



STRATEGIC PLAN

2023 - 2027

Introduction | Message from the Chair & Executive Director



Tom Hoch
Chair

In the past five years since MPHA's most recent strategic plan the world has been fundamentally reshaped. From a pandemic shuttering communities to a global reckoning on race and injustice igniting in Minneapolis, the world has changed in ways previously unimaginable. Yet despite the challenges and uncertainty, MPHA staff remained resolute in their commitment to the health and safety of residents and voucher-holders. Through dueling international crises, the agency maintained its high-performer status—quickly rebounding its occupancy rate following local lockdowns, maintaining high rates of rent collection with supports like RentHelpMN, and delivering high-quality, well-maintained units to MPHA residents.



Abdi Warsame
Executive Director

Beyond excelling at the agency's core mission of housing people, the agency also completed numerous major projects, including the Section 18 conversion of the scattered site portfolio (and subsequent creation of Community Housing Resources), the historic \$27 million renovation of the Elliot Twin towers made possible through use of RAD, converting the agency's legacy software systems into a single enterprise platform, partnering with Metro HRA in the Community Choice Demonstration Program, and closing the financing for 84 new units of deeply affordable family housing.

These successes cement MPHA as a high-functioning and high-achieving agency. The agency's accomplishments are underpinned by the highly capable MPHA team working together to deliver the highest quality of service for MPHA residents. These victories would not be possible if not for the quality of the MPHA team. Further, these achievements lay the groundwork for the future opportunities visioned as a part of the agency's new, five-year strategic plan.

As we turn the page on a period of global instability through dueling crises, MPHA is well positioned to take advantage of every opportunity before it. What is enclosed in this new strategic plan is everything MPHA aspires to over the next five years—a vision for a stronger, more connected MPHA. The new plan is tightly centered around the MPHA resident and voucher-holder experience, ensuring the agency leverages innovative strategies and partnerships to prioritize the preservation and production of deeply affordable housing in Minneapolis for generations to come.

But this work is not MPHA's alone. It is going to take board members, staff, residents, voucher-holders, and partners, working together, to bring this new strategic plan to life. Together, we can build a better future for our community.



INTRODUCTION

Executive Message	1
Our Plan - Overview	3
Who We Are	4

THE PLAN

Takeaways & Innovation	6
Our Plan Build on MPHA's Strengths	7
Our Mission	8
Goals & Strategies	9

HOW WE'LL GET THERE

Implementation	12
Board of Commissioners & Leadership Executive Staff	13

APPENDIX



The Minneapolis Public Housing Authority is proud to share its 2023 -2027 Strategic Plan. This document is the culmination of months of assessment, planning, and feedback from a broad range of MPHA's stakeholders. These stakeholders include residents, MPHA staff, commissioners, and community partners.

It strives to align the agency's current state with a vision for the future rooted in MPHA's values and mission of providing quality, deeply affordable housing to the residents of Minneapolis.

This strategic plan shows the work needed to realize MPHA's goals and ambitions over the next five years.

Strategic Plan Overview

The Minneapolis Public Housing Authority engaged in an extensive process with the Bronner Group, LLC over the past year to develop this strategic plan (the Plan). Major goals of this process were to develop a Plan which:

- Builds upon MPHA's organizational strengths and successes to support organizational growth, preserve and produce deeply affordable housing, and contribute to the prosperity of MPHA residents and voucher-holders;
- Aligns all MPHA staff around a shared purpose to increase accountability, and
- Communicates organizational priorities to MPHA's stakeholders.

Next Five Years

The Plan aims to elevate the importance of public and deeply affordable housing and the contribution of MPHA and its residents in creating and sustaining vibrant and healthy communities. The following six goals have been identified for the agency to maintain this work in 2023-2027

1. Provide and preserve deeply affordable, high-quality housing for Highrise residents.
2. Build new and expand partnerships with federal, state, and local governments, in addition to philanthropic entities to support MPHA residents and those who are on our waitlist.
3. Provide and preserve deeply affordable, high-quality family housing
4. Increase supply of deeply affordable housing by at least 150 units per year
5. Position MPHA as an employer of choice.
6. Continuously improve organizational performance to retain MTW status and highest HUD performance rating.

