



# Cincinnati Metropolitan Housing Authority

## Strategic Plan 2014 - 2019



### Housing Vision, Mission and Goals for the Cincinnati Metropolitan Housing Authority





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# Message from the Board of Commissioners and the CMHA Chief Executive Officer

Dear Stakeholder:

We are proud to present Cincinnati Metropolitan Housing Authority's strategic plan that will guide our agency for the next five years as we continue in our mission to provide quality and affordable housing for Hamilton County. Our plan is true to our motto of "being an asset to Hamilton County" as it responds to the needs of Hamilton County and blends seamlessly into the fabric of the county's neighborhoods. In this process, we sought input from over 5,000 residents, community leaders, community stakeholders, and staff so that the resultant plan would reflect the Hamilton County community. Our extensive outreach efforts express our belief that having healthy, vibrant communities for all persons of Hamilton County, regardless of income, cannot be done well without the support, leadership, and knowledge of all facets of Hamilton County.

Sincerely,

Gregory Johnson, MS, PHM, EDEP  
Chief Executive Officer

William Myles  
Board of Commissioners,  
Chairperson

## Chief Executive Officer:

- Gregory Johnson, Chief Executive Officer

## Board of Commissioners:

- William Myles, *Chairman*
- Marisa Spears, *Vice Chairman*
- Bernard Fiedeldey, Jr.
- Edward R. O'Donnell
- Kevin M. Moore
- Thomas J. Weidman
- Mayme LaVerne Mitchell

## Agency Overview



The Cincinnati Metropolitan Housing Authority is an asset to Hamilton County. For more than 80 years the agency has provided quality, affordable rental housing opportunities for individuals and families throughout the county. The agency operates or administers three separate programs. Asset Management consists of 4,800 units owned and managed by CMHA. The Housing Choice Voucher administers Housing Assistance Payments for up to 11,200 households. The agency also operates 274 units of other affordable rental housing. CMHA has created a Gold Performance Standard to ensure that the resources CMHA provides are meeting the needs of the residents of Hamilton County.

# Transformation



The Public Housing Program was created as part of the U.S. Housing Act of 1937. The Depression-era program was intended to stimulate construction activity, clear slums, and provide low-rent transitional housing to poor families. In the early 1970's, the government placed a moratorium on the construction of new public housing units. Shortly thereafter, Congress authorized the Section 8 program, which provided subsidies to allow low-income families to live in private market housing. Over time, Section 8 became the largest housing program for the poor.

The 1999 HUD appropriations bill included a major public housing reform initiative – the Quality Housing and Work Opportunity Reconciliation Act (QHWRA). The main purposes of the legislation were to improve the living environment of public housing residents through demolition, rehabilitation, reconfiguration or replacement of obsolete housing. QHWRA also placed a focus on the deconcentration of poverty and building sustainable communities. QHWRA authorized funding for the HOPE VI Program which provided funding opportunities to revitalize severely distressed public housing development.

In recent years, the challenges facing housing authorities have never been greater. These challenges include reduced funding from the federal government, operational reforms from HUD, deteriorating capital, and increased demand for affordable housing. With the most recent budget crisis, including the implementation of sequestration, housing authorities have been faced with the realization that they must come up with innovative solutions in order to sustain affordable housing opportunities in their communities.

# Transformation



Housing Authorities, including the Cincinnati Metropolitan Housing Authority, cannot settle for maintaining the status quo or even making incremental improvements. Instead, CMHA must look toward a meaningful transformation. To make transformation meaningful, CMHA must reexamine, rethink and be willing to reshape its agency culture.

The need for transformation facilitated the creation of CMHA's comprehensive strategic plan. The plan required CMHA to answer three fundamental questions:

1. Where are we now?
2. Where do we want to be?
3. How do we get there?

The Strategic Plan is the road map for CMHA's transformation over the next five years. It contains specific measurable goals to which CMHA will hold itself accountable. It also sets forth CMHA's commitment to build new partnerships, to help sustain Hamilton County neighborhoods, to maintain a good environment for employees and to be good stewards of public resources. Lastly, it reaffirms CMHA's core commitment to develop, manage and maintain affordable housing.

