

## **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) Project cap based on the MTW Supplemental Plan
  - 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. Continue developing 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 the Wiregrass Metro Area (WMA).
  - e. Continue enhancing 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. Continue comprehensively implementing the City of Dothan Strategic Affordable Housing Implementation Plan and start implementing 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. Continue coordinating landlord outreach through in-person and ZOOM meetings, presentations, and community networking events.
  - b. Continue developing and maintaining a network of professional contacts in the property management and real estate industry through local REALTORS® Association, apartments association, and 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, application fees, renter insurance, and landlord signing bonuses.
  - d. Continue cultivating the Landlord Advisory Committee.
  - e. Create and design an e-Newsletter for Landlords through MailChimp.
  - 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. Continue fully augmenting 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).
  - b. Achieve and maintain high voucher and funding utilization rates of at least 95%.
  - c. DHA's PHAS score for FY2022 was 99.
  - d. DHA's SEMAP score for FY2019 was 97.
  - e. In March 2022, DHA chose not to be scored under SEMAP as a new MTW agency and responded to HUD via email.
  - f. 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.
  - g. Once developed, all MTW agencies, including MTW agencies that opt out of SEMAP, must be assessed under the MTW-specific assessment system(s).
  - h. Continue implementing PIH Notice 2020-29: Guidance for Running an Optimized Housing Choice Voucher Program (HCVP).
  - i. 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.
  - j. Continue utilizing the Payment Standards Tool.
  - k. Continue implementing the HCV Landlord Guidebook Technology chapter.
  - l. Continue collecting and reporting performance metrics through dashboards to automate all HCVP program operations.
  - m. 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 the 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.
  - j. Continue having Fair Housing Symposiums during April’s Fair Housing Month.
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**

1. The DHA received an approved SAC application to close its final public housing in FY2023 and received 117 Tenant Protection Vouchers (TPV) 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 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
  
2. The DHA acquired new vouchers from HUD in FY2023:
  - a. DHA was awarded eight (8) new vouchers in FY2023.
  - b. DHA was awarded seven (7) new vouchers in FY2022.
  
3. 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 continued the Attract, Recruit, and Retain Landlord in the Wiregrass Area comprehensive marketing campaign. Some of the activities and events in FY2023 consisted of the following:
    - Continued distributing the Invest. Profit. Repeat (IPR) Quarterly Newsletters
    - 2<sup>nd</sup> Annual Real Estate Investor & Landlord Summit
    - Landlord Orientations: Second Tuesday and Fourth Thursday each month
    - Brunch & Learn Property Management Company Meetings
    - Held 1<sup>st</sup> Annual Affordable Housing Symposium
    - Attended Dothan & Wiregrass Real Estate Associations and River Region Apartment Association Meetings & Luncheons
  - c. DHA added new units to its HCV program in FY2023:
    - 65 New Units
  - d. DHA’s Landlord Incentives Statistical Data in FY2023:
    - Renter’s Insurance: \$0.00
    - Damage Claims Payments: \$0.00
    - Vacancy Payments: \$0.00
    - Bonuses: \$17,623.00
    - Security Deposits: \$37,723.00

- Application Fees: \$145.00
- e. DHA opened its online waiting application again in FY2023 (August) for the Housing Choice Voucher (HCV) program and received 879 applicants for the HCV Program grant, a total of 1,480.
  - f. The grand total of families on the combined PBV, RAD PBV, and HCV waiting lists is 12,000.
  - g. DHA computer lab continues to be accessible for HCV applicants and participants to check their status on the waiting list and submit information.
  - h. Implementing 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.
  - i. DHA is working on formal interlocal agreements with PHAs in the WMA.
4. The DHA plans to continue applying for special-purpose vouchers (SPVs) to increase its portfolio by using HCVs through the following:
    - a. DHA submitted a registration of interest and was invited to submit 20 Veteran Affairs Supportive Housing (VASH) vouchers in FY2023.
    - b. DHA plans to submit another registration of interest and apply for an additional 20 VASH vouchers.
  5. DHA promoted Economic Self-Sufficiency and Independent Living in FY2023:
    - a. DHA completed a needs assessment with Troy University that surveyed residents and voucher participants. The plans are to utilize the data to apply for future grants, provide Troy University Social Work Internships for Students for required graduation requirements for BSW and MSW, and prepare to start the data transition from Family Metrics to the Tracking-at-a-Glance (TAAG) software.
    - b. DHA entered the partnership with the Wiregrass Habitat for Humanity for the HCV Homeownership Program.
      - Two families were selected to receive homes for FY2023.
    - c. DHA continued in-person Resident Advisory Board (RAB) meetings at all sites in FY2023.
    - d. DHA continued with the nationally recognized Ready to Rent (R2R) training for HCV and FSS participants.
      - In FY 2023, DHA trained 3 R2R Instructors, and 21 participants graduated from the R2R program.
    - e. Partner with the Southeast Alabama Coalition for the Homeless (SEACH), Low-Income Housing Coalition of Alabama (LIHCA), and Collaborative Solutions to create and implement a 10-Year Homeless Prevention Plan for the Wiregrass Metro Area (WMA) with a focus on special purpose vouchers (SVC) and SEACH becoming a Continuum of Care (CoC).
    - f. DHA was awarded an additional \$100,00.00 in funding under the ADPH COVID-19 grant in July 2023 (FY2023) through the collaborative effort of a public-private partnership (COVID-19/ VAX-7 initiative) to address the pandemic in minority and low-to-moderate (LMI) communities in Houston County.

