



**2025-2030**

# FIVE YEAR PUBLIC HOUSING PLAN

**From Promise to Progress:  
Bridging the Gap in Housing for All**

**Robeson County  
Housing Authority**

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2020–2025 Activities	Progress	2025-2030 Activities
<p><b>Goal 1: By June 30, 2025, improve communication PHA-wide through technology.</b></p> <p><b>Action Steps:</b></p> <ol style="list-style-type: none"> <li>1. Develop a website with a calendar, applications, meeting notices, and relevant information.</li> <li>2. Create a Facebook account for resident updates.</li> <li>3. Partner with an internet provider to offer affordable services.</li> <li>4. Host a technology resource and educational fair to provide residents with low-cost options and training.</li> </ol>	<p><b>1.1:</b> RCHA’s website was developed and won "Website of the Year" (2019, 2023, 2024) at the CCHRO Conference.</p> <p><b>1.2:</b> Facebook account issues persisted, but Instagram remains active.</p> <p><b>1.3:</b> Affordable internet provider options were researched but none were identified as cost effective.</p> <p><b>1.4:</b> Training on online work order and rent payment systems was conducted; the broader educational fair remains pending.</p>	<p><b>Goal 1: By June 30, 2030, enhance communication PHA-wide with all residents using technology.</b></p> <p><b>Action Steps:</b></p> <ol style="list-style-type: none"> <li>1. Update the RCHA website with new, user-friendly software.</li> <li>2. Reestablish a Facebook presence, maintain Instagram activity, and introduce a Snapchat account for broader outreach.</li> <li>3. Develop and share a resource list for residents detailing cost-saving options for internet, cable, and telephone services.</li> <li>4. Purchase and implement a text messaging software system to streamline tenant communication and reduce paper usage.</li> </ol>
<p><b>Goal 2: By June 30, 2025, increase the availability of decent, safe, and affordable housing.</b></p> <p><b>Action Steps:</b></p> <ol style="list-style-type: none"> <li>1. Maintain/improve REAC inspections through staff/maintenance training and process improvements.</li> <li>2. Strategically plan and administer Capital Funds for high-quality public housing.</li> <li>3. Seek rehabilitation options for the Federal Family Housing site.</li> <li>4. Enhance security at all complexes with state-of-the-art systems.</li> <li>5. Partner with agencies to provide safety training to residents.</li> </ol>	<p><b>2.1:</b> Staff attended annual REAC/NSPIRE training; maintained high performer status (2017-2024). REAC scores: 34/40, 32/40; NSPIRE: A- (91.5).</p> <p><b>2.2:</b> Conducted \$2.9M+ in capital improvements and earned 10/10 on PHAS reports annually.</p> <p><b>2.3:</b> Applied for Federal Home Loan Bank funds (2024) to rehab Westgate Terrace; approval pending.</p> <p><b>2.4:</b> Installed security cameras PHA-wide.</p> <p><b>2.5:</b> Partnered with the police department for naloxone training for residents.</p>	<p><b>Goal 2: By June 30, 2030, Continue increasing the availability of decent, safe, and affordable housing while adapting to emerging challenges and opportunities.</b></p> <p><b>Action Steps:</b></p> <p><b>1. Enhance Property Maintenance and Quality:</b></p> <ul style="list-style-type: none"> <li>• Implement predictive maintenance systems using IoT (Internet of Things) devices to monitor housing infrastructure.</li> <li>• Conduct quarterly RAB meetings with tenants input to ensure consistent housing standards.</li> <li>• Conduct bi-annual inspections of units</li> <li>• Maintain/improve NSPIRE inspections through staff/maintenance training and process improvements.</li> </ul>

