

Five Year Plan Elements

B.2. Goals and Objectives

1. Goal: Expand the supply of assisted housing
 - a. Increase ACC of tenant-based voucher program by 25 new vouchers by applying for additional special purpose vouchers.
 - b. Continue applying for special purpose vouchers (SPVs) for the Mainstream Voucher Program (MVP), Housing Opportunities for People with AIDS (HOPWA), Non-Elderly Disabled (NED), Shelter Plus Care (S+C), Family Unification Program (FUP), Emergency Housing Vouchers, and Family Stability Vouchers (FSV)
 - c. 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.
 - d. Effectively and efficiently for the HCV, Rental Assistance Demonstration (RAD) Project-Based Voucher (PBV) and traditional PBV developments maintain the Choice Mobility waiting list internally.
 - e. Continue implementing and monitoring the revised HCV Homeownership Program Action Plan that includes the Wiregrass Habitat for Humanity partnership.
 - f. Continue the partnership with DHR of Montgomery, Alabama to administer additional Foster Youth Initiative Vouchers.

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 at Henry Green LLC, Crimson Ridge LLC, and Jamison Village LLC.
 - c. Continue expanding affordable housing development by partnering with DHA Our Community Inc. (OCI) and other instrumentalities.
 - d. Continue acquire single-family homes (SFH) within the Wiregrass Metro Area (WMA).
 - e. Continue partnership with the City of Dothan to help administer the Rental Rehabilitation.
 - f. Program for landlords participating in DHA's HCV program as a MTW Landlord Incentive.
 - g. Begin 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 Microsoft Teams meetings, presentations, and community networking events.
 - b. Continue providing landlord incentives such as security deposits, referral fees, vacancy loss payments, damage payments, application fees, renter insurance, and landlord signing bonuses.
 - c. Continue promoting Ready-to-Rent certification and "certified renter".
 - d. Continue working on formal interlocal agreements with seven (7) neighboring PHAs in the WMA to Expand Housing Opportunities to create economies of scale for the Portability process to optimize and streamline programs. DHA sent seven (7) Interlocal Agreements to the following PHAs in the WMA: Ashford, Columbia, Elba, Enterprise, Hartford, Midland City, and Ozark.

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. As an MTW agency, DHA elected to opt out of SEMAP but continues to monitor at the end of each month to ensure program efficiency.
 - d. Continue implementing PIH Notice 2020-29: Guidance for Running an Optimized Housing Choice Voucher Program (HCVP).
 - e. 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.

- f. Continue collecting and reporting performance metrics through dashboards to automate all HCVP operations within the YARDI software systems.
 - g. Continue to revise, implement, and monitor the Administrative Plan for the HCV Program in accordance with the HOTMA and NSPIRE regulatory requirements.
5. Goal: Promote self-sufficiency and asset development of families and individuals
- a. Continue applying for alternative funding through grants and donations from private institutions.
 - b. Apply to become a HUD Certified Housing Counseling Agency (HCA) and provide homeownership counseling.
6. Goal: Utilize housing as a platform to improve the quality of life
- a. Apply to become an EnVision Center by converting the former Montana Street School into the Our Community Inc. (OCI) Housing and Enrichment Center.
 - b. Continue pursuing infrastructure improvement funding by repairing and building structures to convert the former Montana Street Elementary School into an EnVision Center.
 - c. The OCI Housing and Enrichment Center will serve as an economic self-sufficiency "one-stop-shop" community center for families within the community.
 - Continue with the development of the EnVision Center will be a multi-purpose building that will provide community economic development activities.
 - d. Continue obtaining new supportive services to increase the needs of our families.
 - e. Partner with other community entities to increase residents' food security through various grant 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.
 - 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 upon request.
 - f. Conducts regulatory background checks for eligibility through an online database via in-house housing systems.
 - g. Continue having Fair Housing staff professional development during April's Fair Housing Month.
8. DHA implemented its Purpose 2025: FY2025-2027 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 5: Regional Voucher Program
 - o Goal: Offer a comprehensive, high-quality **WRVP**

8.3. Progress Reports

1. The DHA submitted the 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.
 - 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 are Low-Income Rental Units (serving households at or below 80% of AMI).
 - c. DHA's nonprofit instrumentality, Our Community, Inc. (OCI), owns the property, and DHA's management company affiliate, Dothan Management Group, LLC, provides property management for the developments.
 - d. DHA is applying MTW Fungibility for its remaining PH Operating Fund, PH Capital Fund, PH Operating Reserves, HCV HAP, Administrative Fee, and HCV Reserves funding.