Who We Are / Agency Values

As the leader in providing deeply affordable housing to Minneapolis Residents, MPHA is vital city infrastructure. This infrastructure provides stability so households can focus less on meeting basic needs and more on what they need to thrive.

MPHA envisions a more equitable and inclusive Minneapolis in which everyone has a home, as the physical environment is central to all other social determinants of health. Improving access to high-quality, affordable housing is associated with improvements in life expectancy and reductions in chronic disease and hospitalizations.

MPHA is committed to doing its part to bring this vision to reality and understands it will take the commitment of an entire ecosystem to foster this type of sustainable change.

This systemic division of cities leaves MPHA communities more vulnerable to climate, economic, and social issues. Implementing procedures that reduce the effects of the environment on residents through the adoption of green energy efficiencies' is key to residents' health. In addition, MPHA aims to reduce the gap in home-ownership rates by promoting opportunities for residents who are ready to build wealth through home-ownership by referring them to reputable programs.

MPHA will move this work forward by upholding the following values:

- Collaboration and Community Involvement
- Leverage Partnerships and External Resources
- Bridging Equity Gaps and Creating Inclusive Environments
- Development that Centers on Opportunities that Support Perpetual and Sustained Affordability
- Honest, Empathetic, and Frequent Communication
- Innovative and Creative Problem Solving

Social Determinants of Health



Economic
Stability



Education



Neighborhood &
Physical
Environment



Social &
Community
Context



HealthCare
System

Housing is Foundational to a Healthy Life.

This reality drove the Minneapolis Health Department and MPHA to launch the High-Rise Health Alliance (HHA). This collaboration of health plans, health care and social service providers, housing organizations, and government partners uses a collective impact model to come together to interpret data, identify health priorities, and align services to develop integrated supports for residents living in MPHA high rise buildings.

Who We Are: People Centric

MPHA owns and operates units in every ward of the city. This includes 42 high rises, including the RAD/LIHTC Elliot Twins, more than 700 units of deeply affordable family housing units across the city through its wholly controlled nonprofit Community Housing Resources (CHR), and nearly 200 public family housing units at Glendale. The agency also serves more than 5,000 households through its Housing Choice Voucher (HCV) program. In total, MPHA serves more than 26,000 people every day.

MPHA wants to convene resources to best meet the additional needs of those most cost-burdened by rent that live across every ward of the city. This work supports the creation of diverse communities.

Creating a space that goes beyond shelter is due to the dedication of our resident groups. The Minneapolis Highrise Representative Council (MHRC) formation and support of resident councils creates a community across the buildings. MHRC provides input to property management, coordinates resident activities, advocates for additional resources, and participation in their neighborhoods. MHRC along with the Resident Advisory Board (RAB), are essential groups that elevate resident voices.

Resident Voices

MPHA sent each household in its portfolio a survey. Nearly 1,880 responses were received or good response rate of 32%. In addition, listening sessions were held to better understand the lived experience and needs of residents. Insights include:

- When asked what the greatest priority of MPHA should be, the most listed item for Glendale, Highrise, and scattered site housing was preservation.
- HCV participants indicated MPHA's greatest priority should be to build more affordable housing
- CHR responses indicated the greatest need for both interior and exterior improvements.
- High-rise residents indicated a need for more opportunities to integrate into their neighborhoods
- Neighbor interactions & sense of community are one of MPHA's biggest asset to implementing human-centered solutions.
- Respondents want more timely follow-up on service requests. The top three communication preferences listed were text message, email, and posted mail.
- A request for procedures that increase transparency and make space for residents to have a say in how decisions are made.



The Strategic Planning process gave MPHA insights into Four Main Priorities:

People are at the core of how MPHA approaches its work. People are the agency's greatest asset to providing safe, affordable housing to Minneapolis' most vulnerable residents.