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<p>6. Establish a Neighborhood Watch Chapter PHA-wide.</p> <p>7. Increase the supply of assisted housing through partnerships with development companies and finance groups.</p>	<p><b>2.6:</b> Established a Safety Committee with police representatives from each community and conducted National Night Out annually at Benton Court.</p> <p><b>2.7:</b> Became a Moving to Work (MTW) agency (2020), enabling flexibility in HUD policies and funding. Through MTW:</p> <ul style="list-style-type: none"> <li>• Established a nonprofit entity.</li> <li>• Hired a housing development consultant.</li> <li>• Secured NC Housing Finance Agency funding to build 15 units for youth aging out of foster care.</li> </ul>	<p><b>3. Rehabilitation:</b></p> <ul style="list-style-type: none"> <li>• Modernize housing with eco-friendly retrofitting Expand the rehabilitation program to include sustainability-focused retrofitting (solar panels, efficient HVAC systems).</li> <li>• Seek additional public-private partnerships for larger-scale redevelopment projects.</li> </ul> <p><b>4. Enhance Security:</b></p> <ul style="list-style-type: none"> <li>• Add additional surveillance cameras at properties</li> <li>• Offer advanced safety features like mobile emergency apps for residents. (e.g Guardian Alert or Citizen Safety. Nextdoor)</li> <li>• Conduct bi-annual safety meetings with RCHA’s safety committee</li> <li>• Conduct 1 safety training annually for residents PHA wide.</li> </ul> <p><b>5. Increase Housing Supply:</b></p> <ul style="list-style-type: none"> <li>• Create mixed-use developments to integrate housing with services like childcare, healthcare, and job training.</li> <li>• Collaborate with modular construction companies for faster, cost-effective housing solutions.</li> <li>• Pilot a rent-to-own program for tenants to transition to homeownership.</li> <li>• Develop housing for seniors and vulnerable populations with integrated support.</li> </ul>

2020-2025 Activities	Progress	2025-2030 Activities
<p><b>Goal 3: By June 30, 2025, improve the application process for all eligible applicants through technology and integrated systems.</b></p> <p><b>Action Steps:</b></p> <ol style="list-style-type: none"> <li>1. Expedite the application process by purchasing and implementing the online application module from Lindsey and using iPads for in-house enrollment.</li> <li>2. Purchase and implement the "My Waiting List" module from Lindsey to inform applicants about their application status.</li> <li>3. Develop a digital orientation system for new tenants as part of the move-in process.</li> </ol>	<p><b>3.1:</b> RCHA successfully purchased and implemented the online application module and iPads for in-house applicant enrollment, significantly streamlining the process.</p> <p><b>3.2:</b> The "My Waiting List" module was purchased and implemented, enabling applicants to easily check their status.</p> <p><b>3.3:</b> A digital orientation system for new tenants was developed but has not yet been fully implemented.</p>	<p><b>Goal 3: By June 30, 2030, further enhance the application and onboarding process for all eligible applicants through advanced technology and seamless integration.</b></p> <p><b>Action Steps:</b></p> <ol style="list-style-type: none"> <li>1. <b>Streamline Application Processes &amp; Enhance Applicant Communication:</b> <ul style="list-style-type: none"> <li>• Transition to a web-based software system, PHA Web, featuring an updated online application and waitlist module to provide applicants with real-time status updates and notifications.</li> </ul> </li> <li>2. <b>Optimize Tenant Onboarding:</b> <ul style="list-style-type: none"> <li>• Fully implement and refine the digital orientation system with interactive content, including video walkthroughs and FAQ sections.</li> <li>• Offer personalized digital onboarding plans, featuring tutorials on housing systems and guidance for accessing resident services.</li> </ul> </li> </ol>
<p><b>Goal 4: By June 30, 2025, establish partnerships with up to 10 agencies that will assist families with becoming economically self-sufficient.</b></p> <p><b>Action Steps:</b></p> <ol style="list-style-type: none"> <li>1. Enhance community collaboration by creating up to 10 MOUs with agencies throughout the county.</li> <li>2. Conduct a community meeting to establish potential partners.</li> </ol>	<p><b>4.1:</b> RCHA formalized partnerships by creating Memoranda of Understanding (MOUs) with 10 agencies across the county, enhancing resource accessibility for families.</p> <p><b>4.2:</b> Established a Program Coordinating Committee to oversee and coordinate the FSS program, ensuring effective implementation and continuous improvement. relationships.</p>	<p><b>Goal 4: By June 30, 2030, enhance RCHA's Family Self-Sufficiency (FSS) and Resident Opportunities and Self-Sufficiency (ROSS) programs through strategic partnerships and community engagement to empower families toward economic independence.</b></p> <p><b>Action Steps:</b></p> <ol style="list-style-type: none"> <li>1. <b>Expand Strategic Partnerships:</b> <ul style="list-style-type: none"> <li>• Renew agreements with at least 15 local agencies, including educational institutions, workforce development organizations, and financial literacy programs, to provide comprehensive support services..</li> </ul> </li> </ol>