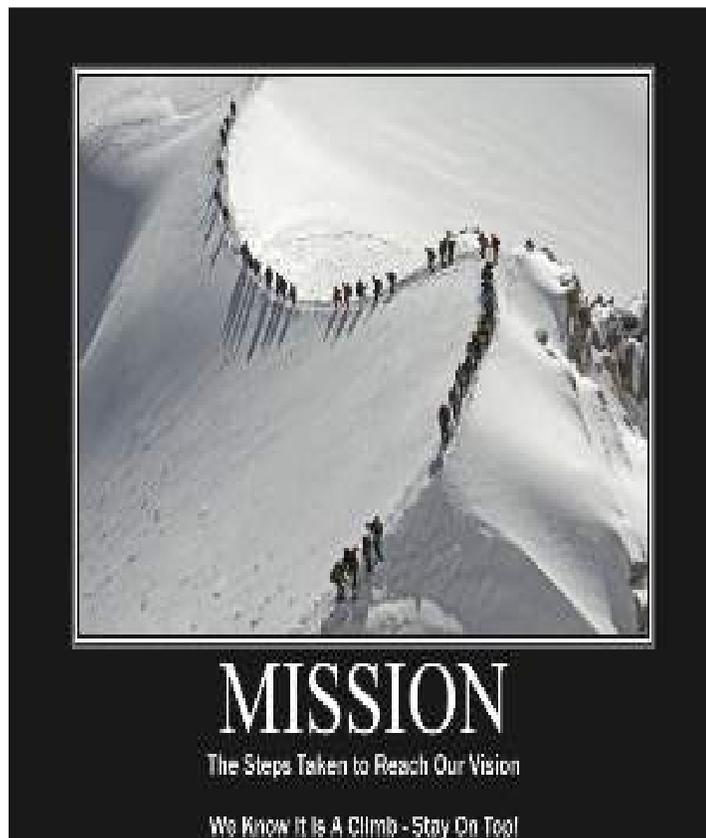
# Our Vision

*To shape our future by utilizing sustainable funding models to develop quality, affordable housing solutions in partnership with our community stakeholders.*



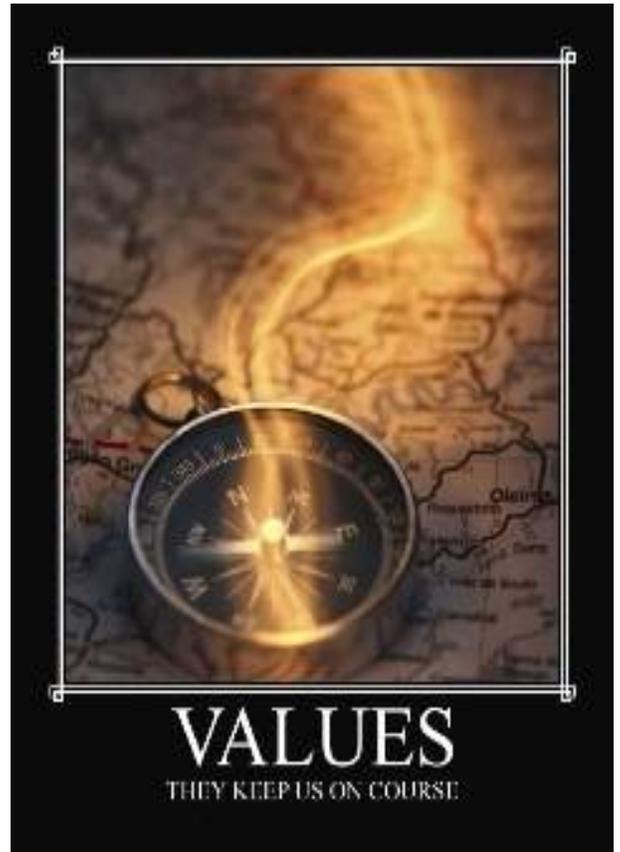
# Our Mission

*To be a leader in the housing industry by providing exceptional housing opportunities while achieving high levels of customer satisfaction, promoting self-sufficiency and neighborhood stability, and being a long-term asset to the community. We will achieve this by developing public/private partnerships, creating entrepreneurial opportunities and by employees and residents holding themselves to our Gold Standards of Excellence.*



# Our Values

- Integrity
- Respect
- Initiative
- Accountability
- Excellence



# Our Guiding Principles

- We support our employees and their families so we can support the communities we serve
- We are committed to treating everyone with respect
- We will not compromise our shared ethical standards and dedication to quality



# Gold Performance Standard

The CMHA Gold Performance Standard refers to the principles and value against which the agency performs.



It's how every CMHA employee will be measured, from the top down, as well as our partners, vendors, contractors, and consultants.

- We will conduct our work with integrity, professionalism, accuracy and exceptional quality.
- We will take the initiative to seek creative problem-solving and continuous improvement.
- We will hold ourselves and each other accountable.
- We will provide timely and accurate communication both internally and externally.
- And above all, we will treat one another with the respect and dignity that each of us deserves.