People

Preservation of our housing stock is essential as rents rise, so do the number of households cost burdened by rent

Preservation

Production of new housing is essential to keeping up with the number of households that need financial support to make their monthly rent payments

Production

Partnerships are key to maximizing MPHA's impact and improving the quality of life of MPHA residents and voucher holders

Partnership

MPHA wants to grow upon its successes with this Strategic Plan

Test New Innovations

MPHA was selected to be one of nine agencies to pilot the HCV Community Choice Demonstration (CCD). The CCD builds upon research supporting housing choice and up to \$50 million is available to participating PHAs to provide over 10,000 families with children better access to neighborhoods with high-performing schools and strong community resources. MPHA and Metro HRA launched the pilot in September 2022 to recruit and enroll eligible families for mobility-related services. As the program administrator, Metro HRA will provide families with children the following services: pre-move counseling, housing search assistance and post-move support to allow for integration into the community.

Convene Partners

MPHA routinely collaborates with government agencies and affordable housing developers to help accomplish the agency's mission of providing quality, deeply affordable housing. Community partners also play a vital role in helping MPHA residents thrive. Notable partnership work includes:

Stable Homes Stable Schools: A partnership among the City of Minneapolis, Pohlad Family Foundation, Hennepin County, the YMCA, Minneapolis Public Schools, and Minneapolis rental property owners to support families experiencing homelessness.

COVID-19 vaccine clinics in partnership with the Minneapolis Health Department, Hennepin Healthcare, Neighborhood Health Source, Community-University Health Care Center (CUHCC), Fairview Health, UCare, and Cub Foods.


Assisted Living Programs from specialty care to congregate dining, made possible through partnership with Volunteers of America, People Incorporated, Cassia, the YMCA of Metropolitan Minneapolis, the Courage Center, and Neighborhood HealthSource.

MPHA Staff

The MPHA team is the agency's greatest asset. The staff survey received a 77% response rate. Respondents praised the work of their co-workers and encouraged leadership to give them additional support through consistent staff training and team building activities.

Employees indicated that they apply their talents through their work, have the skills they need to do their jobs, and believe that MPHA provides a quality place for residents to live.

Our Plan | *Continue Our Mission*

A photograph of two women embracing outdoors. The woman on the left has dark, curly hair and is wearing a red headband with a bow. The woman on the right has brown hair and is wearing a dark blue top. They are both looking down and smiling. The background is a blurred green field.

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, families, and community we serve.

GOAL ONE

Preserve and provide deeply affordable, high-quality housing for High-rise residents.

Strategies

- 1. Develop strategies, seek resources, and implement actions to address the capital backlog for preservation and improvements within high-rises*
- 2. Continuously improve maintenance and management of MPHA owned and managed properties*
- 3. Work collaboratively with residents to advocate for community-led public safety solutions*
- 4. Identify opportunities and develop strategies for underutilized land assets in the creation of affordable housing development*

86% of MPHA residents are elderly and/or disabled.

Only 16% of high-rise residents have employment income.

GOAL TWO

Build new and expand partnerships with federal, state, and local governments, in addition to philanthropic entities that support MPHA residents and those on the agency's waitlist

Strategies

- 1. Build and support coalitions and partnerships with national/state/county/local/city/ public sector organizations*
- 2. Build awareness of MPHA's work and importance of deeply affordable housing in building sustainable and vibrant communities*
- 3. Maximize and leverage partnerships that provide programs and services to residents/participants that increase their quality of life based on their specific needs*
- 4. Maximize opportunities for wealth-building, home ownership and housing stability*
- 5. Advance the work of the Highrise Health Alliance to promote health equity*
- 6. Build and strengthen successful partnerships to maintain support provided to MPHA residents*

GOAL THREE

Provide and preserve deeply affordable, high-quality family housing

Strategies

1. *In partnership with other entities, finalize and implement approach for stabilizing existing units located in Heritage Park.*
2. *Build and pursue a plan to identify and attract funding needed for preservation and improvement of scattered sites.*
3. *Implement new green initiatives within MPHA scattered site portfolio in order to improve cost savings for residents and participate in climate activities to support a greener, cleaner Minneapolis*
4. *Explore additional opportunities to expand deeply affordable housing throughout the city including acquisition and partnership opportunities to redevelop existing scattered site homes in alignment with the city's 2040 plan*
5. *Refine options and select approach for preserving and creating new deeply affordable, high-quality housing at Glendale*

Family Housing Demographics

96% of scattered site households are people of color and 83% of scattered site head of households are women.

