

EXHIBIT 1A

Goals and Objectives. Identify the PHA's quantifiable goals and objectives that will enable the PHA to serve the needs of low-income and very low-income, and extremely low-income families for the next five years. Include a report on the progress the PHA has made in meeting the goals and objectives described in the previous 5-Year Plan.

Goals adopted by the Dakota County CDA include:

Create and Maintain Affordable Housing Opportunities

- Apply for additional rental voucher as they are available.
- Modernize public housing units utilizing over \$800,000 for public housing units per year.
- Compliance with VAWA requirements.

PROGRESS:

- **2021 HUD allocated 50 Emergency Housing Vouchers to the CDA.**
- **2021 MN Housing awarded 16 vouchers for the Bridge's Program.**
- **2021 funding for housing search assistance for Housing Trust Fund Program was increased from \$5,000 to \$25,000.**
- **2021 Cahill Place, a supportive housing project in Inver Grove Heights reached full utilization of 40 project-based vouchers.**
- **Continued administration of additional local levy resources earmarked for households on the Housing Choice Voucher waiting list and residing in Dakota Woodlands shelter.**
- **2016-2020 the CDA modernized and completely rehabilitated 36 units of Public Housing through Capital Funds.**
- **VAWA notification is posted on the CDA's website and applicant/participant documentation.**
- **Maintaining housing and/or subsidy when it has been determined protection by VAWA is warranted.**
- **Staff was trained on VAWA and its requirements in 2021.**

Strengthen Dakota County Communities

- Deconcentrate poverty by promoting mixed-income private developments when possible and maintaining scattered site public housing program.
- Promote self-sufficiency and asset development by continuing a Section 8 Family Self-Sufficiency program, incorporating services in housing units as feasible.
- Promote affordable home ownership opportunities by selling, former Public Housing units to current residents and/or a non-profit entity.

PROGRESS:

- **Offered a four-part Financial Literacy Series for FSS participants.**
- **In 2020, the CDA converted 120 Public Housing units through HUD's Section 18 Demo/Dispo program.**

Excellence in the Administration of Programs

- Maintain 95% or better occupancy/utilization rate for each CDA housing program.
- Earn a High Performer designation through the Public Housing Assessment System (PHAS) and the Section 8 Management Assessment Program (SEMAP).
- Provide quality service to customers and clients through open communication, offering extended hours once a month for working program participants, and completing no less than 98% of Section 8 recertifications on time.

PROGRESS:

- **Maintained 96% voucher utilization for the HCV Program.**
- **Maintained High Performer designation for SEMAP and PHAS.**
- **Obtain the maximum points for timely re-certifications established in SEMAP.**

- **Maintained 98% occupancy in our Public Housing Program**
- **Launched new initiatives such as, YouTube videos and online workflows, for efficiency in program delivery due to the COVID-19 pandemic**

Increase Public Awareness of Agency and Affordable Housing

- Promote housing programs through annual landlord conference and education.
- Promote initiatives through comprehensive communications program.
- Pursue opportunities for collaboration and partnership
- Promote the CDA and housing programs on social media platforms.

PROGRESS:

- **In 2021 the CDA communicated frequently with landlord partners regarding process changes due to pandemic, and available resources.**
- **Due to COVID-19 the CDA is transitioning from in-person owner conferences/trainings to virtual lunch and learn.**
- **Built partnerships with local community services to benefit the residents of Dakota County as a whole.**
- **Promoted the Dakota County CDA housing and employment opportunities on social media.**

Attract, Retain and Develop Qualified Staff

- Offer career opportunities and benefits that successfully compete with other employers.
- Foster workplace environment where employees feel supported and encouraged to pursue on-going professional development.

PROGRESS:

- **Offer compensation and benefit package that is competitive with similar positions at housing authorities in the Twin Cities Metropolitan Area.**
- **Invest in professional development of all staff through local and national training opportunities.**
- **The CDA has a tuition reimbursement policy for continuing education.**
- **Transitioned staff to working remotely during COVID-19 pandemic and maintained excellence in customer service.**
- **Regularly provide agency-wide trainings for all staff.**