

Reimagining Community, Building Tomorrow.

Cincinnati Metropolitan Housing Authority
2024 - 2029 Strategic Plan



Dear Stakeholder,

I'm proud to share, with the support of our board, the new organizational strategic plan which will guide our direction and priorities for the next 5 years.

This plan is the result of a comprehensive and collaborative process that incorporates input from all stakeholders including residents, voucher holders, property owners, staff and community partners. I would like to extend my gratitude to all who took the time to participate in the process, ensuring that the plan reflects the shared vision of the entire community in reimagining public housing.

Key features of our new strategic plan include:

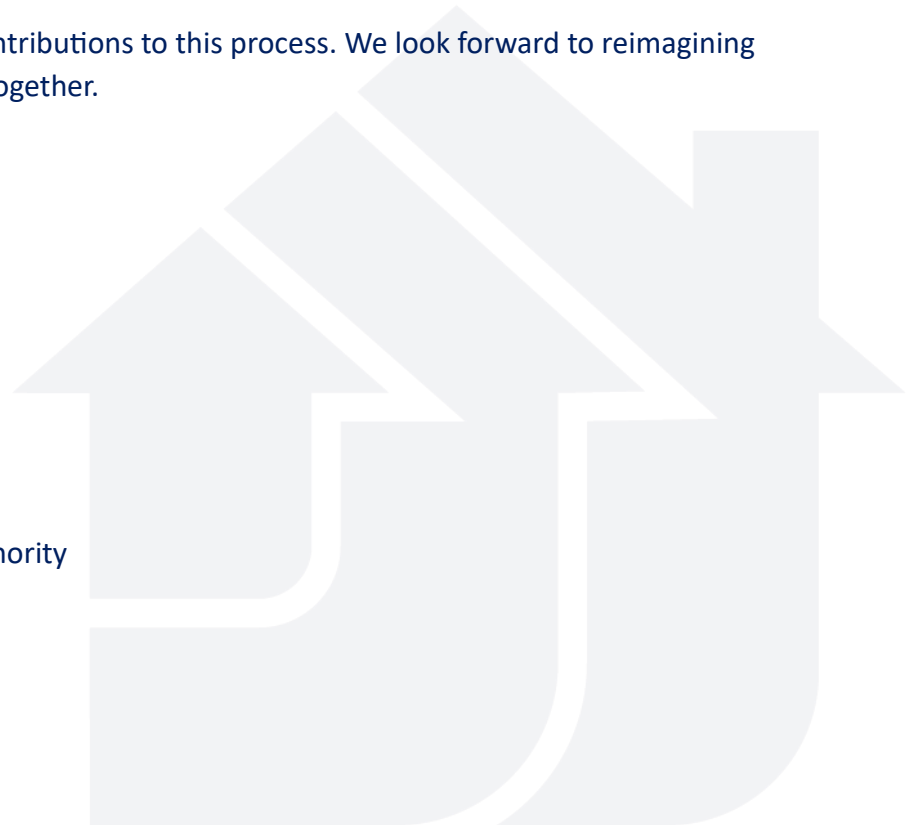
- **Elevating the Resident Experience**
- **Enhancing Stakeholder Engagement**
- **Improving Organizational Efficiency**
- **Strengthening Partnerships**
- **Amplifying Organizational & Team Success**

Thank you again for your valuable contributions to this process. We look forward to reimagining community and building tomorrow, together.

Sincerely,

Gregory Johnson

Gregory D. Johnson, MS, PHM, EDEP
Chief Executive Officer
Cincinnati Metropolitan Housing Authority



About CMHA

The Cincinnati Metropolitan Housing Authority was established in December of 1933 under the provisions of the Ohio Housing Authority Law and is an asset to Hamilton County. For more than 80 years the agency has provided affordable rental housing opportunities for individuals and families throughout the county. The agency operates or administers three separate programs. Asset Management consists of 4,435 units owned and managed by CMHA. The Housing Choice Voucher can administer Housing Assistance Payments for over 11,893 households, when HUD funding allows. The agency also operates 1,231 units of other affordable rental housing.