GOAL FOUR

Increase supply of deeply affordable housing by at least 150 units per year

Strategies

1. *Create and effectuate a development committee responsible for evaluating and prioritizing opportunities, recommending projects and their financing strategy, ensuring projects meet stated objectives, and assessing project post-closing where MPHA serves in a developer role*
2. *Deliver 84 new units of deeply affordable housing for new and existing residents that align with the City's 2040 Plan*
3. *Continue and broaden the use of federal project-based voucher (PBV) rent subsidies for increasing deeply affordable housing opportunities across the city*
4. *Identify opportunities and develop strategies for underutilized land assets in the creation of affordable housing development*
5. *Utilize MTW authority to create innovative affordable housing options*
6. *Develop a framework for MPHA's role in building more affordable housing, specifically how to exercise ability to build more public housing*
7. *Build and strengthen private and public partnerships to expand resources and opportunities*

GOAL FIVE

Position MPHA an employer of choice.

Strategies

1. *Improve recruitment and retention*
2. *Build a more inclusive, equitable and diverse workforce and culture*
3. *Create processes for organizational development that support a clear mission and vision that all staff support in their day-to-day work*



GOAL SIX

Continuously improve organizational performance to retain MTW status and highest HUD performance rating.

Strategies

1. *Implement new customer service standards and improve resident communication*
2. *Execute department wide utilization of Key Performance Indicators (KPI's) to measure and monitor staff productivity and work quality*
3. *Employ an Asset Management approach with MPHA's affordable housing portfolio*
4. *Enhance resident and staff experience through strategic use of technology*
5. *Leverage programs available through MTW to reduce evictions and provide resources for tenant stability*
6. *Migrate to new operating software*

"A great leader is someone who can listen and understands that the collective ideas of the team will move the mission forward." - MPHA Staff Respondent

How We'll Get There | Implementation

The Plan will be carried out over the next five years. Implementation of the strategies found in the appendix of this document will be managed by MPHA employees, with oversight provided from the agency's Board of Commissioners. Annual action plan updates will be presented to the Board of Commissioners each December for the following year. This will align with the agency's budget approval process.

Annual goals outlined for the year will be reflective of the work accomplished in the past year and in consideration of what is ahead. MPHA's executive team will ensure accountability throughout the implementation process. Quarterly check-ins and performance updates will be provided to document successes along with challenges faced.

Progress reports will be generated to reflect the progress-to-goal data gathered at bi-monthly staff meetings, and regular project team check-ins. The status from the strategic plan's goal tracker will be provided to the Board of Commissioners in coordination with MPHA's annual Moving-to-Work activities, budget process and capital planning.



How We Measure Impact

Qualitative program evaluation will help ensure the processes MPHA has in place or adopts meet their intended outcomes. It is vital to have resident input in creating new innovations and measuring the effect it has in the community. MPHA appreciates the dedication of its resident leaders to make this work happen. Having resident voices help define goals that are dynamic to community need upholds MPHA's mission to "...contribute to the well-being of the individuals, families and community we serve." Through this collaboration the agency will answer:

- What is the outcome of the program under evaluation?
- Is the program worthwhile?
- Did the program produce unintended consequences?
- Are there set procedures for the program?
- Were the procedures followed?
- Are there better ways to achieve the desired outcome?

Board of Commissioners & Leadership Executive Team

Board of Commissioners

The Board of Commissioners is the governing body of MPHA, consisting of nine members. The Board's responsibilities include establishing MPHA policy, goals, objectives, and direction. MPHA thanks these members for their dedication and support of the agency's work.