# SWOT Analysis

Cincinnati Metropolitan Housing Authority as part of the agency strategic planning effort has performed an in depth SWOT analysis to help guide the next five years of Agency direction and outcomes. The conclusions drawn from this SWOT analysis has allowed CMHA to develop plans to address issues and/or exploit opportunities in a way that best serves our employees, clients and the community.



# SWOT Analysis

<p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>• Experienced Staff</li> <li>• Industry knowledge</li> <li>• Organization</li> <li>• HUD compliance</li> <li>• Property management skills</li> <li>• Leader in providing quality affordable housing</li> <li>• Strong client base</li> <li>• Good stewards of public funds</li> </ul>	<p><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>• Communication</li> <li>• Employee Perception of Agency</li> <li>• Public perception of client base</li> <li>• Public perception of agency</li> <li>• Public perception of value of CMHA</li> <li>• Dependence on HUD funding</li> <li>• Distressed units</li> <li>• Community partnerships</li> </ul>
<p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>• Streamlining of processes</li> <li>• Employee development</li> <li>• Community Partnerships</li> <li>• Business Community Partnerships</li> <li>• Development of alternative funding streams             <ul style="list-style-type: none"> <li>○ Property management</li> <li>○ Inspection services</li> <li>○ Development</li> </ul> </li> <li>• Expanding client demographics</li> <li>• Partnering with private sector firms</li> <li>• Leveraging Replacement Housing Factor Funds and related funds</li> <li>• Foreclosure Acquisitions</li> <li>• Expanding Real Estate Footprint</li> <li>• Developing affiliate organization</li> <li>• Rebranding</li> </ul>	<p><b>Threats</b></p> <ul style="list-style-type: none"> <li>• Public perception of client base</li> <li>• Existing client base expectations</li> <li>• Federal deficit and budget limitations</li> <li>• Community perception to CMHA’s relevance</li> <li>• Private Sector Encroachment</li> <li>• Perception that HUD grants will always be there</li> </ul>

# Planning Process

Cincinnati Metropolitan Housing Authority, with the assistance of the consultant firm North American Management, engaged a cross section of the community in a series of dialogues to consider potential strategic directions for the future. The input sessions and questionnaires provided a wealth of ideas and suggestions for the future, and from these sessions a number of themes emerged.

**Community Input.** The Input Sessions included nine regional sessions with elected and appointed town officials and community representatives.

**Resident Meetings.** The Input Process included participation with CMHA resident groups and organizations.

**Questionnaires.** The Input Process included over 500 questionnaires from diverse stakeholders from across the CMHA community.

**Staff Sessions.** The Input Process included participation by over 250 staff members from all levels of the CMHA organization.



### **Communities:**

How can CMHA provide affordable and mixed income housing opportunities in Hamilton County and support strong business relationships that foster a healthy community?



### **Residents:**

How can CMHA provide the best services, products and support to improve and enhance the quality of life and economic independence for the Hamilton County residents?



### **Resources:**

How can CMHA obtain, maintain and allocate the necessary funds to support and promote public and private partnerships in Hamilton County?



### **Operations:**

How can CMHA achieve more efficient and effective operations, including enhanced communications with stakeholders, improved relations with residents, and strong housing policy that will support family self-sufficiency?

# Moving Forward

From the overarching themes, five thematic goals emerged from the insights, recommendations and ideas of the stakeholder input process:



## Thematic Goals:

- **Goal 1: Efficiency and Fiscal Responsibility:** Develop a strong and profitable financial model and be good stewards of public funds.
- **Goal 2: Improve Processes and Performance:** Manage an efficient and cost-effective internal operation.
- **Goal 3: Revive Our Communities:** Create and generate partnerships that promote healthy and stable neighborhoods in Hamilton County.
- **Goal 4: Quality Customer Service:** Provide superior customer services and quality products.
- **Goal 5: Rebranding:** Create a new focus centered on being an asset to Hamilton County.

# Strategic Goals:

Where we want to be in Five Years



## Efficiency and Fiscal Responsibility

- ✓ GOAL No. 1: To Broaden /Increase Revenue Base
- ✓ GOAL No. 2: To Improve Cash Flow
- ✓ GOAL No. 3: To Effectively Manage Human Resources
- ✓ GOAL No. 4: To Have Effective Data Management

## Improve Processes and Performance

- ✓ GOAL No. 5: To Have Strong Operations Management
- ✓ GOAL No. 6: To Ensure Customer Intimacy
- ✓ GOAL No. 7: To Have a Strong Organizational Model

## Revive Our Communities

- ✓ GOAL No. 8: To Ensure Quality Affordable Housing
- ✓ GOAL No. 9: To Provide Mixed Use/Mixed Income Planned Communities
- ✓ GOAL No. 10: To Deconcentrate Poverty