6. DHA is committed to being a High Performer with all its affordable housing programs.
  - a. DHA's PHAS score for FY2022 was 99.
  - b. DHA's SEMAP score for FY2019 was 97.
  - c. 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).
  
7. 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. Fair Housing Month Proclamations:
    - The Honorable Governor Kay Ivey declared the month of April in Alabama as Fair Housing Month.
    - The Honorable Mayor Mark Saliba, the City of Dothan, and DHA declared the month of April in Alabama as Fair Housing Month.
    - The Board of Commissioners of DHA declared the month of April in Alabama as Fair Housing Month.
  - c. DHA hosted two Fair Housing Symposiums during the month of April 2023.
    - The first was with the public-private collaboration between the City of Dothan's Mayor's Office and CDBG Department, the Dothan Real Estate Association, Central Alabama Fair Housing Center, financial institutions, private developers, and other private real estate companies for education training at Troy University.
    - The second was a Fair Housing Month Fireside Chat hosted by DHA with guest panelists from attorney offices, Central Alabama Fair Housing Center, the City of Dothan's CDBG Department, and Legal Services of Alabama that was held at the Our Community Housing & Enrichment Center (OCHEC).
  - d. 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.
    - DHA held a public listening session at the OCHEC building in partnership with the City of Dothan's CDBG Department to discuss the revision of the plan.
  - e. DHA also collaborated with the City of Dothan to continue implementing the City of Dothan Strategic Affordable Housing Implementation Plan in 2018.
    - DHA continued implementing the neighborhood revitalization initiative of the Community Preservation and Revitalization (CPR): Breathing Life Back into the Community initiative.
  - f. 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.

- g. 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.
  - h. DHA has continued fully augmenting the Tsunami (Ocean 10) surveillance system, consisting of 26 cameras throughout its instrumentalities and administrative offices during FY2023.
  - i. DHA hosted its second annual National Night Out (NNO) on Tuesday, August 1, 2023.
    - 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.
    - 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.
    - The 2023 number of attendees exceeded expectations, with over 250 attendees.
    - The 2023 number of volunteers well exceeded expectations, with over 50 volunteers from organizations such as the Houston County Sheriff's Office, Dothan Police Department, Dothan Fire Department, Dare to Hope, 2 Lives in 1 Lifetime, Inc., Wallace Community College, House of Ruth, Spectra Care Health Systems, Enterprise State Community College, Alfred Saliba Family Center (Work Plus Program and Head Start), ADT Security, Dothan Housing, and other Community Stakeholders.
8. 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 restructuring 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 FY2023.
  - 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 continues to offer 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, which can transfer victims through the Emergency Transfer procedure and refer 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 address crime-related problems proactively.

### **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 MTW Demonstration as it is issued as it is and may be amended in the future, or any successor notice issued by HUD, ("the MTW Operations Notice"). DHA will continue to implement the Cohort #3 Moving to Work (MTW): Landlord Incentives Program during the period of the FY 2024 Annual Plan and Revision #4 to the FY 2020-2024 Five-Year Plan.

DHA was granted flexibility and authority to develop policies in accordance with Moving to Work (MTW) for Expansion Agencies Operations Notice (Federal Register/ Vol. 85, NO. 168) FR/5994-N-05 outside the limitations of specific HUD regulations and provisions. The DHA was selected under the MTW Expansion, Cohort #3, Landlord Incentives, in FY2022.

In addition to statutory and regulatory relief, MTW agencies have the flexibility to apply "fungibility" among three core funding programs' funding streams –public housing Operating Funds, public housing Capital Funds, and HCV assistance (to include both HAP and Administrative Fees) –hereinafter referred to as "MTW Funding."

DHA has the flexibility to apply fungibility among its public housing Operating Fund, public housing Capital Fund, HCV HAP, and Administrative Fee assistance. Therefore, DHA plans to utilize its fungibility and shift all of its remaining public housing Capital and Operating Funds according to its SVC and transfer them to its HCV program based on the closeout of its public housing program. The line item will reflect "MTW Funding" for public housing Capital and Operating Funds within the HUD systems.