Tom Hoch
Chair

Andrea Brennan
Vice Chair

Mikkel Beckman
Board Member

Abdullahi Isse
Board Member

Cara Letofsky
Board Member

Faith Xiong
Board Member

Tamir Mahmoud
Board Member

Tessa Wetjen
Board Member

Hon. James Rosenbaum
Board Member

Executive Team

The Executive Team was instrumental in the Strategic Planning process, taking the input from residents, participants, board members and MPHA staff and refining them into strategies to be accomplished in the coming five years.

The team thanks all that were involved in this process. The MPHA leadership team looks forward to the collaboration it will take from all stakeholders to bring the Plan to life.

Abdi Warsame
Executive Director

Lisa Griebel
General Counsel

Tim Durose
Chief Financial Officer

Mary Boler
Managing Director
Public Housing
Operations

Brandon Crow
Director of Housing
Choice Vouchers

Eric Staupe
Senior Manager
Information Systems

Rashid Issack
Director of Affordable
Housing Property
Operations

Maria Alvarez
Director of Human
Resources

Laura Dykema
Director of Planning
and Development

Jake Gateman
Director of
Procurement

Rachel Almburg
Assistant Director of
Policy & Strategic
Initiatives

Drew Halunen
Assistant Director,
Administration,
Communications, and
Strategic Partnerships

The Appendix

ID	Goal/Strategy/Action	Year
1.0.0	Preserve and provide deeply affordable, high-quality housing for Highrise residents.	2023-2027
1.1.0	Develop strategies, seek resources, and implement actions to address the capital backlog for preservation and improvements within high-rises	
1.1.1	Complete fire suppression installations at all non-sprinkled properties within the next 3 years.	2023-2024
1.1.2	Maximize green energy efficiencies in all modernization work; Identify opportunities and evaluate the cost, benefit and time to implement	2023-2027
1.1.3	Continue to identify properties that would benefit from the use of HUD and creative financing tools for long-term preservation and property enhancements that benefit our residents.	2023-2027
1.1.4	Utilize MTW/Capital funds to address high-priority needs in highrises	2023-2027
1.1.5	Utilize all CFP grant funds within 3 years of HUD award	2023-2027
1.1.6	Increase capital improvement funding by more than the HUD CFP amounts awarded by utilizing MTW authority.	2023-2027
1.2.0	Continuously improve and monitor maintenance and management of MPHA owned and managed properties	
1.2.1	Identify strategies to reduce unit turnaround time to less than 20 days	2023
1.2.2	Collect 98% of outstanding rent and 50% of outstanding charges	2023-2027
1.2.3	Unify statement of policies of affordable property operations and HCV	2023-2024
1.2.4	Continue to educate staff and improve knowledge, use of Yardi as it relates to property management and maintenance.	2023-2027
1.2.5	Enhance resident comfort by identifying areas of improvement through annual assessment of resident needs for well-being onsite including but not limited human services	2023-2027
1.3.0	Work collaboratively with residents to advocate for community-led public safety solutions	
1.3.1	Convene a listening session, to give residents space to share their lived experience and safety concerns with city officials	2023
1.4.0	Identify, develop and implement strategies to support the unique needs of residents	
1.4.1	Have an annual process for soliciting resident feedback to match identified needs to MPHA partnership building	2024-2027
1.4.2	Identify strategies to and coordinate services to support and facilitate aging-in-place for the senior resident population.	
2.0.0	Build new and expand partnerships with federal, state, and local governments, in addition to philanthropic entities that support MPHA residents and those on the agency's waitlist	
2.1.0	Build and support coalitions and partnerships with national/state/county/city/public sector organizations	2023-2027
2.1.1	Seek opportunities to securing stable, consistent funding supports at every level of government.	2023-2027
2.1.2	Where applicable, pursue nongovernmental grant opportunities to secure funding for projects that MPHA's operating budget cannot cover	2023