## Quality Customer Service

- ✓ GOAL No. 11: To Always Ensure Complete Customer Satisfaction
- ✓ GOAL No. 12: To Consistently Recruit, Train and Promote Key Staff

## Rebranding

- ✓ GOAL No. 14: To change public perception of CMHA

# Efficiency and Fiscal Responsibility



*Develop a strong and profitable financial model and be good stewards of public funds.*

## **GOAL: Broaden /Increase Revenue Base**

The goal to broaden and increase revenue base action steps include:

- Develop non-HUD income streams
- Utilize grant funding to leverage investment capital, including Capital Fund, Energy Performance Contracting, Capital Fund leveraging and tax credits
- Partner up with other social service programs to help tenants transition to market rent programs
- Reorganize resources and make sure the appropriate management/leadership & resources are in place to succeed
- Promote market rate and equity housing
- Diversify residential and non-residential portfolio

## **GOAL: Improve Cash Flow**

The goal to improve cash flow action steps include:

- Operate business components at or below 95% of their respective income streams
- Develop quality control procedures for financial processes
- Leverage additional funding sources
- Reduce vacancies to 3% or less
- Develop centralized quality measures and control of financial processes

## **GOAL: Manage Human Resources**

The goal to manage human resources action steps include:

- Develop human capital plan that aligns with the Strategic Plan (job descriptions, compensation, organizational chart, performance management, and staff locations)
- Clarify roles and responsibilities between supervisors and staff
- Reengineer / realign staff resources and allocation

## **GOAL: Effective Data Management**

The goal to effective data management action steps include:

- Clarify roles and responsibilities between supervisors and staff
- Develop an IT strategy to support core business functions
- Build and implement an infrastructure for quality assurance (on-going monitoring of programs/policies/procedures)

Strategic Goals	Action Steps	Indicators for Success
<b>To Broaden/ Increase Revenue Base</b>	<ul style="list-style-type: none"> <li>▪ Leverage land/buildings.</li> <li>▪ Use existing expertise to offer a new service model to outside organizations (Instrumentalities).</li> <li>▪ Identify new grants to support family self-sufficiency models.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Increased non-restricted revenue sources.</li> <li>▪ Expanded funding sources to increase family self-sufficiency for residents.</li> </ul>
<b>To Improve Cash Flow</b>	<ul style="list-style-type: none"> <li>▪ Institute the use of performance based contracts to ensure the efficient delivery of services for price and performance.</li> <li>▪ Automate paper process to create cost reduction.</li> <li>▪ Institute a system to promote the use of bulk purchasing for savings.</li> <li>▪ Diversify client base to increase rental revenue.</li> </ul>	<ul style="list-style-type: none"> <li>▪ 100% of all service delivery contracts signed are performance based contracts by FY2015.</li> <li>▪ 10% net decrease in cost for the most frequently purchased goods and services through volume purchasing by FY2015.</li> </ul>
<b>To Effectively Manage Human Resources</b>	<ul style="list-style-type: none"> <li>▪ Develop a succession plan for senior management and supervisory personnel.</li> <li>▪ Develop a personal development plan for each staff person.</li> <li>▪ Develop a training model to increase effective and efficient program delivery.</li> <li>▪ Perform quarterly performance reviews for each employee.</li> <li>▪ Develop cascading Agency goals annually.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Each employee to reach a gold standard on their annual performance evaluation.</li> <li>▪ All senior management and supervisory personnel have developed a succession plan by the end of FY2015.</li> <li>▪ By the end of FY 2015, 75% of staff report that they have the knowledge and skills to adequately perform their job.</li> <li>▪ By the end of FY 2016, 100% of staff report that they feel they have the knowledge and skills to adequately perform their job.</li> <li>▪ All staff encouraged to have a staff development plan.</li> </ul>
<b>To Have Effective Data Management</b>	<ul style="list-style-type: none"> <li>▪ Incorporate wireless technology in buildings.</li> <li>▪ Create tenant interface technologies (Portal).</li> <li>▪ Create a reporting plan to ensure that the appropriate reporting procedures are in place to effectively manage regulatory compliance, best business practices and revenue growth.</li> <li>▪ Institute an agency wide key performance indicator report.</li> </ul>	<ul style="list-style-type: none"> <li>▪ By FY 2016, administrative campus buildings have wireless capability.</li> <li>▪ By FY 2016, waitlist applications and recertification applications are developed for portal.</li> <li>▪ Annually review all mission critical reports to ensure their accuracy and timeliness.</li> </ul>

# Improve Processes and Performance



*Manage an efficient and cost-effective internal operation.*

## **GOAL: Operations Management**

The goal to operations management action steps include:

