#### 2012 – 2017 Strategic Plan Board of Commissioners Update June 26, 2013



"The MPHA Strategic Plan provides a road map for the future. It is not prescriptive but clarifies the agency's mission, establishes its core values, sets the agenda, and adopts strategic directions that should ensure the longevity and health of the agency, as well as promote the delivery of high quality services to its customers."

F. Clayton Tyler, Chair, MPHA Board of Commissioners

EQUAL HOUSING OPPORTUNITY – EQUAL EMPLOYMENT OPPORTUNITY

MINNEAP



The mission of Minneapolis Public Housing Authority (MPHA) is to promote and deliver quality, well managed homes to a diverse, low income population and, **with partners**, contribute to the well-being of the individuals, family and community we serve.

MPHA will continue to be a dynamic and innovative leader in the Minneapolis community with an even greater commitment to promoting, creating, managing and preserving, and delivering quality, affordable housing and supporting vibrant and diverse communities. MPHA will achieve this vision by:

- using new and effective technologies;
- developing and implementing sustainable property management practices;
- retaining MPHA's "high performer" designation in its pubic housing and Capital Fund as well as Section 8 HCV programs; and
- establishing partnerships with agencies, organizations, and institutions that provide non-housing and social services to MPHA's customers.

#### **Strategic Direction 1**

MPHA's highest priority is to preserve its viable housing portfolio so it remains a resource for affordable, safe and high quality housing for its residents.



Conduct physical needs assessments that provide the basis for capital Improvements planning and implementation on a regular and reasonable basis.

 Conducted a comprehensive needs assessment that indicates MPHA has \$189 million in deferred needs



Provide maintenance and capital improvements to ensure a consistent livability standard that meets or exceeds HUD's Uniform Physical Condition Standard (UPCS).

 Implemented \$61.3 million in capital improvements that included completion of \$50 million in ARRA funded improvements.



Implement sustainable strategies and technologies in carrying out capital and maintenance activities and agency operations.

- Amended contract language in Procurement documents that requires contractors to adopt sustainable and green strategies
- Completed \$11.6 million in ARRA funded energy conservation measures at all MPHA Scattered Sites
- Provided training for AMP Office Coordinators in Elite's Software System to teach them how to create Planned Maintenance Work Orders.
  - Used to easily generate work orders for recurring, routine maintenance tasks
  - Created a training document

- Implemented IVR that allows tenants and applicants to check on their status on the waiting list, rent payments and charges and access to staff.
- Developing redundancy systems to provide continuity of agency operations in case of disasters.



Take advantage of opportunities to maintain Public Housing subsidies and pursue other opportunities that contribute to preservation of existing viable sites.

 MPHA successfully competed for State of Minnesota funding under the Preservation of Publically Owned Housing Program and secured \$600,000 for modernization actions at 600 – 18<sup>th</sup> Avenue North.



Develop evaluation criteria, including housing program needs, cost effectiveness and long term sustainability measures, to consider when determining which properties should be retained and which should be eliminated from MPHA's portfolio.

Engaged the University of Minnesota Urban Design Center to assist in initial phase of conceptual planning for the redevelopment of Glendale.



Investigate opportunities to reposition single family homes into a more cost effective and operationally efficient housing inventory.

 Identified group of twelve single-family units with a high level of needs and worst FCI for disposition and replacement.



Conduct a comprehensive assessment of security needs and practices with the goal of contributing to a safe and secure environment in a cost effective manner.

- Comprehensive assessment of Security needs conducted by Honeywell
- Created an internal security planning team
  - Prioritized recommendations
  - Moved forward to secure a Manager of Security Operations
  - Worked with MHRC to train Project Lookout volunteers
  - Ordered needed equipment
  - Submitted a grant proposal for security funding to HUD
  - Published a Resident Communicator regarding security

**MPHA** will maximize effective use of its Section 8 Housing **Choice Voucher Authority** and have as a priority to maintain its baseline number of Tenant-Based vouchers and respond to additional critical Minneapolis **Community affordable** housing needs by assessing revenue streams, resource implications, and opportunity costs as it allocates its vouchers.

#### **Strategic Direction 2**



MPHA's priority will be to affect a balanced approach aimed at: housing families from the agency's current wait list by maintaining and, where possible, expanding its allocation of Tenant-Based Vouchers and creating partnerships in order to use its Project Based Authority.

