5-Year PHA Plan
(for All PHAs)

**Purpose.** The 5-Year and Annual PHA Plans provide a ready source for interested parties to locate basic PHA policies, rules, and requirements concerning the PHA's operations, programs, and services, and informs HUD, families served by the PHA, and members of the public of the PHA's mission, goals and objectives for serving the needs of low- income, very low- income, and extremely low- income families

Applicability. Form HUD-50075-5Y is to be completed once every 5 PHA fiscal years by all PHAs.

А.	PHA Information.							
A.1	PHA Name: Housing Authority of DeKalb County PHA Code: GA237							
	PHA Plan for Fiscal Year Beginning: (MM/YYYY): 07/01/2020         PHA Plan Submission Type: S-Year Plan Submission         Image: Comparison Provided HTML Pr							
	<b>Availability of Information.</b> In addition to the items listed in this form, PHAs must have the elements listed below readily available to the public. A PHA must identify the specific location(s) where the proposed PHA Plan, PHA Plan Elements, and all information relevant to the public hearing and proposed PHA Plan are available for inspection by the public. Additionally, the PHA must provide information on how the public may reasonably obtain additional information on the PHA policies contained in the standard Annual Plan, but excluded from their streamlined submissions. At a minimum, PHAs must post PHA Plans, including updates, at each Asset Management Project (AMP) and main office or central office of the PHA. PHAs are strongly encouraged to post complete PHA Plans on their official websites. PHAs are also encouraged to provide each resident council a copy of their PHA Plans.							
	The HADC FY 2020-2024 Five Year Plan and all required documentation will be on file at the Central Office and viewable on the HADC website after it is approved.							
		PHA	nitting a Joint PHA Plan and con Program(s) in the	Program(s) not in the	No. of Units i	n Each Program		
	Participating PHAs	Code	Consortia	Consortia	РН	HCV		
	Lead PHA:							
B.	5-Year Plan. Required for <u>all</u> PHAs completing this form.							
B.1	Mission. State the PHA's mission for serving the needs of low- income, very low- income, and extremely low- income families in the PHA's jurisdiction for the next five years. The mission of the HADC is to provide sustainable and affordable housing as a platform to enhance lives.							

**B.2** Goals and Objectives. Identify the PHA's quantifiable goals and objectives that will enable the PHA to serve the needs of low- income, very low- income, and extremely low- income families for the next five years.

The HADC Board of Commissioners with the Executive Director, developed a Strategic Plan of Action for determining the goals and objectives of the Agency for the next five (5) years. Utilizing the organizational structure created through the Affiliated Resources Group (Housing and Real Estate Development), comprised of the Housing Authority of DeKalb County (HADC); PTS Consulting Group; Resident Services Corporation of Dekalb; and the Housing Development Corporation of DeKalb (HDC) strategic focus goals were identified to include (1) )Promote long-term sustainability, (2) Creating a larger community, (3) Enhance the quality of life and (4) Promote growth & development. Each Strategic Focus with the applicable initiative, problem/opportunity and goal is listed below:

Strategic Focus 1: Long Term Sustainability

Initiative 1: Revenue Streams

Problem /Opportunity: Revenue source, both restricted and unrestricted, continue to decrease as a result of Congressional budget cuts and the economy

Goal (s): Increase the flow of unrestricted revenue

Strategic Focus 1: Long Term Sustainability

Initiative 2: Adequate Skills

Problem /Opportunity: In the past, the agency has not had adequate skills or systems in place to achieve the vision and mission of the organization

Goal (s): Implement a program to ensure the workforce has the appropriate skills and systems to achieve our vision and mission

Strategic Focus 1: Long Term Sustainability

**Initiative 3: Organizational Design** 

Problem /Opportunity: The organization may not be designed to meet our vision and mission

Goal (s): Implement an organizational design that optimizes operational efficiencies and effectiveness

Strategic Focus 1: Long Term Sustainability

Initiative 4: Technology Capabilities

Problem /Opportunity: The current technology systems and expertise may not be adequate to support the needs of the organization

