



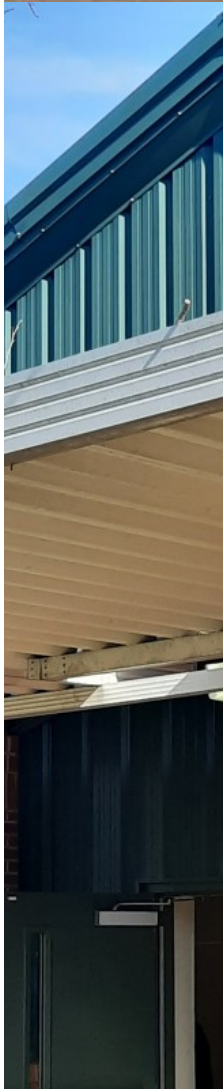
Purpose 2025



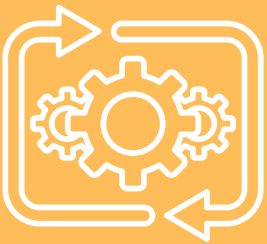
**STRATEGIC PLAN
FY 2022-2024**

DOTHAN HOUSING
602 S. Lena Street
P.O. Box 1727
Dothan, AL 36302

YOU ARE OUR WHY!



AUTOMATE



➤ MISSION STATEMENT

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

INNOVATE



➤ VISION STATEMENT

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

ELEVATE



➤ OUR VALUES

- L** LISTENING
- O** OPPORTUNITY
- V** VERSATILE
- E** EMPOWERING
- D** DIVERSITY

A MESSAGE FROM THE CHIEF EXECUTIVE OFFICER



We are excited to present our Purpose 2025: FY2022-2024 strategic plan. The development of this new roadmap took over eight months to complete as we partnered with the Weathers Group to facilitate the process for our organization. I would personally like to thank our devoted and talented staff and the Board of Commissioners for their input and feedback. The eight goals and success indicators were produced through countless meetings, retreats, breakfasts of champions, and change management renewal sessions. We invite you to be a passenger on our Energy Bus as we enter a new era of innovative solutions and positive shifts for our internal and external stakeholders.

Throughout our strategic planning work sessions, we were reminded of the toll the COVID-19 pandemic has had on our residents, employees, and communities. During my career in leadership, as both the first African American Fire Chief of the City of Dothan and the first African American President & CEO of Dothan Housing, I recall the enormous weight that transformational leaders carry in real-time. As a transformational leader, I have witnessed firsthand the evolution of fire services, including the addition of paramedic emergency services. Likewise, the evolution of the affordable housing industry requires us to think outside of the box and pursue opportunities as social entrepreneurs by investing in technology. Furthermore, the COVID-19 pandemic has challenged us to create a different platform to improve our communication and enhance our customer service efforts to remain true to our new slogan, “You Are Our Why.”

With the fast-track implementation of our digital transformation campaign to upgrade our hardware and software platforms, we are addressing the digital divide while creating new community connectivity and innovative collaborations with all stakeholders. Dothan Housing is an agency poised to control our messaging with a renewed understanding of WHY! I am pleased to be a voice of the advocacy required in response to intentional change and the long journey of “chasing better.” I assure you that Dothan Housing is just getting started; continue to join us in learning from the past and challenging the future. I am excited to share our new mission, vision, slogan, motto, principles, and values as we unveil our Purpose 2025: FY2022-2024 strategic plan.

In Service,

A handwritten signature in black ink that reads "Samuel P. Crawford".

President & CEO of Dothan Housing Authority



MEET THE

BOARD OF COMMISSIONERS

David Jamison, Chairman

Appointed: February 2018 - Term Expires: January 2023

Jeff Williams, Vice Chairman

Appointed: February 2020 - Term Expires: January 2025

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

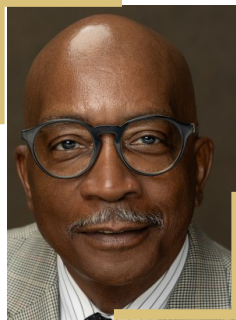
Appointed: July 2021 - Term Expires: January 2024

Jocelyn Gutzmore, Commissioner

Appointed: August 2019 - Term Expires: January 2026



MEET THE SENIOR LEADERSHIP TEAM



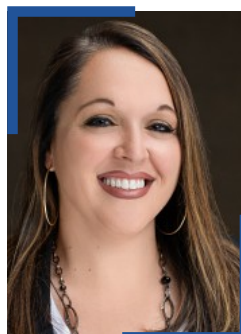
Samuel P. Crawford
President & CEO



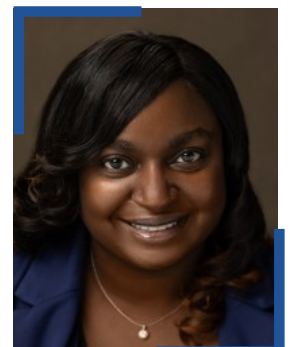
Dr. Michael C. Threatt
Senior VP & COO



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



Stacy Parris
VP of Employee &
Customer Experience



Chantrice James
Director of Finance
& Administration



We Have Purpose!