- Identify a standardized methodology for process documentation & process improvement (flowchart/narrative/collect data)
- Comply with HUD requirements and regulations
- Implement effective quality control methods for Housing Choice Voucher, Asset Management, Procurement and Finance

## **GOAL: Customer Intimacy**

The goal to customer intimacy action steps include:

- Develop a feedback and incentive process to help ensure quality customer service
- Develop a communication plan for landlord/HCVF communication protocols
- Develop community outreach protocol

## **GOAL: Strong Organizational Model**

The goal to strong organizational model action steps include:

- Develop best practice models for each department unit
- Align corporate culture with supporting employee objectives
- Develop a mission statement: agency purpose

<b>Strategic Goals</b>	<b>Action Steps</b>	<b>Indicators for Success</b>
<b>To Have Strong Operations Management</b>	<ul style="list-style-type: none"> <li>▪ Review annually HUD policies and procedures.</li> <li>▪ Review annually CMHA policies.</li> <li>▪ Update CMHA’s policies and procedures.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Ensured all HUD policies are followed.</li> <li>▪ Created consistency throughout CMHA while performing day to day operations.</li> <li>▪ Created an effective communication path for internal staff.</li> </ul>
<b>To Ensure Customer Intimacy</b>	<ul style="list-style-type: none"> <li>▪ Develop a training program for staff to understand basic needs of its customers across the agency and how to meet those needs in a timely fashion.</li> <li>▪ Develop a user-friendly process for customers to access information from CMHA in a timely fashion.</li> <li>▪ Improve our telephone routing system and website.</li> <li>▪ Promote a “get to know your customer” program that facilitates customers’ access to CMHA staff.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Developed county-wide inspection protocols and procedures easily available to the private marketplace.</li> <li>▪ Implemented a comprehensive resident community engagement package to assist prospective tenants into a new community.</li> <li>▪ Developed Emergency Response and Contingency Plan that addresses potential disasters that would impact employees, visitors, contractors and facility/property (Protective Actions for Life Safety, Incident Stabilization and Property Conservation).</li> <li>▪ Developed training protocols to cross train staff in all areas that impact customer quality of life.</li> </ul>
<b>To Have a Strong Organizational Model</b>	<ul style="list-style-type: none"> <li>▪ Develop a corporate culture that meets the mission and objectives of CMHA.</li> <li>▪ Develop a formal orientation program for all new employees to prepare them for the corporate culture.</li> <li>▪ Provide the necessary tools and resources to build staff capacity to meet objective and mission of the agency.</li> <li>▪ Streamline and simplify internal business processes.</li> <li>▪ Develop a succession plan for each job function.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Annual customer, staff and stakeholder surveys generated positive results.</li> <li>▪ Initiated and implemented performance indicators for entire CMHA staff.</li> <li>▪ Developed tools and protocols associated with CMHA’s objectives and goals.</li> <li>▪ Developed processes to simplify internal business processes.</li> <li>▪ Implemented succession plans.</li> </ul>

# Revive Our Communities



*Create and generate partnerships that promote healthy and stable neighborhoods in Hamilton County.*

## **GOAL: Improve Quality Affordable Housing**

The goal to improve quality affordable housing action steps include :

- Establish and implement agency-wide property maintenance standards for newly acquired and current properties
- Evaluate each development to determine its long-term viability
- Develop a modernization plan for each property
- Develop a modernization schedule for each property
- Establish and implement agency-wide property maintenance standards for newly acquired and current properties
- Promote and introduce high quality senior housing in new communities with a need for senior housing

## **GOAL: Develop Mixed Use/Mixed Income Planned Communities**

The goal to develop mixed use and mixed income planned communities action steps include :

- Develop and implement a comprehensive asset management strategy for all of the Authority's viable property holdings to facilitate residential and commercial development/rehabilitation
- Target use of existing home ownership programs to increase homeownership opportunities
- Establish linkages with homeownership preservation or foreclosure prevention support to help stabilize ownership, occupancy, and property value
- Create rental property management standards to achieve quality maintenance, amenities and tenant screening processes

## **GOAL: Deconcentrate Poverty**

The goal to deconcentrate poverty action steps include :

- Create a marketing plan that aligns CMHA's strategic services with other regional affordable housing efforts
- Establish guidelines for new construction focusing on safety, sustainability, affordability, quality and enforcement
- Implement an Asset Management Homeownership Program
- Evaluate properties located in distressed communities that do not have immediate opportunities for improvement
- Create housing options to promote fair housing throughout our communities

