

VALUES

Our beliefs and actions:

- **Accountable** stewards of time and resources
- Manage **Effective** programs and operations
- Deliver **Excellence** in everything we do
- Lead with **Integrity**
- **Collaborate** as a team, including partners

MISSION

DCA's purpose and reason for existing is:

To help build strong, vibrant communities

VISION

Our aspiration is:

For Georgians of today and tomorrow to have the opportunity to live and work in thriving communities

STRATEGIC GOALS

Leverage DCA's planning efforts to target DCA investment in activities designed to help communities thrive

Achieve positive housing outcomes for those served by DCA

Improve DCA service delivery by enhancing processes and use of technology

Strengthen balance sheet so GHFA can effectively serve Georgia's affordable housing needs

Attract, develop, and build organizational capabilities and leadership to meet evolving needs

MEASURABLE OBJECTIVES

- Implement annual planning workshops to provide plan preparers with the strategies for customized plan development that will result in stronger plans to help communities thrive
- DCA will ensure at least 75% of community-oriented financial awards are aligned with the community's objectives, to aid DCA efforts in focusing on communities that are committed to success
- Align DCA guidance to local governments on how communities can create a successful formal community plan

- Increase by 10% the number of low and moderate income families who attain or retain homeownership each year from 2,571 to 2,828 or 11,312 for the four-year period ending June 30, 2020.
- Prioritizing both 1) housing as a platform for place-based opportunity and 2) the efficient use of resources, DCA will site 75% of all multifamily units allocated funds in communities with existing place-based opportunity or concerted plans to create such opportunity.

- By 2019, fully integrate the DCA Information Technology Strategic Plan with the agency's operational plans to ensure that technology investments meet the agency's business needs.
- By 2020, all work groups will have at least 75% of their critical business processes such as application in-take, transactional documents, reporting, and records storage and retrieval managed electronically.

- Ensure 100% of DCA programs are either financially viable or are sustainable using identified gap funding by 2020
- Increase GHFA's investment holdings by at least \$2.5 million per year to improve the Authority's ability to maintain its AAA bond rating

- Institute enhanced skills and management training
- Recruit and/or develop top talent for critical leadership roles
- Instill a culture of organizational development, including bench strength where practical