REBRANDING FOR STRATEGIC GROWTH!



Eagle Bend
Managed by
Dothan Management Group

Phoenix Rising Apartments
Managed by Dothan Management Group

Capstone at Kinsey Cove
Managed by Dothan Management Group

Henry Green
Managed by Dothan Management Group

John R. Lewis Village Managed by
Dothan Management Group

CPR
Community Preservation & Revitalization
Breathing Life Back into the Community

BOSS Building Opportunities
toward Self-Sufficiency

Dothan Modernization Services

OCI
Our Community Inc.
Housing & Enrichment Center

Attracting **Recruiting**
Retaining

Landlords in the Wiregrass Area

Wiregrass Regional
Voucher Program

David C. Jamison Village Managed by
Dothan Management Group

Dothan Management Group

Crimson Ridge
Managed by Dothan Management Group

WE ARE GUIDED BY OUR
OUR PRINCIPLES (4PS)

one



PEOPLE

**ATTRACT, RECRUIT, RETAIN THE BEST & THE BRIGHTEST
AFFORDABLE HOUSING PROFESSIONALS**

two



PARTNERSHIPS

ESTABLISH SUSTAINABLE PUBLIC-PRIVATE PARTNERSHIPS

three



PRACTICES

IMPLEMENT BEST PRACTICES & EVIDENCED-BASED PRACTICES

four



PURPOSE

DEVELOP & CULTIVATE A HIGH-VALUE ORGANIZATIONAL CULTURE



Dothan Housing has a total of eight goals for the Purpose 2025 Strategic Plan covering 2022-2024. The areas of focus for these goals are listed below. Each goal is accompanied by success indicators.

- 1. Organizational Culture**
- 2. Training (Staff & Board)**
- 3. Technology**
- 4. Rebranding**
- 5. Regional Voucher Program**
- 6. Affiliate Organizations (Return on Investment)**
- 7. New Headquarters**
- 8. Development (Accreditation)**

The fulfillment of our goals will allow an increase in services, will help our staff assist more citizens within the greater Wiregrass Area. Additionally, stakeholder and community engagement with DH and its affiliate organizations is expected to increase as a result of implementing the strategic plan.

55+

TEAM MEMBERS

1200+

**RESIDENTS AND CLIENTS
SERVED ANNUALLY**

15+

**ACTIVE COMMUNITY
PARTNERSHIPS**

GOAL 1 ORGANIZATIONAL CULTURE

Create a high-value organizational culture with clear performance outcomes.

SUCCESS INDICATORS

1. Cross-functional collaboration is effective in breaking down silos, so departments work together instead of against each other.
2. There is a realistic alignment between the stated values, organizational principles, and demonstrated actions.
3. Managers engage in diversity, equity, and inclusion (DEI) practices, and team members feel like they belong.
4. Create an environment where healthy conflict is encouraged and embraced.
5. We are considered an Employer of Choice in the community, state, region, and nation.
6. Team members' actions support the mission, vision, values, and principles of the organization.
7. Team members, customers, and partners are more than satisfied with their experience within the organization.



334-794-6713
www.dothanhousing.org

Goals and Success
Indicators

1

GOAL 2 **TRAINING (STAFF & BOARD)**

Provide on-going, relevant learning and development opportunities for the Board and Staff

SUCCESS INDICATORS

1. Board commissioners and staff remain up to date on emerging trends, industry updates, and best practices related to their functional areas, duties, assignments, and the agency as a whole.
2. Eliminate complacency to ensure that the organization makes a complete transition to becoming a housing authority of the future by developing organizational intelligence agility.
3. All board commissioners and staff have certified industry learning and professional development opportunities.
4. Leadership “pipeline” is strengthened, and an in-house leadership academy is established.
5. Implementation of lessons learned through real-time agility and versatility opportunities.
6. All team members are cross-trained to streamline operations through cross-functional team collaboration.
7. Strengthen autonomy and confidence of management team to delegate duties to team members to meet key performance indicators (KPIs).



334-794-6713

www.dothanhousing.org

Goals and Success
Indicators

2

GOAL 3 TECHNOLOGY

Streamline operations through technology and digital transformation

SUCCESS INDICATORS

1. Increase technological expertise in-house through guided organizational assessments and cost-effective decisions.
2. Engage staff throughout the agency to provide input, suggestions, and insights to make data-informed decisions.
3. Implement holistic digital transformation by moving from paper to the cloud by embracing an online platform for conducting business.
4. Increase organizational intelligence surrounding technology, cybersecurity threats, and streamlining opportunities.
5. Automate operations via technology at all levels within the organization to increase organizational efficiency and effectiveness.
6. Increase staff productivity through modern-day software, hardware, and dashboard optimization.
7. Utilize responsive website and social media outlets to improve communication, engagement, and satisfaction with residents, voucher holders, landlords, partners, and community stakeholders.