- Took protective actions to ensure MPHA Section 8 HCV participants were able to maintain their vouchers despite significant Federal and local cuts to funding.
- Contacted Project Base Voucher development owners regarding priority access to those developments for persons on MPHA's Section 8 waiting list.



When allocating Project Based Vouchers, MPHA will adopt strategies that will promote affordable housing to families with specifically identified needs, promote service enriched housing, leverage increases in the supply of affordable housing, and foster operational stability for affordable housing development.

- MPHA began implementing its Targeted Project Base Voucher Program.
  - This program required a minimum of three new affordable housing units for each project based voucher awarded
  - A total of 315 new affordable housing units will be created.



When awarding Project Based Vouchers to potential partners, MPHA will develop and implement evaluation criteria that will include the partner's willingness to cover MPHA's costs above those that would be provided by HUD for Tenant Based vouchers.



Create policies that position the agency to respond to natural disasters and other emergencies as determined by the MPHA Board of Commissioners.

- The MPHA Board adopted a model disaster/emergency policy in May 2011 in response to the Northside tornado.
  - Section 8 HCV Department will be utilizing this model to respond to future disasters/emergencies

#### **Strategic Direction 3**

MPHA will seek partnerships with the goal of enhancing services, promoting health and wellness, contributing to safety and supporting residents and participants in their efforts to live independent lives.



Promote opportunities, in cooperation with its partners, for residents to age in place and receive services and supports that will allow residents to have quality lives.

- Opened Heritage Park Senior Services Center involving strategic partners and offering medical, therapy, adult day services, recreational programs and other activities that contribute to the health and wellness of MPHA elders
- Opened Thomas T. Feeney Manor
  - Enhanced assisted living/memory care services
  - MPHA partnered with Augustana Care for services and management

- Met with Guild Incorporated (helps people with mental illness to lead quality lives) to provide services to residents at 314 Hennepin
  - Met with Volunteers of America (VOA) to assure that the services provided by the Guild are compatible with and would enhance services provided by VOA
  - Identified a space at 314 Hennepin to be converted to office space for the Guild in 2013



Sustain its Senior Housing Designation Plan, which creates and sustains senior communities within MPHA public housing developments and, offers choices for seniors regarding housing location and assisted living programs.

- Submitted and received approval for continued designation of twelve senior buildings
- Submitted and received approval for designation of Thomas T. Feeney Manor



Encourage and support resident involvement and participation in agency activities that impact residents and their homes. MPHA will work with established resident councils and representation systems to support this goal.

 Continued Agency involvement in numerous MPHA and resident committees including, Resident Advisory Board, Tenant Advisory Committee, Security Advisory Committee and the Maintenance, Modernization and Management Committee

- Created a recycling program in AMP 7 that uses residents to collect recyclables door to door to encourage recycling and assure that the recyclables are not contaminated by garbage
  - Began the pilot program at 3121 Pillsbury
  - Recruited residents to collect the recyclables
  - Provided informational materials to residents
  - Expanded the program to other AMP 7 buildings
  - Purchased and distributed bins for each resident to use for recycling



Provide through its partnerships education, training and employment opportunities for residents and participants seeking to become economically self-sufficient.

- Develop plan for computer training centers for residents (in one building now) in partnership with City of Minneapolis and volunteer groups in conjunction with City's initiative to eliminate the digital divide.
- Adopted a new strategic initiative partnering with Alliance Housing Incorporated utilizing Section 8 resources to provide affordable housing and intensive self-sufficiency services.

- MPHA contracts with the EastSide Neighborhood Services to employ two senior workers to work at HPSSC
  - Both are low-income and one is a resident
  - Two MPHA senior residents support the MHRC office



Coordinate with the City of Minneapolis, Hennepin County and other partners to identify and implement specific strategies that promote health and wellness opportunities for residents and participants, including making MPHA smoke-free within the next five years.