2.2.0	Build awareness of MPHA's work and importance of deeply affordable housing in building sustainable and vibrant communities.	2023-2027
2.2.1	Assess brand to develop and deliver strategic communication plan for social media, website, newsletters.	2023-2027
2.2.2	Regularly highlight MPHA efforts in remaining dynamic to community need, through communication outlets, including professional networks and conferences.	2023-2027
2.3.0	Maximize and leverage partnerships that provide programs and services to residents/participants that increase their quality of life based on their specific needs	
2.3.1	Identify and mitigate effects of climate change on the living conditions of residents through building upgrades	2024-2027
2.3.2	Identify needs, and communicate resources available for residents/participants that MPHA secures through our partnership networks.	2023-2027
2.3.3	Integrate housing stability coordinator role into resident onboarding materials to reduce number of non-lease compliant residents each quarter	2023-2024
2.4.0	Maximize opportunities for wealth-building, home-ownership and housing stability for those in family housing	
2.4.1	Continue development and dedication of resources to MPHA and Metro homeownership program collaboration.	2023-2025
2.4.2	Build upon success of Stable Homes Stable Schools to expand housing stability efforts for those living in MPHA owned and managed communities.	2023-2025
2.4.3	Expand upward mobility efforts through strategic HCV programs aimed at identifying and placing residents in areas of opportunity.	2023-2027
2.5.0	Advance the work of the Highrise Health Alliance to promote health equity by aligning resources on a yearly basis	
2.5.1	Have MPHA representative join the steering committee to further move services up stream to reduce of the number of emergencies	2023
2.5.2	Use data to evaluate the health needs of residents by building to pursue services that address the greatest issues identified	2023-2027
2.5.3	Work with established neighborhood organizations and other local groups to create space for community collaboration to reduce isolation and stigma of MPHA residents	2023-2027
2.6.0	Build and strengthen successful partnerships to provide support services to MPHA residents	2023-2027
2.6.1	Maintain or increase level of social services in the high-rises by utilizing Medicaid billing	2023-2024
2.6.2	Support and amplify resident advocacy initiatives through coordination of communication agendas	2023-2027
3.0.0	Provide and preserve deeply affordable, high-quality family housing.	
3.1.0	In partnership with other entities, finalize and implement approach for stabilizing existing units located in Heritage Park.	2023-2024
3.1.1	Work collaboratively across MPHA departments to identify and address immediate needs of the units and a long term stabilization strategy.	2023
3.1.2	Identify HUD tools and financing options to determine viable path to preservation and stabilization	2023-2024
3.1.3	Secure board support to determine best role for MPHA to play in re/development of housing units	2023

3.2.0	Build and pursue a plan to identify and attract funding needed for preservation and improvement of scattered sites.	2023-2027
3.2.1	Develop and execute a robust fundraising plan. (For CHR as non-profit)	2025
3.2.2	With other levels of government and foundations, identify and capture additional revenue to address capital needs backlog across inventory	2023-2027
3.2.3	Advocate for a fully funded annual tax levy or equivalent resources from the City of Minneapolis	2023-2027
3.2.4	By the third quarter, develop and implement an annual city, county, state, and federal legislative agenda centered on securing additional resources to support MPHA residents, operations, and capital needs.	2023-2027
3.3.0	Implement new green initiatives within MPHA scattered site portfolio in order to improve cost savings for residents and participate in climate activities to support a greener, cleaner Minneapolis	2023-2027
3.3.1	Identify opportunities and evaluate the cost, benefit and time to implement	2023-2027
3.4.0	Explore additional opportunities to expand deeply affordable housing throughout the city including acquisition and partnership opportunities to redevelop existing scattered site homes in alignment with the city's 2040 plan	2023
3.4.1	Re-evaluate CHR program and sites for additional opportunities to add density	2023
3.4.2	Increase supply of deeply affordable housing by working with land trusts, for profit, and non-profit housing developers	2024
3.5.0	Refine options and select approach for preserving and creating deeply affordable, high-quality housing at Glendale.	2023-2024
3.5.1	Develop and implement resident engagement process to conduct a community needs assessment.	2024
3.5.2	Develop and implement multi-year work plan for implementing approach that may incorporate multi-generational community needs	2024-2027
3.5.3	Increase the amount of housing on site using methods that maintain zero displacement of residents	2025
4.0.0	Increase supply of deeply affordable housing by at least 150 units per year	
4.1.0	Create and effectuate a development committee responsible for evaluating and prioritizing opportunities, recommending projects and their financing strategy, ensuring projects meet stated objectives, and assessing project post-closing where MPHA serves a developer role	
4.1.1	Develop a standard business process for establishing development pipeline and moving projects forward that includes processes for risk assessment and decision-making. Incorporate input from the city, county, state and non- and for-profit housing developers	2023
4.1.2	Implement interdepartmental after-action reviews from executed development projects to identify actionable insights and inform future decision-making with new redevelopment projects.	2023
4.1.3	Refine and utilize internal tool for evaluating and prioritizing new construction and preservation projects.	2023
4.1.4	Continue to conduct research and analysis to inform development committee recommendations or requests.	2023
4.2.0	Deliver 84 new units of deeply affordable scattered site housing for new and existing residents that align with City's 2040 Plan	2024