Strategic Goals	Action Steps	Indicators for Success
<p><b>To Ensure Quality Affordable Housing</b></p>	<ul style="list-style-type: none"> <li>▪ Assess properties for long term positioning/repositioning.</li> <li>▪ Develop pilot for non-smoking buildings.</li> <li>▪ Submit at least 2 competitive LIHTC applications annually.</li> <li>▪ Partner with Hamilton County communities to determine area housing needs.</li> <li>▪ Provide quality maintenance in Asset Management.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Diversified housing stock.</li> <li>▪ Improved quality of life for residents (non-smoking).</li> <li>▪ Provided a quality asset in Hamilton County neighborhoods.</li> <li>▪ Ensured development revenue stream (from fees).</li> <li>▪ Assessed 100% of properties for long term positioning/repositioning.</li> <li>▪ Development and implementation of pilot for non-smoking buildings.</li> </ul>
<p><b>To Provide Mixed Use/Mixed Income Planned Communities</b></p>	<ul style="list-style-type: none"> <li>▪ Create affordable housing opportunities in areas which have historically had little or no affordable rental and homeownership housing units.</li> <li>▪ Partner with stakeholders to leverage financing resources to develop mixed income communities to create vibrant communities, including residential, educational, recreational and commercial uses.</li> <li>▪ Develop guidelines for property managers that support resident involvement in property-level governance.</li> <li>▪ Assess all property and land assets, and provide recommendations to maximize resident and community benefit</li> <li>▪ Develop a comprehensive property information system to use as a management tool to leverage property assets.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Developed a comprehensive analysis of desired components for development of vibrant communities.</li> <li>▪ Retained aggressive code compliance activity to maintain property appearances.</li> <li>▪ Developed an annual community engagement plan and community governance strategy customized to each mixed-income property.</li> <li>▪ Reached out to landlords in underserved areas and increase the involvement of these landlords in the HCV program.</li> <li>▪ Forged partnerships with stakeholders for the development of mixed income properties (Mixed-Finance Public Housing).</li> </ul>
<p><b>To Deconcentrate Poverty</b></p>	<ul style="list-style-type: none"> <li>▪ Partner with other stakeholders to create mixed income communities.</li> <li>▪ Partner with other stakeholders to help promote mobility-counseling programs.</li> <li>▪ Partner with other stakeholders to further promote family self-sufficiency programs.</li> <li>▪ Partner with other stakeholders to expand homeownership opportunities for low-income families.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Increased mobility moves.</li> <li>▪ Developed new Family Self Sufficiency Programs and enhanced existing Family Self Sufficiency Programs.</li> <li>▪ Deepened collaboration with community residents through JRAB and other CMHA resident councils.</li> <li>▪ Provided resources and referrals to assist residents with credit counseling, banking and other financial services.</li> <li>▪ Linked residents to social services and case managers to address both physical and mental health issues.</li> <li>▪ Marketed to races and/or ethnicities shown to have disproportionate housing needs.</li> <li>▪ Realized savings on operating subsidy.</li> <li>▪ Realized savings on Centralized Automated Payment System payments.</li> <li>▪ Increased number of participating families in HCV housing.</li> <li>▪ Applied for / implemented Moving To Work (MTW) where feasible and when made available through Congressional Appropriations.</li> </ul>

## Quality Customer Service



*Provide superior customer services and quality products.*

### **GOAL: Customer Satisfaction**

The goal to customer satisfaction action steps include:

- Establish a method of assessing external customer satisfaction
- Establish a method of assessing internal customer satisfaction
- Train all staff to become Customer Service Representatives

### **GOAL: Recruit, Train, and Promote Key Staff**

The goal to recruit, train, and promote key staff action steps include:

- Establish standards for agency wide customer service and implement them through recruitment, training, performance management/evaluation, and reward/recognition practices
- Assess current skill sets, identify gaps, implement appropriate training, and hire necessary staff

### **GOAL: Foster Employee Competencies and Development**

The goal to foster employee competencies and development action steps include:

- Provide positive customer relations
- Revise employee handbook and develop a formal training for agency staff
- Develop an “Emerging Leaders” program to train and mentor line staff that have potential management skills
- Develop an annual training program for each department unit