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<p>3. Organize Family Self- Sufficient (FSS) workshops centered around essential services for self-sufficiency in education, training, employment and money Management.</p> <p>4. Link participants to services and programs that help to improve parental engagement, effective supervision, and school involvement.</p>	<p><b>4.3:</b> RCHA collaborated with Robeson Community College's Workforce Development and Continuing Education division to provide career development workshops, offering training in areas such as resume writing, interview preparation, and job search strategies.</p> <p><b>4.4:</b> While RCHA developed plans to connect participants to programs aimed at improving parental engagement, effective supervision, and school involvement, this goal was not met within the current timeframe. RCHA is committed to achieving this objective in the next year's plan.</p>	<ul style="list-style-type: none"> <li>• Collaborate with local businesses to create mentorship and apprenticeship opportunities for residents.</li> </ul> <p><b>2. Enhance Community Engagement:</b></p> <ul style="list-style-type: none"> <li>• Organize quarterly community forums to identify resident needs, share resources, and foster collaboration among stakeholders.</li> <li>• Utilize the resident advisory boards to actively involve participants in program planning and evaluation.</li> </ul> <p><b>3. Strengthen Self-Sufficiency Programs:</b></p> <ul style="list-style-type: none"> <li>• Integrate FSS and ROSS initiatives to streamline services, ensuring residents have access to education, job training, and supportive services.</li> <li>• Implement individualized development plans for participants, outlining clear goals and steps to achieve economic self-sufficiency.</li> </ul> <p><b>4. Facilitate Access to Support Services:</b></p> <ul style="list-style-type: none"> <li>• Provide on-site childcare during workshops and training sessions to enable greater participation.</li> <li>• Offer transportation assistance to ensure residents can attend off-site programs and employment opportunities.</li> <li>• Provide Essential Supplies: Assisting families experiencing hardship with food, clothing, and other necessities can alleviate immediate burdens, allowing them to focus on long-term self-sufficiency goals.</li> </ul>

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		<p><b>5. Monitor and Evaluate Program Effectiveness:</b></p> <p>Utilize the Program Coordinating Committee (PCC) comprising representatives from partner agencies and resident leaders to oversee program implementation and outcomes.</p> <p>Utilize data analytics to track participant progress and adjust programs to better meet resident needs.</p>
<p><b>Goal 5: By June 30, 2025, enhance the quality of life for residents, specifically youth and seniors by establishing ongoing programming.</b></p> <p><b>Action Steps</b></p> <ol style="list-style-type: none"> <li>1. research funding opportunities and apply for grants.</li> <li>2. Partner with community agencies that work with youth to implement after school or summer programming.</li> <li>3. Promote the arts by implementing a talent showcase and art classes.</li> <li>4. Establish a community garden by partnering with Robeson County Health Department- Health Education Division or Cooperative Extension that will be managed by Senior Residents.</li> </ol>	<p><b>5.1:</b> RCHA received grants from Blue Cross Blue Shield, donations from local industries and fraternities, and grants from the University of North Carolina at Pembroke's Opioid Prevention Taskforce and Trauma-Informed initiatives.</p> <p><b>5.2:</b> RCHA partnered with local parks and recreation departments to implement summer sports camps, providing constructive activities for youth during school breaks.</p> <p><b>5.3:</b> RCHA conduct paint classes to encourage artistic expression among youth residents.</p> <p><b>5.4:</b> Despite efforts to establish a community garden in partnership with Robeson County Cooperative Extension, the initiative was not successful. RCHA plans to revisit this goal in future planning cycles.</p>	<p><b>Goal 5: By June 30, 2030, further enhance the quality of life for residents, with a focus on youth and seniors, through sustainable and intergenerational programming.</b></p> <p><b>Action Steps:</b></p> <ol style="list-style-type: none"> <li>1. <b>Secure Sustainable Funding:</b> <ul style="list-style-type: none"> <li>• Pursue diverse funding sources, including grants, donations, and partnerships, to support ongoing and new initiatives.</li> </ul> </li> <li>2. <b>Develop Intergenerational Programs:</b> <ul style="list-style-type: none"> <li>• Facilitate activities that bring together youth and seniors, such as shared storytelling sessions, collaborative arts projects, and joint community service efforts, fostering mutual understanding and respect.</li> </ul> </li> <li>3. <b>Establish a Community Garden:</b> <ul style="list-style-type: none"> <li>• Collaborate with the Robeson County Health Department's Health Education Division or Cooperative Extension to create a community garden managed by senior residents, promoting physical activity, social interaction, and access to fresh produce.</li> </ul> </li> </ol>