4.2.1	Successfully manage and oversee construction on 84 new units of scattered site housing; deliver on time and within budget.	2023-24
4.2.2	Support, account, and provide financial reporting in accordance with transaction agreements so that developer fees and permanent loan closing can occur as anticipated.	2023
4.2.3	Procurement aligns trades, services, and material contracts for the contracted construction of 84 new units of scattered site housing and monitor compliance with contract requirements.	2023-2024
4.2.4	Successfully lease up and prepare to manage 84 new scattered site units.	2023-24
4.3.0	Continue and broaden the use of federal project based voucher (PBV) rent subsidies for increasing deeply affordable housing opportunities across the city	2023-2027
4.3.1	Support affordable housing development that supports community needs, through understanding and working along with the priorities of government jurisdictions	2023-2027
4.3.2	Evaluate the RFP process on a bi-annual basis for quality improvement purposes	2023
4.3.3	Align agency resources to release RFP with other housing resources across the State of Minnesota	2023
4.4.0	Identify opportunities and develop strategies for underutilized land assets in the creation of affordable housing development	2024
4.4.1	Perform a comprehensive assessment of the agency's full portfolio to understand where it is feasible to add additional deeply affordable family units in-line with the city's 2040 plan and where rehabilitation of existing units is the highest, best use of funds to help work towards maximizing the opportunity for deeply affordable housing in the agency's portfolio.	2023
4.4.2	Coordinate with federal, state, and local governments and foundations to redevelop the land assets that are underutilized across Minneapolis	2023-2024
4.4.3	Establish annual goals and plan for the creation of new deeply affordable housing.	2023-2027
4.5.0	Utilize MTW authority to create innovative affordable housing options.	
4.5.1	Research programs in other locations to determine viability and best approaches.	2023-2027
4.5.2	Integrate resident focus groups into the planning process to increase transparency	2023-2027
4.5.3	Evaluate how new initiatives are rolled out internally, as well as to external entities	2024
4.6.0	Develop a framework for MPHA's role in building more affordable housing, specifically how to exercise ability to build more public housing	
4.6.1	Secure firm commitment from HUD for Faircloth units including timing, number, constraints and processes	2023
4.6.2	Establish and implement a process for the selection of partners to support the development of Faircloth units; secure advance HUD approval for process	2023
4.7.0	Build and strengthen private and public partnerships to expand resources and opportunities.	
5.0.0	Position MPHA as an employer of choice.	
5.1.0	Improve recruitment and retention.	