<b>Strategic Goals</b>	<b>Action Steps</b>	<b>Indicators for Success</b>
<b>To Always Ensure Complete Customer Satisfaction</b>	<ul style="list-style-type: none"> <li>▪ Create a resource bank (electronically) for staff to use for linkages.</li> <li>▪ Hold a bi-annual service provider meeting.</li> <li>▪ Survey customer groups on a bi-annual basis.</li> <li>▪ Staff attends customer service trainings.</li> </ul>	<ul style="list-style-type: none"> <li>▪ A 50% increase in customer satisfaction score.</li> <li>▪ Hamilton County community gives CMHA a 70% pass rate by FY 2016.</li> <li>▪ Employees' rate internal communication at least 85% pass rate by FY 2016.</li> <li>▪ Staff attended at least four customer service trainings annually.</li> </ul>
<b>To Consistently Recruit, Train and Promote Key Staff</b>	<ul style="list-style-type: none"> <li>▪ Seek and promote job candidates who have a demonstrated track record in providing quality customer service.</li> <li>▪ Reinforce customer service policy by conducting agency-wide training once a year.</li> <li>▪ Drive employment by providing demand-driven local housing market intelligence</li> <li>▪ Recruit and retain talented and effective leaders.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Decreased staff turnovers.</li> <li>▪ Decreased customer complaints.</li> <li>▪ Increased productivity.</li> <li>▪ Ensured all hiring practices are consistent with Personnel Policies.</li> <li>▪ Improved CMHA's organizational ability to quickly respond to job vacancies.</li> <li>▪ Served as a bridge to re-employment and encouraged the hiring of CMHA residents.</li> <li>▪ Increased measurably promotions within the CMHA organization.</li> </ul>
<b>To Foster Employee Competencies and Development Resources</b>	<ul style="list-style-type: none"> <li>▪ Develop a process for training for each department in order for staff to understand CMHA's core competencies of the agency.</li> <li>▪ Prepare staff to be well versed and knowledgeable to deliver customer service in a timely fashion.</li> <li>▪ Develop an annual training program for each department unit.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Improved performance evaluations.</li> <li>▪ Completed all employee evaluations.</li> <li>▪ Ensured the development of CMHA Staff Training Plan to be implemented annually.</li> </ul>

# Rebranding

*Create a new focus centered on being an asset to Hamilton County.*



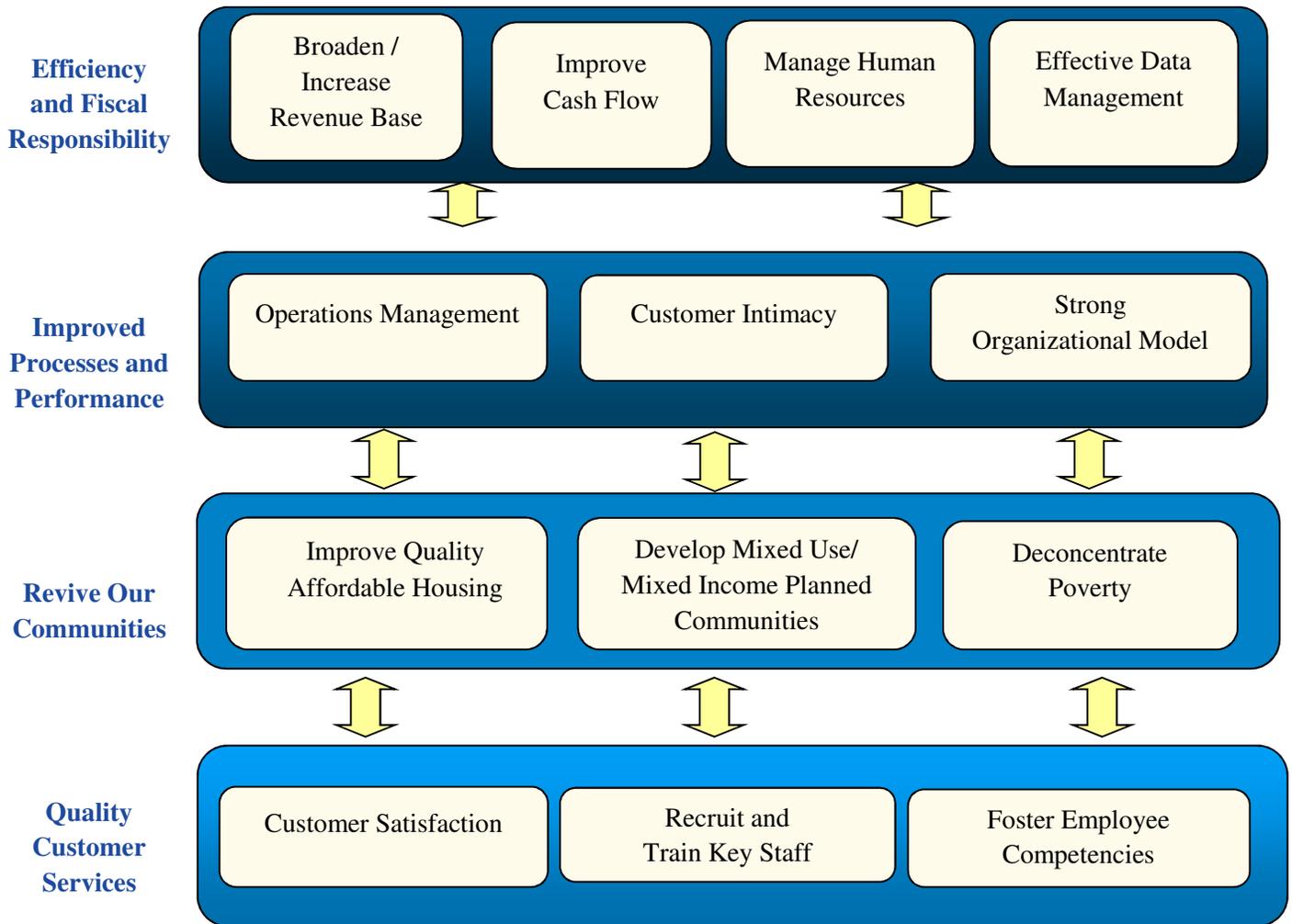
**GOAL: To Change the Public Perception of Cincinnati Metropolitan Housing Authority**