Vision, Mission, Values & Gold Standards of Excellence

Our organization maintains the existing organizational culture framework that was developed in previous strategic planning cycles.

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

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.

Values:






-  **Integrity**
-  **Respect**
-  **Initiative**
-  **Accountability**
-  **Excellence**

Gold Standards of Excellence

- 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.

Planning Process

CMHA utilized a holistic approach toward strategy development through leveraging existing knowledge, conducting qualitative and quantitative research to understand stakeholder perspectives with results prioritized in a cross-functional strategic planning workshop.

				
<p>Data Review</p>	<p>Focus Groups</p>	<p>Quantitative Survey</p>	<p>Strategic Planning Workshop</p>	<p>Strategy Development</p>
<p>REdCon began the process by reviewing existing organizational data such as CMHA’s current strategic plan and community reports. We leveraged this information to identify gaps in knowledge and prioritize stakeholder research.</p>	<p>Next, we facilitated qualitative interviews with a variety of stakeholder groups to gain an understanding of each perspective and to ensure the strategies balances all stakeholder priorities.</p>	<p>Based on the information in the focus groups, REdCon authored and conducted an online survey with stakeholders & community members to assess performance and priorities strengths and opportunities from the stakeholder perspective.</p>	<p>REdCon team facilitated several cross-functional strategic planning workshops with staff members of CMHA. During these sessions staff members worked collaboratively to develop and prioritize pillars for the new strategic plan.</p>	<p>Lastly, the REdCon team synthesized all data from the previous project stages and provided the final strategic plan to the Board for approval.</p>



Building Tomorrow: CMHA Goals

- 1. Elevate Resident Experience:** To elevate the resident experience by creating and maintaining a safe and inclusive community where every resident feels valued, connected, and empowered.
- 2. Enhance Stakeholder Engagement:** To enhance the engagement of our stakeholders, encompassing residents, partners, vendors, employees, and the broader community.
- 3. Establish “The CMHA Way”:** To achieve excellence and uniformity in all aspects of our operational and engagement experiences, ensuring that every interaction is consistently high-quality, efficient, and reflective of our core values.
- 4. Strengthen Partnerships:** To build partnerships to expand resident utilization, and drive engagement amongst stakeholders.
- 5. Amplify Organizational & Team Success (All Employees):** To cultivate a culture of excellence, growth, and well-being amongst our staff, by emphasizing and recognizing collaboration and efficiency.

Actions Today: Strategies & Actions to Deliver CMHA Goals

Goal 1: Elevate Resident Experience: To elevate the resident experience by creating and maintaining a safe and inclusive community where every resident feels valued, connected, and empowered.

Strategic Inspiration & Stakeholder Impact: Residents are the most important stakeholders at CMHA, and their community value and growth are the reason CMHA is here. This strategy impacts not only their day-to-day life but also the Hamilton County communities as a whole.

Strategies & Actions

1. Maintain a resident-first culture among staff, where residents' needs, and satisfaction are prioritized in all decision-making processes.
 - a. Provide customer service training to all frontline staff.
 - b. Relaunch Gold Standards and connect to operational training.
 - c. Identify motto that quickly reminds staff of mission and engagement expectations.
 - d. Evaluate current response protocols for strengths and opportunities.
 - e. Develop SOPs for resident activities (maintenance, move-in inspections – tracking and scheduling).
2. Provide growth opportunities for residents to attain or further develop self-sufficiency.
 - a. Continue general resident education (budgeting, self-sufficiency, home ownership).
 - b. Expanded training & development resources for 24/7 accessibility.
 - c. Assess resident awareness and engagement with existing programs and identify growth opportunities.
 - d. Choose priority programming and develop awareness campaign to drive engagement.
 - e. Track impact of initiative based on enrollment numbers.
3. Enhance resident spaces through preservation of public housing units and new construction initiatives.
 - a. Continue enhancements of current portfolio, beyond strictly maintaining the properties.
 - b. Continue to reimagine new construction initiatives.

