

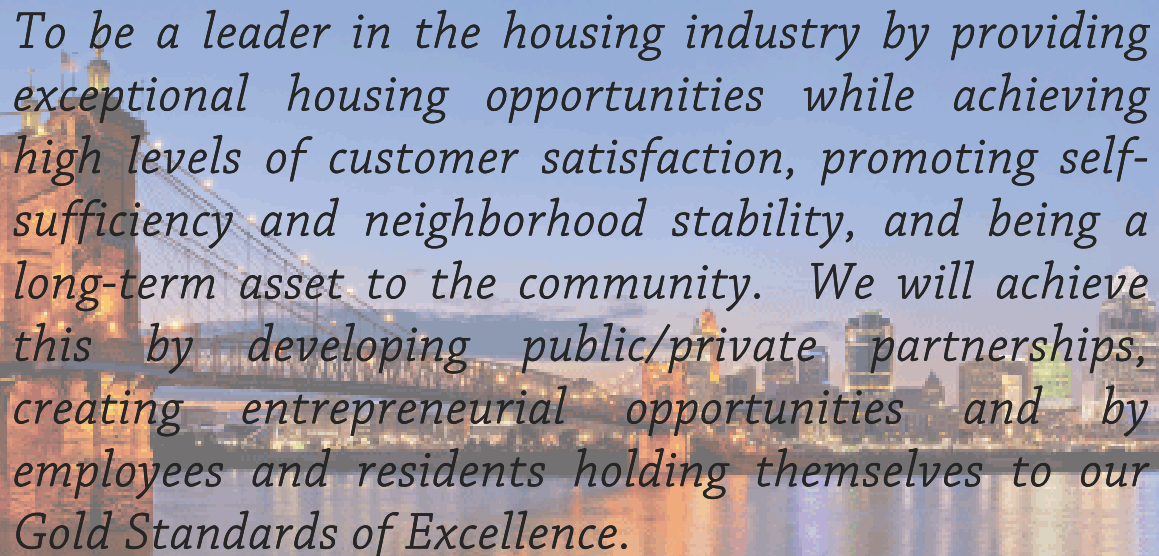


Cincinnati Metropolitan Housing Authority

Three-Year Update of 2014-2019 Strategic Plan



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 Vision

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

Without a good roadmap, it's tough to have an accurate view of where you've been, where you're going and the most efficient, relevant stops to make along the way.

A thoughtful strategic plan is a roadmap of sorts for a business or organization, providing direction and helping it set a course to get where it wants to go. When Cincinnati Metropolitan Housing Authority created its Five-Year Strategic Plan, we created a clear picture of not just where we were headed – the course we were already on – but also where we want to end up. That helped us decide how to recalibrate our course, what additional steps to take and which areas present the biggest opportunities and concerns.



We're now three years into our 2014-2019 strategic plan and decided to look at our progress so far on this journey. Our roadmap provides specific, measurable goals to help CMHA accomplish its core mission: develop, manage and maintain affordable housing. It also sets direction on our commitment to build new partnerships, help sustain Hamilton County neighborhoods, maintain a good environment for employees and be good stewards of public resources.

The CMHA Strategic Plan outlines five major goal areas for improvement:

- Efficiency and fiscal responsibility
- Processes and performance
- Our communities
- Quality customer service
- Rebranding

How are we doing? We have had plenty of successes on this path, and we have opportunities to make more improvements. The following pages showcase a few of the highlights from the first three years.





Foundation: Year One of Five-Year Strategic Plan

The first fiscal year, July 2014 through June 2015, was about providing a firm base on which to execute the five-year strategic plan. The theme for Year One was “**foundation**,” creating the right environment for success.

Our Year One journey toward the Five Major Goal Areas for Improvement included these important accomplishments:

- **Worked** on diversifying our funding stream to be less dependent on a single source.
- **Implemented** bulk purchasing, which saw quick progress. By the end of Year One, dozens of new vendors had been added to bulk purchasing, which yielded approximately 25 percent savings for CMHA.
- **Implemented** Gold Standard training for staff to combat negative perceptions of CMHA. Additional training included: leading change, diversity, team building and customer service. All senior management and supervisory personnel developed a succession plan by end of fiscal year 2015.
- **Updated** the asset management dashboard software, added wireless around campus and launched a landlord portal.
- **Engaged** with Voice of Your Customer to survey internal and external clients.
- **Developed** a formal orientation to educate new employees about the corporate culture, which will include CMHA etiquette and skills such as how to professionally answer phones.
- **Put** four-year property assessment process in place for long-term positioning of CMHA assets and began completing assessments.
- **Began** assessing cost-benefit of implementing non-smoking buildings, beginning with outreach to communities and leadership, including community businesses.
- **Relaunched** curb appeal audits and Gold Standard work across all asset management properties.
- **Created** plan to teach tenants how to be good neighbors in the community.
- **Analyzed** rent study and Census data with HUD data to establish communities that have low poverty, to target as areas of opportunity for assisted families.
- **Set** clear customer service standards and adopted proven best practices.
- **Diversified** recruitment tactics.
- **Started** the HCV Customer Service Call Center.
- **Surpassed** the HUD Section 3 goals.
- **Rehabbed** 174 affordable housing units.