The goal to rebranding action steps include:

- Change public perception of CMHA
- Change employee perception of CMHA
- Change client perception of CMHA

<b>Strategic Goals</b>	<b>Action Steps</b>	<b>Indicators for Success</b>
<p><b>To Change the Public Perception of the Cincinnati Metropolitan Housing Authority</b></p>	<ul style="list-style-type: none"> <li>▪ Enter into Good Neighbor Agreements with willing jurisdictions and neighborhoods in Hamilton County.</li> <li>▪ Explore rebranding for Cincinnati Metropolitan Housing Authority.</li> <li>▪ Ensure Cincinnati Metropolitan Housing Authority provides quality customer service internally/externally: return phone calls timely fashion, provide quality service to clients and provide quality housing.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Increased number of Good Neighbor Agreements in Hamilton County.</li> <li>▪ Improved perception of Cincinnati Metropolitan Housing Authority by the Hamilton County community.</li> <li>▪ Recognized as a value added agency to the Hamilton County Community.</li> </ul>

# Cincinnati Metropolitan Housing Authority Strategy Map



**Efficiency and Fiscal Responsibility:**  
To be a responsible steward of financial and technological operations

**Improved Processes and Performance:**  
To make work processes efficient, transparent, user friendly, sensible and aligned with mission

**Revive Our Communities:**  
To create and support healthy and stable communities

**People and Knowledge:**  
To provide courteous, competent and timely services

## Our Strategic Plan

When drafting the Strategic Plan, we envisioned a transformation process which will largely take place over the next three years. Each objective has specific action steps with specific indicators of success. These indicators will guide us in achieving the goals set forth in the Strategic Plan while taking CMHA to new levels. Our first three years each have an overarching theme:

Year One

***Foundation***

Year Two

***Progression***

Year Three

***Movement***



# Development Strategy

## Development Principles

- Assess the quality and condition of units for replacement with new construction to meet housing needs.
- Provide marketable amenities and encourage neighborhood amenities.
- Provide choice and opportunity.
- Utilize leveraging of resources, tying into community planning and partnerships where possible.
- Provide comprehensive plan/solution for community/site revitalization which includes people, housing and neighborhoods and partner where possible.
- Provide housing opportunities and choice for income tiers of 0-120% of Area Median Income (AMI) for seniors, families and other populations.
- Create synergistic economic development and economic inclusion with and within communities.

## Development Considerations

- Explore potential of non-smoking developments, partnerships to develop assisted living units, on-going senior/family developments and continued evaluation of special needs population to be served all with the 0-120% of AMI.
- Continual assessment of CMHA units and properties, forward movement of development goals based on BOC guidance.
- Evaluate funding streams for availability; review and analyze any new housing programs.
- Seek synergist partnerships where available.
- Appraise community and waitlist needs.

## Strategic Summary

Over the next five years, Cincinnati Metropolitan Housing Authority will be implementing this Strategic Plan and making changes to address staff development, improve agency financial stability, streamline processes, develop effective policies, and guide CMHA toward our Gold Performance Standard.

This plan has several action items to be implemented over the next five years. This Strategic Plan will transform the way we do business, the way we are expected to do business and how we provide quality affordable housing to the entire community.

In conclusion, this plan is designed to ensure the following:

- Increase staff training to encourage out of the box thinking and provide a professional working atmosphere
- Diversify and increase operational revenue for the organization
- Create a result-focused organization
- Change the Real Estate footprint in Hamilton County
- Improve the community perception and the viability of CMHA

