landlords, partners, staff and more.

**March 15**  
**Purpose 2025: FY2022-2024 Strategic Plan Work Session**  
 Strategic Plan Work Session with Senior Staff and Board of Commissioners.

**April 27**  
**Dothan Fire Department installs Automatic Fire Extinguishers**  
 DFD awarded \$10,000 Community Development Block Grant (CDBG) allowing purchase and installation of StoveTop FireStops in 328 affordable apartments.



**June 3**  
**Moving to Work (MTW) Cohort #4 Landlord Incentive Plan Focus Group**  
 Meetings to receive input from landlords participating in the HCVP to increase recruitment and retention.

**May 26**  
**On-Site COVID-19 Vaccination Clinic**  
 DH partners with **Houston County Health Department** to provide residents with the Moderna COVID-19 vaccine.



**August 20**  
**Attorney Ben Crump Partners with Dothan-Based Nonprofit to Feed Single-Parent Families**  
 More than 1,500 bags of food served to single parents in the Dothan area as part of the multi-state **Ben Crump / SPINN Feeding Initiative**, in partnership with DH's **OCI Housing & Enrichment Center**.

**July 15**  
**Nonpartisan Community Forum for City of Dothan Municipal Elections**  
 Public community event for Dothan candidates at DH's **OCI Housing & Enrichment Center**, co-hosted by **The Men's Civic Club** and **The Wiregrass Area Pan-Hellenic Council**.

**June 8**  
**Dare to Hope Teen Girls Summer Workshop**  
 Educating preteen and teen girls on the reality of sexual exploitation in our community.

**November 19**  
**Health and Wellness Seminar: Health for the Holidays**  
 DH partners with **ACOM** to inform the public that leading a healthy lifestyle is no less attainable for those in the Public Housing community.

**November 18**  
**BOSS Launches Ready to Rent 6-Week Class**  
 DH's BOSS organization (*Building Opportunities towards Self-Sufficiency*) presents class to the public to help renters learn their rights and responsibilities, and help those who must overcome rental barriers.

**November 17**  
**Purpose 2025: FY2022-2024 Strategic Plan Resolution**

**November 16**  
**\$100,000 for Community Development Block Grant (CDBG) for OCHEC**



**April 21**  
**FREE Monthly Landlord Virtual Education Workshop**  
**Attorney Sarah Taggart** presents a variety of topics to landlords via Zoom.

**May 10**  
**Attracting, Recruiting, Retaining Landlords in the Wiregrass Area**  
 DH invites current and future Landlords to attend virtual landlord orientations.

**October 29**  
**Grand Opening of Howell School Senior Apartments**  
*(see page 4)*



**May 24**  
**Dothan Housing & Viva Health Ice Cream Social**  
 DH partners with **Viva Health** to provide residents with health care information... and ice cream!

**October 14**  
**\$250,000 for Community Development Block Grant (CDBG) for OCHEC**



**June (Each Friday)**  
**AHFA Emergency Rental Assistance Program Alabama**  
 Meetings to assist residents affected by COVID-19 with applications for Emergency Rental Assistance, hosted by DH.



**June 3**  
**STREAM Innovation Youth Camp**  
 Opportunities for K-6th grade students to learn vital tools in Science, Technology, Reading, Engineering, Art, and Math.

**June 14**  
**FREE Bi-Monthly Landlord Virtual Education Workshop**  
 Dr. Michael C. Threatt, DH's COO, discusses various topics to help attract, recruit, and retain landlords in the HCVP.

**June 23**  
**DH and Partners Preserve Affordable Housing With Kinsey Cove Renovation**  
 Hard Hat Celebration on-site to publicly mark the preservation and rehabilitation of Kinsey Cove, formerly known as Johnson Homes. *(see page 4)*

**June 4 & 18**  
**Partial Transfer of Housing Choice Voucher from Troy Housing Authority to DH**  
 Meetings to provide info to applicants and participants.

**July 20**  
**We Can Do This Alabama! Southeast Health** in Dothan begins administering vaccines at **Medical Center Clinic**.



**October 27**  
**DH Launches "Attracting, Recruiting, Retaining Landlords in the Wiregrass Area" Campaign**  
 Rental Fairs with Free Landlord Lunch & Learns, for current, former, and potential landlords to market their properties, meet with tenants, have units inspected, and lease families up in a One-Stop-Shop setting, hosted by DH.

**November 3**  
**WTVY News 4 Features COO Dr. Michael Threatt**  
 Discusses "Attracting, Recruiting, Retaining Landlords in the Wiregrass Area" campaign.

**December 17**  
**Annual Senior Citizen Holiday Meal Distribution**  
 In partnership with **Blue Plate South**, DH staff members volunteer to deliver meals to DH's senior citizens, bringing smiles to the faces of recipients and staff.



# Chasing Better

**Better** Housing Authority • **Better** Business Partner • **Better** Advocate



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