Goal (s): Implement technology necessary to support our vision and mission

Strategic Focus 1: Long Term Sustainability

Initiative 5: Relationship Transformation

Problem /Opportunity: Perception of HUD and society is that our organization is a conduit provider, in essence, a burden

Goal (s): Transform our image to one of a catalyst that provides a "Return On Investment"(ROI)

## Strategic Focus 2: Growth and Development

Initiative 1: Real Estate

Problem /Opportunity: The current portfolio does not provide enough unrestricted revenue to support the operation or the mission of the organization

Goal (s): Increase unrestricted revenue to a level that supports the operation and mission of the organization

Strategic Focus 2: Growth and Development

Initiative 2: Outside Opportunities

Problem /Opportunity: The current sources of revenue do not provide enough unrestricted revenue to support the operation or mission of the organization

Goal (s): Position ourselves to consider social entrepreneurship opportunities outside our jurisdiction in order to increase unrestricted revenue to support the operation and mission of the organization

Strategic Focus 2: Growth and Development

**Initiative 3: Document Success** 

Problem /Opportunity: The HADC has made significant improvements to the agency's operations and business model in the previous year's thus positioning the agency to capitalize on this success

Goal (s): Document the HADC's model for success

**Strategic Focus 3: Quality of Life** 

**Initiative 1: Resident Services** 

Problem /Opportunity: Current resident services programs are limited for the Housing Choice Voucher (HCV) families and some HADC properties

Goal (s): Develop and execute comprehensive resident services programs for youth and adults to enhance quality of life and to provide opportunities for family self-sufficiency

Strategic Focus 3: Quality of Life

**Initiative 2: Environment** 

Problem /Opportunity: Current properties are not all environmentally friendly

Goal (s): Develop and establish comprehensive environment program geared to ensuring our properties have low impact on the environment

Strategic Focus 3: Quality of Life

Initiative 3: Neighborhood Cohesiveness

Problem /Opportunity: Low income communities are not always in close proximity to the needed services of the residents

Goal (s): Identify housing opportunities in proximity of residents needing services

Strategic Focus 3: Quality of Life

**Initiative 4: Client Relations** 

Problem /Opportunity: Currently, the HADC does not have a program to recognize accomplishments of our clients

Goal (s): Create programs to recognize the accomplishments of our clients

Strategic Focus 3: Quality of Life

**Initiative 5: Financial Institution** 

Problem /Opportunity: Low-Income families struggle with borrowing capabilities with traditional financial institutions

Goal (s): Explore the feasibility of creating CDFI, Credit Union or other Financial institutions to serve clients that are either "underbanked" or "unbanked".

Strategic Focus 3: Quality of Life

Initiative 6: Healthcare Services

Problem /Opportunity: Accessibility to healthcare can be an issue for residents of elderly and low-income communities

Goal (s): Explore the feasibility of providing facilities for on-site Health Services.

Strategic Focus 4: Larger Community

Initiative 1: Children Aging Out of Foster Care

Problem /Opportunity: Children aging out of foster care do not have a safety net for housing

Goal (s): Create a program for children aging out of Foster care

Strategic Focus 4: Larger Community

Initiative 2: Internship and Community Research

Problem /Opportunity: Lack of research on the community and how it relates to low-income families

Goal (s): Expand Internship opportunities focused on research of the Community and low-income Famines

Strategic Focus 4: Larger Community

Initiative 3: Initiative Homelessness

Problem /Opportunity: Homelessness continues to be an issue in the Atlanta area

Goal (s): Establish and enhance priority for housing the homeless in all of our programs and properties while coordinating access to the system of services needed

In addition to the Strategic Focus initiatives, the HADC will continue to implement the goals and objectives established during the FY 2015-2019 previous Five-Year period. The previous goals and current (FY 2020-2024) are congruent with established HUD goals. The established HUD goals, the HADC goals and objectives for (FY 2020-2024) are as follows:

# HUD Strategic Goal: Increase the availability of decent, safe, and affordable housing PHA Goal: Expand the supply of assisted housing

#### **Objectives:**

- > The HADC will apply for additional Vouchers upon notice of funding availability for any viable program that becomes available
- Leverage private or other public funds to create additional & affordable housing opportunities  $\geq$
- > Acquire or build units or developments and provide redevelopment opportunities