#### MPHA Smoke Free Initiative

- Drafted editorial response to Star Tribune regarding MPHA's Smoke Free Initiative
- Published and distributed MPHA position paper regarding its Smoke Free goal
- Worked with MHRC on including Smoke Free information in Highrise Lowdown
- Continued participation with Hennepin County Community Transformation Grant staff to develop strategies
- Received \$20,000 from Hennepin County to assist with marketing MPHA's smoke free initiative
  - Eive buildings have been designated non-smoking

MPHA and Hennepin County are in the early stages of implementing the MTW Transitional Housing Initiative approved by HUD that will set aside public housing units to be utilized for homeless persons coming out of the hospital for temporary housing with services.



MPHA will continue to participate and communicate with HUD, the State of Minnesota, the Met **Council, Hennepin County, and** the City of Minneapolis to contribute to the development of housing policy and housing policy implementation as well as to ensure that the affordable housing needs of Minneapolis residents and the agency's capacity and ability to address these needs will be considered when housing-related decisions are being made.

#### **Strategic Direction 4**



Continue to interact with other units of government to contribute to the development of housing policies, rules, and regulations.

- MPHA participates in ongoing discussions with HUD (National and Local) to develop and clarify housing policies.
- MPHA is working with CPED to explore joint policies regarding redevelopment of Glendale and Heritage Park vacant land.
- MPHA contributes to a development of the City of Minneapolis Consolidated Plan and participates on the Continuum of Care Committee.



Interact with local jurisdictions to create a local housing policy agenda, contribute to the housing elements of local plans, address immediate housing issues, develop emergency response strategies, and encourage a cooperative approach to implementing housing policy and services.



Strategically communicate MPHA's successes, initiatives and capabilities to local leaders, businesses, and stakeholders and partners in order to increase awareness of MPHA's capabilities and contributions.

- Revamped agency website as access point for information and services provided by MPHA.
- MPHA has established a communication protocol and creates strategic publications and informational materials to inform local leaders, businesses, stakeholders and others about agency successes and other critical communication issues.

#### **Strategic Direction 5**

**MPHA** will use its resources in an efficient and accountable manner, in compliance with all laws and regulations, and will seek to maintain an adequate financial reserve to ensure the long term viability of the agency and protect it from unanticipated costs and the consequences of fluctuating federal appropriations.



MPHA will look for ways to streamline its operations in order to realize financial efficiencies and economies of scale.

- Created & implemented payment processing changes to streamline payments made for utility bills, MPHA Board stipends, and resident self help services – this saves MPHA considerable processing time.
- MPHA completed an IT Department reorganization. This eliminated one staff position and re-focused IT staff positions to be better aligned to internal customer needs

- MPHA continues to implement a document management system to create more efficient document storage and retrieval and improve retention needs
- MPHA converted its telecommunications network to Voice Over Internet Protocol (Voice Over IP) improving the reliability of the MPHA's telecommunications network and reducing the time needed for network troubleshooting, repairs and modifications

- MPHA Engineering staff now have improved access to Building Automation software through the use of iPads allowing them to monitor and adjust building system components from remote locations.
- MPHA embarked on a Housing Choice Voucher rent reform initiative to, among other goals, reduce administrative time and complexity in administering the Section 8 Housing Choice Voucher Program.



MPHA will maintain an adequate financial reserve to safeguard the agency against unanticipated costs and widely varying federal appropriations.

- MPHA's 2011 Months of Expendable Fund Balance as measured by HUD through PHAS was equivalent to 4 months, a result that is awarded the highest possible points for this indicator.
- Despite significant funding reductions in 2012, MPHA's approved budget for 2012 was at a level expected to retain the highest possible points for the Months of Expendable Fund Balance indicator.
- MPHA's 2012 financial results were within approved budgeted levels.



MPHA, recognizing the importance of operating with transparency, accountability and integrity, will meet all financial reporting, audit and expense eligibility requirements to the satisfaction of granting agencies and other financing partners.

- MPHA has been deemed by the State Auditor to be a "low risk auditee". In 2011, MPHA had no financialrelated findings and received an unqualified opinion on its OMB A-133 single audit.
- HUD's quality assurance review of MPHA's ARRA grants close out found no deficiencies or discrepancies in the administration of the three competitive grants.
- MPHA has met all HUD required obligation and expenditure deadlines for Capital Fund and other special HUD grants.
  - On three different occasions, MPHA staff presented the 2013 Budgets to public housing residents and responded to resident comments and concerns.



Conduct business and financial functions with a focus on best practices and integrity.