- **Awarded** tax credits for West Union Square development.
- **Opened** Cincinnati Contemporary Learning Center (CCLC) for business.
- **Earned** an Ohio Auditor of State Award for exemplary financial reporting in GAAP (Generally Accepted Accounting Principles).



Saved \$30,000 by establishing BAFO (best and final offer) approach on solicitations.

CMHA established more than **50** linkages and partnered with several agencies to provide self-sufficiency opportunities to residents.

HCV Call Center opened.

Section 3 Dollars spent:

\$1.59M

New hires

\$1.07M

Construction

\$521K

Non-Construction

364 Family Self-Sufficiency (FSS) program participants increased their income.



25%

Bulk purchasing yielded about a **25% savings**.



Progression: Year Two of Five-Year Strategic Plan

By Year Two, July 2015 through June 2016, we were hitting our stride on heading in the right direction. The overarching theme for this period was “**progression**” – making steady and measurable movement toward our destination.

A highlight for Year Two was receiving the Economic Inclusion Advocate of the Year Award from the city of Cincinnati at the Midwest Regional Sustainability Summit, a validation of our efforts. Other highlights from our Year Two journey in the Five Major Goal Areas for Improvement include:

- **Took** steps to apply for services through the Jobs Plus and Ross grants, Choice Neighborhoods Implementation grant and HOME funding; received Family Self-Sufficiency Program (FSS) grant.
- **Developed** cascading goals on a variety of areas and disciplines, including strategic, agency accountability and employee performance accountability.
- **Set** agency-wide training for issues concerning the Office of Fair Housing and Equal Opportunity, the HUD 4350 Handbook (requirements for subsidized multifamily housing programs), procurement and maintenance.
- **Developed** data tools including a resident portal, dashboard on the intranet, new ticket system for IT and other departments.
- **Established** five-day onboarding procedure and formal orientation for new employees.
- **Held** landlord appreciation banquet in October, which was deemed a success by owners, staff and partnering agencies.
- **Organized** resident communication teams.
- **Developed** a new website that provides greater access to CMHA services to the community, vendors and other stakeholders.
- **Implemented** annual training for HUD updates for each department.
- **Held** Eviction Update Training and Tenant Fund Training for Asset Management.
- **Conducted** fiscal assessment of all properties.
- **Set** Baldwin Grove as the non-smoking campus pilot.
- **Created** M.O.V.E. program to increase resident self-sufficiency and economic stability.
- **Implemented** the FSS Program for Asset Management participants.
- **Held** a National Housing Symposium that included affordable housing advocates, practitioners and residents.
- **Rehabbed** 241 affordable housing units.

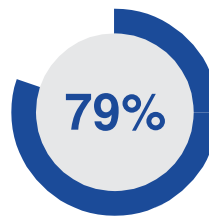
- **Held** a Smoke-Free Education Symposium.
- **Awarded** three Awards of Merit from the National Association of Housing and Redevelopment Officials (NAHRO): 1) Providing Skills for Rewarding Careers for Sherwin-Williams Painter Training Program; 2) Community Revitalization for The Reserve; and 3) Project Design/New Project for The Reserve (a CMHA development).
- **Held** a Resident Housing Symposium.

All new employees will now participate in a **5-day** onboarding.



What's cooking? CMHA held team-building chef competition for leadership.

Repositioned **7** properties for long-term sustainability under RAD-PBRA program.



79% of CMHA residents who completed Sherwin-Williams painting class were hired, surpassing national average.

66 residents participated in FSS program for Asset Management. (Goal was 25)

HCV FSS participants increased income by **43%**.

CMHA earned the Economic Inclusion Advocate of the Year Award by the city of Cincinnati at the Midwest Regional Sustainability Summit.

Wex Card savings (gas card): expected savings \$80K, **actual \$100K+**.