Actions Today: Strategies & Actions to Deliver CMHA Goals

Goal 2: Enhance Stakeholder Engagement: To enhance the engagement of our stakeholders, encompassing residents, partners, vendors, employees, and the broader community.

Strategic Inspiration & Stakeholder Impact: The partnership with all our stakeholders drives the organization for continuous improvement and community connection. This strategy impacts all our stakeholders by keeping them informed of our plans and consistently gathering their feedback.

Strategies & Actions

1. Develop a stakeholders communication plan that ensures timely, clear, and accessible information is shared with stakeholders through various channels (newsletters, websites, social media).
 - a. Develop a communication plan that ensures timely, clear, and accessible information is shared with stakeholders through various channels (newsletters, websites, social media).
 - b. Evaluate and report on engagement activities to stakeholders, highlighting achievements, challenges, and lessons learned to ensure transparency and accountability.
 - c. Identify and share success stories of CMHA stakeholders including residents, landlords, vendors and staff.
2. Identify an efficient system for collecting and responding to feedback from stakeholders, demonstrating that their input is valued and considered in decision-making.
 - a. Identify priority stakeholder groups and top communication needs / interactions.
 - b. Educate stakeholders on their role in the larger CMHA ecosystem.
 - c. Create advisory committees with stakeholder representatives to involve them in decision-making processes.
3. Prioritize organizational training in the art of giving & receiving effective & constructive feedback.
 - a. Identify training programs or build curriculum for the art of giving and receiving effective and constructive feedback.
 - b. Develop training timeline for each level of the organization.

Actions Today: Strategies & Actions to Deliver CMHA Goals

Goal 3: Establish “The CMHA Way”: To achieve excellence and uniformity in all aspects of our operational and engagement experiences, ensuring that every interaction is consistently high-quality, efficient, and reflective of our core values.

Strategic Inspiration & Stakeholder Impact: The efficiency and consistency of our organizational processes will determine our future success. The strategies and actions of this goal focus on our organization processes with the results impacting all stakeholders.

Strategies & Actions

1. Collect and use data as foundation for decision making including strategic prioritization, process and training development.
 - a. Assess data sources & identify key performance metrics to continuously measure initiative progress.
 - b. Identify gaps in data sources and create plans to collect and report needed data.
 - c. Refresh organizational culture to make decisions using data.
 - d. Develop dashboards for each department that builds organizational dashboards.
 - e. Create advisory committees with stakeholder reps to involve them in decision-making processes.
2. Refresh & relaunch standardized procedures for all operational aspects, like application processing, and tenant communications, to ensure consistency and fairness.
 - a. Review protocols for key CMHA stakeholder activities such as:
 - i. Payment process
 - ii. Application process
 - b. Conduct refresh training for existing procedures.
 - c. Develop a standard greeting for all CMHA/Stakeholder interactions.
 - d. Develop standards for all internal meetings (communication, agenda, etc.).
3. Continue financial & operational success by paying down debt and identifying innovative initiatives.
 - a. Maintain current financial practices that support CMHA goals through:
 - i. Paying down existing debts.
 - ii. Identifying innovative initiatives to support more residents.
 - iii. Leverage existing partnerships beyond traditional funding sources.
 - iv. Explore new partnerships to continue diversification of resources and provide organizational stability.