## HUD Strategic Goal: Improve community quality of life and economic vitality PHA Goal: Improve the quality of assisted housing

#### **Objectives:**

- > Continue voucher management by providing & maintaining accurate data for the SEMAP submission
- Increase SEMAP scores in any areas of deficiency
- > Structure a thorough enforcement of all policies and procedures of the HADC by maintaining a comprehensive file auditing system to ensure compliance with SEMAP requirements
- Move forward with paperless file initiative to streamline and introduce efficiencies into HCV processes and procedures
- Increase customer satisfaction by continuing to solicit input from participants via survey, and using this feedback to improve the customer service skills of the HADC staff
- Continue to provide customer service and professional development trainings to staff in-house and outside the agency
- > Continue to provide regular trainings for staff to increase their knowledge of and efficiency in the enforcement of the HADC policies & procedures
- Continue to provide information to participants via a variety of means to increase knowledge about HADC policies and procedures. These include newsletters, Rent Café portals, the HADC website, and on and off-site meetings and presentations
- Increase the accessibility of HCV and PBV Briefings for those with limited mobility by offering online briefings
- Continue to host Resident Advisory Board (RAB) meetings to meet and address participant issues & concerns, and invite staff to participate in the meetings
- Continue enforcement of program rules and regulations in all areas
- > Update the policies & procedures of the Housing Choice Voucher (HCV) Administrative Plan as HUD regulation and local policy changes prescribe

#### PHA Goal: Increase assisted housing choices **Objectives:**

- > Conduct outreach efforts to potential voucher landlords by providing regular Landlord/Participant Meet and Greets, meeting with potential landlords regarding the VASH program, and providing marketing for direct outreach
- > Enhancing current landlord partnerships to increase voucher mobility to other areas within DeKalb County by providing high levels of customer service and utilizing various means to provide information to landlords about HADC policies and procedures. These include newsletters, Rent Café portals, the HADC website and on and off-site meetings.
- ⊳ Increase voucher payment standards in low-poverty areas through continued implementation of Small Area Fair Market Rents
- > Increase the number of participating landlords with affordable units in all areas of DeKalb County
- Expand our Project Based Voucher (PBV) portfolio
- $\triangleright$ Increase landlord engagement by continuing to host Landlord Advisory Board meetings and soliciting customer service feedback via surveys.
- ≻ Continue to improve the landlord experience by offering the Landlord Rent Café Portal, which provides comprehensive selfservice options including accessing forms and unit information, viewing payments, and updating their contact information.
- $\geq$ Increase accessibility to briefings for landlords who reside outside of DeKalb County by offering online landlord briefings

# HUD Strategic Goal: Improve community quality of life and economic vitality PHA Goal: Provide an improved living environment

#### **Objectives:**

- > Continue to implement measures to de-concentrate poverty by identifying the areas of DeKalb County to be targeted for enhancing the HCV program, marketing and outreach to both families and landlords
- Create and continue informal partnerships with social services agencies to help facilitate the transition of targeted populations  $\triangleright$ from living in unstable and/or homeless situations to permanent housing. Targeted populations include, but are not limited to, chronically homeless families, homeless veterans, youth aging out of foster care, families seeking stable housing to facilitate children in DFCS custody rejoining their households, victims of domestic violence, and young adults in workforce training programs
- ⊳ Continue to emphasize to families their options in selecting units outside areas of high poverty and non-impacted areas through briefing presentations and materials

- Move forward with the Rent Café Portals for participants, which will provide comprehensive self-service options including access to forms and information, the ability to update contact information and the ability to complete actions, such as Annual Recertifications, online.
- Increase the visibility of affordable housing units among participants and decrease unit search time by hosting regular Landlord/Participant Meet and Greet events
- Provide participants and landlords with a Rent Affordability Calculator to provide an estimate of unit affordability prior to submitting a Request for Tenancy Approval (RFTA)
- > Continue to provide direct outreach to homeless veterans who may qualify for the VASH Program
- > Continue to inform participants of procedures for reporting crime and actively combating crime in their community
- > Continue to implement comprehensive screening and investigate community complaints
- > Continue to designate developments/buildings for resident groups such as elderly and those receiving supportive services
- Continue to inform the community about the HADC and our programs through participating in meetings and events in the community