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<p>5. Conduct safety education programs for youth residences &amp; their parents (Bike Rodeo, Stranger Danger, Summer Safety &amp; etc.).</p> <p>6. Partner with organizations that will conduct monthly activities for Senior Residents</p>	<p><b>5.5:</b> RCHA conducted events such as National Night Out, featuring vendors who provided safety information</p> <p><b>5.6:</b> RCHA collaborated with Blue Cross Blue Shield to offer monthly activities for senior residents, fostering social engagement and well-being.</p>	<p><b>4. Enhance Safety Education:</b></p> <ul style="list-style-type: none"> <li>Implement comprehensive safety programs for youth and their parents, covering topics such as bicycle safety, personal security, and seasonal safety tips.</li> </ul> <p><b>5. Expand Senior Activities:</b></p> <ul style="list-style-type: none"> <li>Partner with organizations to provide monthly activities for seniors, including health and wellness workshops, recreational outings, and educational seminars.</li> </ul> <p><b>6. Promote the Arts:</b></p> <ul style="list-style-type: none"> <li>Form a cheerleading squad to participate in the Southeastern Regional Council (SERC) Martin Luther King, Jr. Basketball Tournament and Cheer Competition, fostering teamwork and community pride.</li> <li>Host Talent Showcases and Art Classes: Provide platforms for residents to display their talents and engage in artistic activities, enhancing cultural enrichment and personal development.</li> </ul>
<p><b>Goal 6: By June 30, 2025, strive to operate at a high level of efficiency through the use technology, training, and monitoring.</b></p> <p><b>Action Steps:</b></p> <ol style="list-style-type: none"> <li>Utilize electronic deposits which will maximize staff time and eliminate off site bank deposits.</li> <li>Implement continuous improvement of staff performance and satisfaction through a performance measurement system; providing training and guidance materials.</li> </ol>	<p><b>6.1:</b> Implemented electronic deposit systems, maximizing staff time and eliminating the need for off-site bank deposits.</p> <p><b>6.2:</b> Established a system to continuously improve staff performance and satisfaction, providing training and guidance materials.</p>	<p><b>Goal 6: By June 30, 2030, achieve operational excellence through advanced technology integration, comprehensive staff development, and robust governance practices.</b></p>

2020–2025 Activities	2025–2030 Changes	2025–2030 Activities
<p>3. Maintain high performer status under the Public Housing Management Assessment (PHAS) score</p> <p>4. Establish a nonprofit arm of the agency in an effort to expand opportunities for non- federal funds that will support the agency’s effort to successfully carry out the mission of RCHA.</p> <p>5. Move from a paper-based system to an electronic record system.</p> <p>6. Implement a debit reconsolidation program to recoup uncollected monies from former Tenants.</p>	<p><b>6.3:</b> Maintained high performer status under the Public Housing Assessment System (PHAS).</p> <p><b>6.4:</b> Established a nonprofit arm ( Robeson Development Corporation) to expand opportunities for non-federal funds, supporting RCHA's mission.</p> <p><b>6.5:</b> Transition to an electronic record system is in progress, with full implementation planned for the upcoming 5 year plan.</p> <p><b>6.6:</b> Implemented a debt reconciliation program with online rental exchange to recoup uncollected monies from former tenants.</p>	<p><b>Action Steps:</b></p> <ol style="list-style-type: none"> <li><b>Enhance Technological Infrastructure:</b> <ul style="list-style-type: none"> <li>Implement PHA-Web, a comprehensive web-based software, to streamline tenant, property, and financial management operations.</li> <li>Adopt Proliant for efficient payroll and human resources management, ensuring seamless employee data handling.</li> </ul> </li> <li><b>Strengthen Internal Controls and Compliance:</b> <ul style="list-style-type: none"> <li>Establish an internal audit team to regularly review tenant files and financial records, ensuring compliance with HUD regulations and internal policies.</li> <li>Develop a systematic records purging protocol To maintain an accurate and efficient waiting list</li> </ul> </li> <li><b>Invest in Staff Development:</b> <ul style="list-style-type: none"> <li>Implement cross-training programs to enhance staff versatility and operational resilience.</li> <li>Maintain detailed training logs to monitor employee development and identify areas for further education.</li> <li>Organize annual strategic planning retreats to align staff objectives with RCHA's mission and goals.</li> </ul> </li> <li><b>Enhance Governance and Stakeholder Engagement:</b> <ul style="list-style-type: none"> <li>Regularly update the Robeson County Board of Commissioners on RCHA's initiatives and progress to ensure transparency and foster support.</li> </ul> </li> </ol>