334-794-6713

www.dothanhousing.org

Goals and Success
Indicators

3

GOAL 4 REBRANDING

Launch and sustain a rebranding effort that accurately communicates our mission, vision, values, principles, and purpose

SUCCESS INDICATORS

1. Increases brand recognition for marketing and public relations through distinctive and robust brand imaging and messaging.
2. Increase digital footprint and quality, user-friendliness of the new website, and social media platforms to enhance stakeholder engagement.
3. The Staff and Board Commissioners know and “buy into” the story behind the brand.
4. The public understands and values the role of the PHA and its affiliate organizations.
5. Branding is ongoing and integrated into organizational activities, announcements, achievements, partnerships, and success stories for the agency and its affiliates.
6. The rebranding initiative brings the public relations plan to life by promoting a consistent and positive message that supports establishing a favorable public image.
7. Financial resources, time, and effort are allocated toward branding efforts and storytelling for sustainable brand recognition.

Goals and Success Indicators

4



334-794-6713
www.dothanhousing.org

GOAL 5



Offer a comprehensive, high-quality Wiregrass Regional Voucher Program (WRVP)

SUCCESS INDICATORS

1. Seek positive community awareness, understanding, and embracing of the WRVP through advocates and champions from the Board Commissioners, local leaders, and staff.
2. Strengthen relationships and partnerships with HUD, developers, landlords, and banking institutions.
3. Implement the WRVP by expanding housing opportunities for voucher holders and becoming a "voucher only" agency.
4. Attract, Recruit, & Retain landlords through the Landlord Incentives Program and digital transformation initiatives.
5. Increase affordable housing supply through Project-Based Voucher (PBV) opportunities through public-private partnerships.
6. Obtain special purpose vouchers (SPV) to provide supportive housing for disabled, veteran, and elderly individuals and families.
7. Implement best practices for HUD compliance for SEMAP, Two-Year Tool (TYT), Voucher Management System (VMS), and other regulatory mandates.

Attracting  Recruiting
 Retaining 
Landlords in the Wiregrass Area



334-794-6713

www.dothanhousing.org

Goals and Success
Indicators
5

GOAL 6 **AFFILIATE ORGANIZATION (RETURN ON INVESTMENT)**

Utilize and establish affiliate organizations to support the mission of the Housing Authority

SUCCESS INDICATORS

1. There is a clear and definitive purpose, structure, and role for each affiliate organization.
2. There are clear expectations and boundaries between each affiliate organization and the housing authority.
3. Each affiliate organization and the housing authority partner improves the quality of life for residents, vouchers holders, and community stakeholders.
4. The establishment of each affiliate does not compromise the housing authority's mission, vision, values, and principles.
5. Each affiliate organization embraces social entrepreneurship opportunities to maximize defined and realized ROI by seeking public and private capital.
6. Each affiliate organization utilizes the nonprofit or nonprofit LLC status to apply for private and public funding that the housing authority cannot receive.
7. Establish key performance indicators (KPIs) and SMART goals for each affiliate organization of the housing authority.

Goals and Success Indicators

6



334-794-6713

www.dothanhousing.org

GOAL 7 **NEW HEADQUARTERS**

Secure funding and create a seamless transition of the entire Housing Authority's headquarters to the former school building

SUCCESS INDICATORS

1. Obtain public & private funding to rehabilitate the former school building into a state-of-the-art facility for housing/enrichment services and programs.
2. Create an architectural rendering of new headquarters for the housing authority and its affiliates.
3. The move to the new headquarters is completed in a reasonable time period.
4. There is minimal impact on the quality of operations during the transition to the remodeled facility.
5. The new headquarters is occupied by the entire housing authority and its affiliate organizations.
6. Market rental spaces for small businesses and nonprofit organizations to utilize.
7. Increase external partnerships and stakeholder/community engagement opportunities by becoming the community anchor and a catalyst for neighborhood revitalization.

Goals and Success Indicators

7



334-794-6713

www.dothanhousing.org

GOAL 8 **DEVELOPMENT (ACCREDITATION)**

Attain and maintain affordable housing accreditation.

SUCCESS INDICATORS

1. Increase in-house asset management, development finance, and real estate development knowledge through certified industry standards that resemble the private sector.
2. Board commissioners, staff, and community stakeholders advocate for accreditation through support and community engagement.
3. Utilize development, management, and modernization affiliates to expand the region's supply and quality of affordable housing through the accreditation process.
4. Implement Community Revitalization & Preservation (CPR) initiative by purchasing and acquiring affordable housing property in the region.
5. Increase application/ funding for mixed-income, mixed-finance, and mixed-use development financing and investment opportunities based on accreditation.
6. Enhance organizational agility for self-sustainability, be less dependent on government funding, and own and manage diverse properties like the private sector.
7. Become a model agency for best practices in the affordable housing industry.



334-794-6713

www.dothanhousing.org

Goals and Success Indicators

8

Contact Us



Leah Gunn
Community Relations Manager
lgunn@dothanhousing.org

602 S. Lena Street
P.O. Box 1727
Dothan, AL 36302

334-794-6713
www.dothanhousing.org



Purpose
2025