#### HUD Strategic Goal: Promote self-sufficiency and asset development of families and individuals PHA Goal: Promote self-sufficiency and asset development of assisted households Objectives:

- Continue to collaborate with community and social service organizations to identify and implement programs that can promote self-sufficiency
- > Continue to provide or attract supportive services to improve the employability of recipients receiving assistance
- > Continue to provide or attract supportive services to increase the independence of the elderly or families with disabilities
- > Implement the HADC Section 3 Plan by providing employment and training opportunities to residents
- > Continue to provide or solicit workshop and training opportunities to residents for enhancing employability skills
- > Continue to provide or solicit employability opportunities to residents by enhancing job fairs and Section 3 contractors
- > Increase the number of Section 3 eligible persons employed by the HADC and HADC contractors
- > Increase the number of and percentage of employed persons in assisted families
- Continue to provide financial literacy counseling to program participants
- > Continue to offer the homeownership program to program participants
- Increase the number of families who graduate from the HCV Program

#### HUD Strategic Goal: Ensure Equal Opportunity in Housing for All Americans PHA Goal: Ensure Equal Opportunity and affirmatively further fair housing Objectives:

- Continue to undertake affirmative measures to ensure access to assisted housing regardless of race, color, religion, national origin, sex, familial status or disability
- Continue to undertake affirmative measures to provide a suitable living environment for families living in assisted housing regardless of race, color, religion, national origin, sex, familial status or disability by increasing the percentage of all HCV families with children who are moving from one unit to another in a non-impacted census tract
- Continue to undertake affirmative measures to ensure accessible housing to persons with disabilities regardless of unit size required
- Continue to inform landlords of their responsibilities regarding fair housing, reasonable accommodations and VAWA via various means including but not limited to mailings, briefings and newsletters.
- Continue to inform applicants and participants of their rights regarding informal hearings, reasonable accommodations for persons with disabilities, VAWA protections, and fair housing protections via various means including but not limited to mailings, briefings, newsletters, forms and letters
- ✤ Continue to update the HADC forms and letters to include reasonable accommodation and accessibility language
- ➤ Continue to offer fair housing and accessibility training to the HADC staff
- ➤ Continue to implement VAWA provisions including updating forms and procedures to align with HUD requirements

# PHA Goal: Continue to implement the Strategy Focus Initiatives in the Strategic Plan Objectives:

- > Review previous strategic plan with staff, identify strengths and weaknesses and draft new goals and a new plan
- > Obtain board approval and distribute to stakeholders and the public
- > Review the strategic plan with the Resident Advisory Board to obtain feedback and input

#### B.3 Progress Report. Include a report on the progress the PHA has made in meeting the goals and objectives described in the previous 5-Year Plan.

The HADC was very successful in accomplishing many of the initiatives established in the previous Five-Years (2015-2019). This definitive attitude of commitment to excellence is evidenced by the plethora of programs and services offered to the citizens of Dekalb County. As stated on the HADC website by the (Executive Director), President/CEO, E.P. "Pete" Walker, Jr. "the HADC works in partnership with key stakeholders who share our vision to respond to today's economic challenges and build a stronger, more vibrant community. We strive for excellence and are working daily to maximize our resources and funding to develop new housing solutions, improve the properties we own, enhance resident services for seniors and those with disabilities, and deliver programs to help our clients achieve self-sufficiency and economic independence. We are committed to serving DeKalb County citizens with valuable resources and meaningful solutions. As we do more with less, we have grown our work through our affiliated entities, the Housing Development Corporation and the Resident Services Corporation". The services offered by the HADC are summarized on the Agency's website and includes:

#### Housing Choice Voucher Program

The Housing Authority of DeKalb County (HADC) administers the Housing Choice Voucher rental assistance program in DeKalb County (formerly known as Section 8). Program funding is provided by the U.S. Department of Housing and Urban Development (HUD). The HCV Program is designed to provide assistance to low-income families, the elderly, and the disabled to afford decent, safe, and sanitary housing in the private market. Through the HCV Program, the HADC pays a portion of eligible participants' rent each month directly to the property owner/landlord. The HCV Program also includes the Project-Based Voucher (PBV) Program as well as the Veterans Affairs Supportive Housing (VASH) Program in which the HADC works jointly with the Department of Veteran's Affairs. HADC also partners with local social service agencies to provide HCV vouchers for various targeted populations. The HADC is the third largest HCV Program in the state of Georgia, administering a combined total of nearly 6,400 Housing Choice Vouchers.

#### Mixed Income Development

The HADC is a committed partner in the community's effort to revitalize neighborhoods, foster economic development, and provide quality affordable housing. We understand that housing cannot function in an environment that is not viable nor can those we serve reach their full potential if our community's economic condition does not continue to improve. The HADC works with developers, financial institutions, and government agencies to build new thriving communities in DeKalb County and create opportunities for low- and moderate-income seniors, disabled, and families to obtain safe and affordable housing.

The HADC provides high quality mixed income units that serve our target market and promote economic integration. The HADC partners with developers on both new construction and rehabilitation for the affordable real estate market

### **Resident Services**

The HADC supports a strong and active relationship between residents and staff to enhance the lives and economic vitality of our residents across the life span. The HADC is committed to working with residents, community groups, business partners, refugees, resettlement organizations and stakeholders to ensure that quality services and programs are offered to all populations served by the Authority. The HADC and its affiliate, Resident Services Corporation (RSC), provide resident services and linkages to community-based service providers whom we partner with to provide social services and enrichment programs. Our overarching goal is to help individuals and families become more stable in various areas of their lives where they are having difficulty accessing or affording the support, they need to be successful. Resident Services programs and activities focus on community engagement, economic growth and financial stability, health and well-being, and self-sufficiency opportunities for all residents.

Resident Service Coordinators at Senior Properties assist residents in achieving self-sufficiency and to age-in-place successfully. Coordinators provide programs that include Resident Engagement and Community Participation, Health and Wellness, Housing Stability, and Financial Stability. Resident engagement and community participation include activities such as arts and crafts, book club, card games, ceramics class, choir, city tours, dance class, volunteerism, etc. Health and Wellness activities include health screenings, physical fitness classes, socialization, etc. Housing Stability includes services such as housing inspection support, homemaker services, lease education, etc. Financial Stability includes services such as seminars and financial education, financial benefit acquisition, conflict management, etc.

#### HADC Properties

The HADC maintains a growing portfolio of beautiful and quality affordable and market-rate housing options throughout DeKalb County. Many of our units are located in mixed-income communities. We welcome affordable housing program participants. The HADC currently has ownership in the following affordable housing properties:

	SENIOD COMMUNITIES	MILL THE FAMILY COMMUNITIES
	SENIOR COMMUNITIES Completed or Under Construction	MULTI-FAMILY COMMUNITIES Mills Creek Crossing: 200 Units
	Ashford Parkside Apartments: 151 Units (age 62+)	Abbington Reserve: 238 Units
	Ashford Landing Apartments: 117 Units (age 62+)	Spring Chase Apartments: 380 Units
	Reserve at Hairston Lake: 170 Units (age 55+)	opining chase reparations. 500 cints
	Retreat at Spring Hill: 83 Units (age 55+)	
	Manor at Indian Creek 2: 94 units (55+)	
	Brightstone: 175 units (55+)	
	Sterling at Candler 170 units (62+)	
	Starnes Senior: 128 units (55+)	
	Hearthside 121 units (62+)	
	The View: 80 units	
	Reserve at Mills Creek: 100 units (62+)	
	Retreat at Mills Creek: 80 units (62+)	
	In Feasibility Stage	
	Veranda at Assembly: 100 units (62+)	
	Candler at Glenwood: 225 units (55+)	
	Kensington Elderly: 100 units (55+)	
	Peachtree Creek on Ponce: 200 units	
	Flakes Mill: 225 units	
	Phoenix at Kensington: 244 units	
B.4		tatement of the PHA's goals, activities objectives, policies, or and adult victims of domestic violence, dating violence, sexual
B.4	programs that will enable the PHA to serve the needs of child assault, or stalking. The HADC is implementing Violence Against Women Act ( The VAWA goals specifically provide protection for certain stalking, as well as members of the victims' immediate familie	and adult victims of domestic violence, dating violence, sexual
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# **B.5** Significant Amendment or Modification. Provide a statement on the criteria used for determining a significant amendment or modification to the 5-Year Plan.