2020–2025 Activities	2025–2030 Changes	2025–2030 Activities
		<ul style="list-style-type: none"> <li>• Conduct biannual nonprofit board meetings to review performance and strategize future actions.</li> <li>• Prepare and present comprehensive annual reports during board meetings to highlight achievements and outline upcoming plans.</li> <li>• Participate in national, state, and local boards and committees to stay informed on industry trends and best practices.</li> </ul>
<p><b>Goal 7: By June 30, 2025 -Ensure equal opportunity and affirmatively further Fair Housing</b></p> <p><b>Action Steps:</b></p> <ol style="list-style-type: none"> <li>1. Continue to undertake affirmative measures by enhancing our self-assessment processes, outreach and other collaboration with HUD Fair Housing and other involved service providers to ensure access to assisted housing regardless of race, color, religion, national origin, sex, familial status, disability, sexual orientation, and gender identity.</li> <li>2. Comply with all VAWA requirements and any applicable amendments.</li> <li>3. Undertake affirmative measures to ensure accessible housing to applicants and participants through established processes for consideration and granting of reasonable accommodations, modifications, and prioritized unit transfers when a transfer is the best available option.</li> </ol>	<p><b>7.1:</b> Strengthened self-assessment processes and collaborated with HUD and related service providers to ensure equal access to assisted housing for all individuals, regardless of race, color, religion, national origin, sex, familial status, disability, sexual orientation, or gender identity.</p> <p><b>7.2:</b> Adhered to all provisions of the Violence Against Women Act (VAWA) and applicable amendments to protect survivors of domestic violence, dating violence, sexual assault, and stalking.</p> <p><b>7.3:</b> Implemented affirmative measures to provide accessible housing by processing reasonable accommodation requests and facilitating prioritized unit transfers when necessary.</p>	<p><b>Goal 7: By June 30, 2030, advance equitable access to housing by implementing innovative fair housing practices, enhancing compliance with the Violence Against Women Act (VAWA), and fostering inclusive community engagement.</b></p> <p><b>Action Steps:</b></p> <ol style="list-style-type: none"> <li>1. <b>Implement Innovative Fair Housing Practices:</b> <ul style="list-style-type: none"> <li>• Develop and execute comprehensive fair housing plans that identify and address barriers to equitable housing access, ensuring compliance with the Fair Housing Act.</li> <li>• Collaborate with local organizations to promote housing mobility programs, expanding affordable housing options across diverse neighborhoods.</li> </ul> </li> <li>2. <b>Enhance VAWA Compliance and Support:</b> <ul style="list-style-type: none"> <li>• Update policies and procedures to align with the latest VAWA reauthorization, ensuring protections for survivors of domestic violence, dating violence, sexual assault, and stalking.</li> </ul> </li> </ol>

2020-2025 Activities	2025-2030 Changes	
<p>4. RCHA will utilize “My Waitlist” an automatic and transparent system that will notify individuals about their status and ensure applicants are selected fairly.</p>	<p><b>7.4:</b> Utilized the "My Waitlist" system to automatically notify applicants of their status, ensuring a fair and transparent selection process.</p>	<ul style="list-style-type: none"> <li>• Provide comprehensive training for staff and residents on VAWA rights and protections, fostering a safe and supportive housing environment.</li> </ul> <p><b>3. Foster Inclusive Community Engagement:</b></p> <ul style="list-style-type: none"> <li>• Establish resident advisory councils representing diverse demographics to participate in decision-making processes, ensuring programs meet community needs.</li> <li>• Conduct regular community forums to discuss fair housing issues, gather feedback, and promote inclusive practices.</li> </ul> <p><b>4. Leverage Technology for Transparency:</b></p> <ul style="list-style-type: none"> <li>• Implement advanced housing management software to enhance transparency in applicant selection and waitlist management, ensuring a fair and efficient process.</li> <li>• Utilize digital platforms to disseminate information on fair housing rights and available resources, increasing accessibility for all residents.</li> </ul> <p><b>5. Monitor and Evaluate Progress:</b></p> <ul style="list-style-type: none"> <li>• Develop specific, measurable goals for fair housing initiatives and regularly assess progress to ensure effective implementation.</li> <li>• Engage third-party evaluators to conduct periodic reviews of fair housing practices, providing recommendations for continuous improvement.</li> </ul>