2. DHA increased Assisted Housing Choices and Expanded Housing Opportunities:
 - a. 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 FY2024 consisted of the following:
 - Create Quarterly Newsletters for Landlords
 - Landlord Orientations: 1st Wednesday each month
 - Landlord outreach and marketing for the Rental Rehab Program
 - b. DHA added new units to its HCV program in FY2024:
 - 64 New Units
 - c. DHA's Landlord Incentives Statistical Data in FY2024:
 - Signing Bonuses: \$18,006.00

- Security Deposits: \$56,882.00
 - Application Fees: \$315.00
 - Damage Claims Payments: \$7,487.97
 - Total: \$82,690.97
- a. DHA waiting list remains open for RAD, and PBV, and the total number of families on the waiting list is 13,374 and is broken down into the following:
 - Choice Mobility: 133
 - HCV: 1353
 - Crimson Ridge: 2927
 - Samuel P. Crawford Village (formerly) Henry Green Apartments: 3330
 - David C. Jamison Village: 2941
 - Howell Building: 169
 - Capstone at Kinsey Cove: 2521
 - b. DHA computer lab continues to be accessible for HCV applicants and participants to check their status on the waiting list and submit information within the YARDI system.
 - c. As a Continuum of Care DHA will continue partnering 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 WMA with a focus on special purpose vouchers (SVC).
3. The DHA plans to continue applying for special-purpose vouchers (SPVs) to increase its portfolio by using HCVs through the following:
 - a. DHA plans to submit another registration of interest and apply for an additional VASH vouchers.
 4. DHA promoted Economic Self-Sufficiency and Independent Living in FY2024:

- a. DHA completed a needs assessment that surveyed 100% of DHA residents to determine and develop partnerships.
 - b. Completed the “Getting Behind the Address Initiative” for 475 Households focusing on self-sufficiency and independent living. Resident Services department utilized an intern to assist with this initiative.
 - c. DHA’s Resident Services partnered with Wiregrass Food Bank, WOW Communications, House of Ruth, and SouthEast Alabama Community Action Partnership (SECAP) to provide for residents in need.
 - d. DHA attended Phase III of the Homeownership Partnership with Habitat for Humanity
 - e. DHA continued with the nationally recognized Ready to Rent (R2R) training for HCV and FSS participants.
 - In FY 2024, 10 participants graduated from the R2R program.
 - f. DHA was awarded two HUD Grants for FY2024, Resident Opportunities Self Sufficiency (ROSS) and Family Self Sufficiency.
 - g. DHA’s Resident Services were awarded the NAHRO awards for the Ready to Rent Program and the Behind the Address Initiative for FY2024.
 - h. DHA’s Resident Services was selected to be a part of the ConnectHome USA Program under tier 1.
 - i. DHA’s Resident Services partnered with the City of Dothan School’s nutrition department for the Summer Feeding Program.
 - j. Conducted financial literacy with Regions Bank and Five Star Credit Union Banks
 - k. Held Community Health Workshops with local Alabama Department of Public Health (ADPH), Aging Care Center Services
 - l. Hosted and promoted educational opportunities for youth and adults with community partners, Dothan City Schools Head Start, Wallace Community College and Houston County Library for the bookmobile.
 - m. Hosted and promoted career opportunities for families with Dothan Career Center, Southeast Workforce Development, and Alfred Saliba Family Service Center.
5. DHA is committed to being a High Performer with all its affordable housing programs.
 - a. As an MTW agency, DHA elected to opt out of SEMAP, but continues to monitor at the end of each month to ensure program efficiency.
 6. DHA improved quality of life by affirmatively furthering fair housing, providing equal housing opportunities, and complying with civil rights:
 - a. Partnered with the City of Dothan to provide the Fair Housing Proclamation
 - b. DHA conducted staff professional development about Fair Housing during the month of April 2024.
 - c. DHA collaborated with Legal Services of Alabama in providing Fair Housing training
 - d. DHA installed Heart Safe AED monitors at its central location and on all DHA housing communities.
 - e. DHA hosted two Fair Housing Symposiums during the month of April 2023.

- f. Residents Services Department hosted a community engagement session regarding Fair housing development.
 - g. DHA continued implementing the neighborhood revitalization initiative of the Community Preservation and Revitalization (CPR): Breathing Life Back into the Community initiative.
7. DHA has also implemented a modern 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 FY2024.

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.
3. **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.S. Significant Amendment or Modification

1. DHA will amend or modify its agency plans, upon the occurrence of any of the following events during the term of an approved plan(s):
 - a. A change in federal law takes effect and, in the opinion of DHA, it creates substantial obligations or administrative burdens beyond the programs then under administration, excluding changes made necessary due to insufficient revenue, funding or appropriations, funding reallocations resulting from modifications made to the annual or five-year capital plan or due to the terms of a judicial decree.
 - b. Any proposed demolition, disposition, homeownership, development, or mixed-finance proposals.
 - c. Any other event that the DHA determines to be a significant amendment or modification of an approved agency plan.
 - d. For purposes of any Rental Assistance Demonstration (“RAD”) project, a proposed conversion of public housing units to Project Based Rental Assistance or Project Based Voucher Assistance that has not been included in an Annual Plan shall be considered a substantial deviation.