The Housing Authority of Dekalb County (HADC) in the submission of the Five Year (2020-2024) Plan has not deviated or significantly amended the goals and objectives established through the most recently submitted FY 2019 Annual Plan. The strategies and overall goals and objectives are a continuation of resources and efforts. The HADC will consider the following to be changes in the Agency Plan necessary and sufficient to require a full review by the RAD Resident Advisory Board and by the City for a public hearing before a corresponding change in the Agency Plan can be adopted. A significant deviation or alteration would have included the following:

- ✓ Any alteration of the Authority's Mission Statement.
- ✓ Any significant change or amendment to a stated Strategic Goal.
- ✓ Any significant change or amendment to a stated Strategic Objective except in a case where the change results from the objective having been met.
- ✓ Any introduction of a new Strategic Goal.
- ✓ Changes to rent or admissions policies or organization of the waiting list.
- ✓ Any change with regard to demolition or disposition, designation, homeownership programs or conversion activities.

In setting the above criteria, the HADC intends by "Strategic Goal" specifically those items under those headings in its 5-Year Plan. Because the Five-Year Plan already requires review by the Resident Advisory Board and by Public Hearing, the HADC believes this process sufficient to meet the spirit of the Quality Housing and Work Responsibility Act of 1998. It expects that changes to the Five-Year Plan will be primarily administrative in nature. The HADC has also reviewed the requirements set out in HUD Notice PIH 99-51. It here incorporates the several additional criteria established by HUD for "substantial deviation" or "significant amendment or modification" to its Agency Plan. The HADC will also consider the following events to require a public process before amending such changes to its Agency Plan. The HADC acknowledges that an exception will be made by HUD to compliance with the above criteria for any of the above changes that are adopted to reflect changes in HUD regulatory requirements; such changes will not be considered significant amendments by HUD.

B.6	Resident Advisory Board (RAB) Comments.							
	(a) Did the RAB(s) provide comments to the 5-Year PHA Plan?							
	(b) If yes, comments must be submitted by the PHA as an attachment to the 5-Year PHA Plan. PHAs must also include a narrative describing their analysis of the RAB recommendations and the decisions made on these recommendations.							
	The Resident Advisory Board (RAB) Meeting was held on March 7, 2020. The Five-Year Plan draft for (FY 2020-2024) was presented.							
	<ul> <li>The RAB members requested the following initiatives be added to the Five-Year Plan:</li> <li>1. Implement a program to empower participants by helping them learn how to care for their units and self-advocate with their landlords, potential landlords and the Housing Authority of DeKalb County (HADC) Resident Services Corporation (RSC).</li> </ul>							
	a. Good Neighbor Program							
	b. Housekeeping							
	2. Increase awareness among participants regarding the Homeownership Program by increasing notices and including more detailed information. (RSC)							
	a. Please note: The Housing Choice Voucher (HCV) Program mentions the Homeownership Program in the Program Move Briefings. (HCV) Program							
	3. Provide more communication during the portability process. (HCV) Program							
	4. Implement a re-entry program. (HCV) Program							
	a. This process is currently administered with applicants reapplying for the Waitlist.							
	<ol> <li>Continue to assist Project-Based Voucher (PBV) participants with acquiring an HC Voucher through the Transfer Mobility Waitlist. (HCV) Program</li> </ol>							
<b>B.</b> 7	Certification by State or Local Officials.							
	Form HUD 50077-SL, Certification by State or Local Officials of PHA Plans Consistency with the Consolidated Plan, must be submitted by the PHA as an electronic attachment to the PHA Plan.							
	Please see Attachment B.7							