5.1.1	Create a leadership development program for all staff members	2023-2024
5.1.2	Analyze turnover and retention rates within the organization to assist departments in lowering the same.	2023
5.1.3	Develop a succession plan model, which includes establishing internal structures for capturing and creating knowledge, starting with positions with greatest risk of losing institutional memory.	2023-2024
5.1.4	Create talent development structure and pathways to support learning and encourage innovation.	2023-2027
5.1.5	Complete compensation analysis to ensure pay equity across the organization. Develop MPHA's compensation philosophy and take initiative to ensure pay equity plan is developed across the organization.	2023-2024
5.2.0	Build a more inclusive, equitable and diverse workforce and culture.	
5.2.1	Audit HR policies and practices to ensure alignment with DEI strategies.	2023-2024
5.2.2	Develop and implement system for regularly incorporating employee feedback into organizational decision-making (example: tracking of problems and appropriate response/FAQ).	2023-2024
5.3.0	Create process for organizational development that supports a clear mission and vision that all staff support in their day-to-day work	
5.3.1	Improve Decision-making processes through clarification of roles and responsibilities.	2024-2027
5.3.2	Create clear decision criteria/process for non-standard issues involving employees	2024-2027
5.3.3	Empower team members to own their work, through consistent review process	2024-2027
5.3.4	Encourage collaboration in problem-solving across departments through intradepartmental goal setting sessions	2023-2027
6.0.0	Continuously improve organizational performance to retain MTW status and highest HUD performance rating.	
6.1.0	Implement new customer service standards and improve regular resident communication	
6.1.1	Implement Rent Café functionality to maximize LIPH tenant and HCV participant utilization.	2023-2024
6.1.2	Continue to monitor and adjust HCV participant services to log progress to have response time occur within 72 hours	2023-2025
6.1.3	Meet or exceed safe harbor benchmark goals as defined in 24 CFR Part 75 of 25% of total labor hours being worked by Section 3 workers and 5% of total labor hours being worked by Targeted Section 3 workers.	2023-2027
6.1.4	Ensure MPHA staff are present at resident meetings, maintain log of information shared and track participation	2023-2027
6.2.0	Execute department wide utilization of Key Performance Indicators (KPIs) to measure and monitor staff productivity and work quality.	
6.2.1	Identify and replicate relevant standards required by HUD or best practices used by housing industry and government agencies, i.e., ICMA	2023-2024
6.2.2	If no existing KPI /benchmark exists, create a new benchmark for the specific strategy and monitor through goal-tracking tool	2023-2024
6.2.3	Set specific targeted number and time frame	2023-2024
6.3.0	Employ an Asset Management approach with MPHA's affordable housing portfolio	

6.3.1	Identify and assess HUD rules and requirements for Asset Management	2024
6.3.2	Identify how costs are charged to properties and if any cost should transition to fee for service model or change how charges are applied	2023-2027
6.3.3	Assess and realign properties assigned to the AMPs as appropriate	2024-2027
6.3.4	Dedicate staff to managing PBV Contracts	2024
6.4.0	Enhance resident and staff experience through strategic use of technology	
6.4.1	Increase and harden network and data security across all our facilities and IT platforms	2023
6.4.2	Create and implement IT Service Management	2023
6.4.3	Create and implement IT Hardware Replacement plan	2023
6.4.4	Create and implement MPHA IT Plan	2023
6.4.5	Conduct outside IT Security Testing and Evaluation to identify timeline for process improvement	2024
6.4.6	Implement content management system across the PHA.	2025
6.4.7	Replace/Upgrade Phone system, Voicemail, and IVR Systems	2025
6.5.0	Leverage programs available through MTW to reduce evictions and provide resources for tenant stability	
6.5.1	Identify population to target with each intervention and evaluate outcomes on a quarterly basis	2023
6.5.2	Develop program metrics and test pilot for self sufficiency initiatives. Evaluate new programs annually.	2024
6.6.0	Migrate to new operating softwares	
6.6.1	Develop standard operating procedures and policies consistent with new Yardi software	2023-2025
6.6.2	Develop and train staff in standard operating procedures and policies consistent to meet compliance standards for new NSPIRE system	2023-2024
6.6.3	Implement and monitor effective use of new HRIS	2023-2024