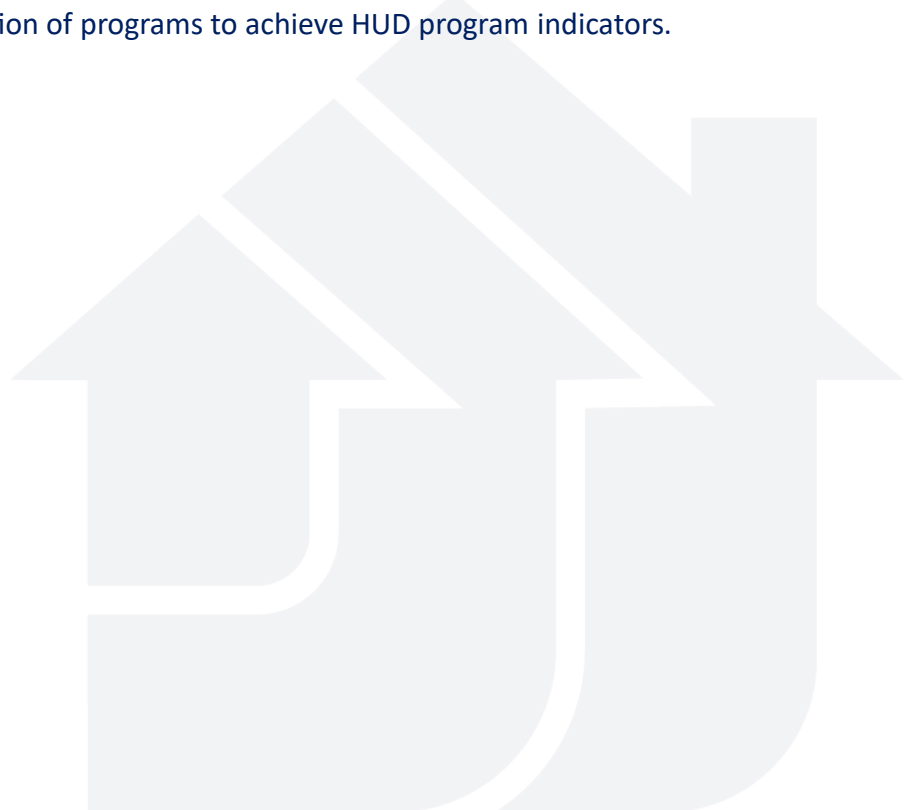
Actions Today: Strategies & Actions to Deliver CMHA Goals

Goal 4: Strengthen Partnerships: To build partnerships to expand resident utilization, and drive engagement amongst stakeholders.

Strategic Inspiration & Stakeholder Impact: To have the greatest impact in Hamilton County, we want to lead partnership engagements to create the most appealing programs for our residents. The strategies and actions focus on our business-to-business partnerships and financial stability with the outcomes experienced primarily realized by our residents.

Strategies & Actions

1. Collaborate with local organizations and businesses to provide fresh opportunities for connection with stakeholder resources.
 - a. Conduct a thorough assessment of potential partners that align with the housing authority's strategic goals.
 - b. Develop a clear value proposition for potential partners, highlighting the mutual benefits of collaboration.
 - c. Map out partnership opportunities based on shared objectives, resources, and needs to identify where collaboration could be most impactful.
2. Achieve HUD program indicators for optimal community impact.
 - a. Continue implementation of programs to achieve HUD program indicators.



Actions Today: Strategies & Actions to Deliver CMHA Goals

Goal 5: Amplify Organizational & Team Success (All Employees): To cultivate a culture of excellence, growth, and well-being amongst our staff, by emphasizing and recognizing collaboration and efficiency.

Strategic Inspiration & Stakeholder Impact: The employees at CMHA deliver our Mission throughout Hamilton County daily and identify opportunities for increased loyalty. The strategies and actions of this goal focus on our employees & recognition with the results being felt by all stakeholders through a more engaged staff member.

Strategies & Actions

1. Recruit and retain top talent who demonstrate effective and inclusive leadership and accountability.
 - a. Identify key traits of top talent.
 - b. Incorporate key traits into variety of HR activities (e.g. job descriptions, performance evaluations).
2. Refresh and reintroduce a mechanism for staff recognition that incentivizes collaboration and efficiency across the organization.
 - a. Re-evaluate existing staff recognition programs for optimal impact.
 - b. Refresh recognition programs to address team or cross-organizational collaboration.
 - c. Reintroduce program to staff to drive organizational success.