- MPHA has been awarded five National NAHRO Awards of Merit – two of which are also nominated for Awards of Excellence\*
  - Foreclosure Stabilization Program
  - Horn Recycling Program
  - Cedars Improvement Project\*
  - Heritage Park Senior Services Center (Design)\*
  - Heritage Park Senior Services Center (Partnerships)

MPHA will update and strengthen its operational policies and practices to ensure: a) that all staff can perform their duties at the highest levels of competency and, b) the long-term viability of the agency, including cultivating and attracting the next generation of leadership.



#### **Strategic Direction 6**



Provide staff training that benefits both the employee and the agency to ensure staff is abreast of and responsive to current trends.

- Fall of 2012 Right-to-Know training was conducted for all staff.
- All LIPH and maintenance and trades staff were also trained in Bloodborne Pathogens.
- MPHA continues to provide employees with Housing TeleVideo Network (HTVN) on-line training to meet professional development goals and enhance and expand employees' knowledge and skills.

- Trained Regional Property Managers and AMP Office Coordinators to use software that allows the end user to easily manipulate data and generate reports.
- Six Building & Grounds Specialists attended Certified Maintenance Technician training through the Minnesota Multi-housing Association.
  - Training needed to be promoted to Service and Maintenance Specialists.

- Improved MPHA Preventative Maintenance Program (PM) to schedule and issue PM actions automatically to engineers.
- August 2012 forty-nine employees attended a retirement planning workshop presented by Wells Fargo.
  - Employees received an overview on Social Security, Medicare, continuing health coverage, long-term care, reverse mortgages and investment strategies and annuities.



Provide diversity training for staff to improve communications with an increasingly diverse base of customers.

MPHA partners with Minneapolis Highrise Representative Council in its diversity initiative that trains residents and staff together in matters related to cultures and diversity.



Provide regular opportunities for staff to reflect on their goals and accomplishments.

- Performance appraisals are typically done each year to give the supervisor and their employee(s) an opportunity to meet and reflect on their staff's performance and accomplishments.
  - Discuss areas that may need improvement
  - Set goals for the next year



Design and implement management succession strategies that, at a minimum, include cultivating, retaining, and attracting the next generation of leadership.



Recruit and retain a diverse and talented workforce.

- MPHA continued to hire and maintain a diverse workforce in 2012.
  - At year-end overall employee ethnicity was 56% caucasian and 44% minority.
  - MPHA awarded sixty-one milestone Length of Service awards ranging from five to thirty-five years of employment in 2012.
  - MPHA recognized and awarded eight employees with Customer Service Employee of the Month awards for going above and beyond in providing exceptional customer service in their position.

#### **Strategic Direction 7**

MPHA will continue its commitment to promote participation in its operations by women, minority and Section 3 residents and businesses, as well as other Small and Underutilized Business Program (SUBP) participants.



Recruit and hire qualified women, minority and Section 3 residents as part of a commitment to promote participation in its operations and comply with appropriate Section 3 requirements.

- There are two Section 3 businesses at HPSSC
  - Licensed beauty salon at Heritage Commons
  - G & G Enterprises vending machine vendor at HPSSC and Thomas T. Feeney Manor.
  - Nine employees hired in 2012 indicated on their application that they were low-income individuals under Section 3.
    - This is 36% of our total hires



Conduct procurement activities in compliance with Section 3 requirements and to promote MPHA goals related to participation of women and minority enterprises in agency business activities.

- Participates in the Annual Small and Disadvantaged Business Opportunity Council Government Procurement Fair.
- Maintains a list of qualified Section 3 individuals and businesses and made available for informal solicitations.
- Ensures MPHA listings are included in MPHA construction manager solicitations.
- Participation in National Association of Minority Contractor monthly meetings.



Create a MPHA Job Bank that provides a list of Section 3 eligible residents, job interest categories and contact information that can be provided to firms doing business with MPHA.

 Maintains a list of Section 3 eligible residents (Job Bank) with information on skills and qualifications of Section 3 residents.



Identify and engage with organizations that provide education, training and support for employment related to the kinds of work performed by firms doing business with MPHA and refer residents to these organizations.

MPHA offers Supplier Diversity Training sessions involving W/MBE businesses, Section 3 businesses, MPHA construction managers and other small businesses on topic areas relevant to successful bids for MPHA contracts.