Minority Business Enterprise contracts awarded: **\$3.37M** or **35%** of business.

Women's Business Enterprise contracts awarded: **\$316K** or **3%** of business.





Movement: Year Three of Five-Year Strategic Plan

Fiscal Year Three of our strategic plan, which ran from July 2016 through June 2017, was defined by the theme of “**movement**” – things were really starting to flow, and action was the name of the game.

CMHA made strides in a variety of areas during Year Three, including data and technology advancements, operational improvements and actions that improve life for our residents, landlords, employees and more. Among the accomplishments of Year Three:

- **Expanded** development funds, including from the Federal Housing Administration (FHA), HOME, Neighborhood Stabilization Program (NSP), Hamilton County’s Tenant-Based Rental Assistance (TBRA) and other sources.
- **Developed** new revenue-generating ideas for 2018, which includes more leasing of City West retail space, currently at 87 percent.
- **Conducted** payroll audits in Human Resources and internal control audits in Finance, among others.
- **Rolled out** new website in August.
- **Introduced** new legal ticketing system.
- **Trained** staff in Gold Standard communications, manager accountability writing, Excel, procurement strategies and more. Legal staff attended Housing and Development Law training.
- **Partnered** with Community Action Agency and City Works to offer quarterly training so residents can improve resume-writing and interviewing skills.
- **Completed** renovation of Baldwin Grove.
- **Submitted** letter of intent to HUD for RAD conversion of entire portfolio.
- **Partnered** with Healthy Babes & Moms, Dress for Success, 4C for Children and ITT Technical Institute, among others, as part of the FSS Linkages Partners.
- **Hosted** a variety of events including a teen job event, a session that taught adults and kids how to use the library and a College Connection workshop.
- **Conducted** extensive interviews with various stakeholders – including state legislators, landlords, residents, city leaders, neighborhood groups and more – as well as other research to understand perceptions of CMHA and how best to position our brand.
- **Began** homeownership development plan for English Woods site.
- **Opened** Cary Crossing, housing for disabled persons, in Mount Healthy.
- **Held** groundbreaking for West Union Square and began construction of the 70-unit building for seniors.
- **Rehabbed** 154 affordable housing units.

- **Partnered** with the city of Cincinnati to increase the pool of candidates certified as Minority Business Enterprise and Women’s Business Enterprise via Building for the Future initiatives.
- **Earned** designation as a national best practice by HUD for CMHA’s Section 3 and Building for the Future initiative.



A home ownership event attracted **30 vendors** and **185 attendees**.

195 job offers were extended to job seekers during an April hiring event that featured **46 employers** and agencies and **117 participants**.

3,000 books were given to CMHA children and families through the First Learning initiative.



The HCV Program earned a perfect SEMAP score.



CMHA’s Section 3 and Building for the Future initiative were designated as a **national best practice** by HUD.

Building for the Future and the Pre-proposal Workshop received Awards of Merit from the National Association of Housing and Redevelopment Officials and were both submitted for the NAHRO Awards of Excellence.

Cary Crossing Opened.





Transformation: Year Four and Beyond

CMHA is committed to continue working toward the important goals outlined in our 2014-2019 Strategic Plan. Year Four, or the “transformation” year of this process, which will run from July 2017 to June 2018, is off to a strong start. We have many important things to accomplish during this period. Here are a few:



Over six thousand books given to kids and adults



This program has employed over 320 residents since its inception

- **Implement** preservation of affordable housing through RAD.
- **Develop** 400 new affordable housing units (over 4yrs).
- **Ensure** 100 percent of the Accountability System is being utilized.
- **Implement** new payroll system.
- **Update** current property management model to include RAD.
- **Conduct** assessments of first set of RAD properties.
- **Improve** communication streams internally and externally.
- **Implement** and execute the Digital Storefront.
- **Continue** to grow all programs such as: Family Self-Sufficiency, First Learning and M.O.V.E.
- **Partner** with stakeholders to expand homeownership opportunities at City West, West End and English Woods.
- **Complete** the sale of Lincoln V.
- **Submit** at least two tax credit applications.
- **Continue** the HCV high performer HUD status.
- **Implement** Yardi software system.
- **Open** West Union Square in June 2018.
- **Rehab** 138 affordable housing units.



West Union Square 70 new affordable housing units



CMHA's Gold Performance Standard

The CMHA **Gold Performance Standard** refers to the principles and values 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 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 respect and dignity that each of us deserves.

Integrity
Accuracy
Accountability
Exceptional

Creativity
Initiative
Timeliness
Professionalism

Respect
Value
Excellence
Quality