

**2020 - 2025**  
**Strategic Plan**  
**Moline Housing Authority**



# INTRODUCTION

As the leaders of the Moline Housing Authority, we are pleased to present the 2020 -2025 Strategic Plan (the plan), contained herein. The Plan provides a holistic framework and vision that will allow us to reaffirm and rethink strategies and initiatives to better serve our residents, Housing Choice Voucher Program participants, staff and stakeholders. We are proud to support the Mission and Vision developed through the planning process, as well as the Goals and Objectives to propel MHA forward.

MHA recognized a need to put this Agency on a new strategic course to help ensure the services we provide align with our Mission, Vision, and Core Values. The Plan has been designed in collaboration with the current MHA Board, and staff in accordance with the Mission and Vision developed during the staff retreat in August 2020. It is designed to clearly articulate and communicate our Vision for the future to our vast array of stakeholders and partners, both public and private, within the Quad City Area.

The eight Goals developed by the MHA leadership during the planning retreat are the blueprint to achieve our Vision, Mission, Goals, Objectives, and fulfill our commitment to providing efficient and effective services to our residents and participants. Moreover, it provides a roadmap for success as we strive to attain HUD's High Performer status for the public housing program.

MHA remains dedicated to enhancing the social and economic well-being of the residents and program participants it serves as well as staff. In effect, we have developed a new Mission to create and maintain sustainable housing opportunities, provide pathways to a better quality of life, and empower our vibrant communities. The Plan articulates our commitment to create communities of choice in within the City of Moline.

We know it will not be easy, but we are confident that the content included in the Plan will provide the roadmap necessary to achieving our Vision. We sincerely hope that readers will find the Plan to be a dynamic demonstration of our Agency's commitment to the community we serve and recognize how various key players involved well collaborate to preserve and provide affordable housing opportunities to residents of Moline.

Below are the summaries of our vision and mission statements:

## VISION SUMMARY

Innovative housing and community development solutions that meet the challenges of our changing world.

## MISSION SUMMARY

The Moline Housing Authority commits to provide diverse housing opportunities and to enhance the quality of life of the families we serve.

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## CONCLUSION

Thank you to residents, HCV participants, landlords, partners, stakeholders, MHA staff, and the Board of Commissioners for your dedication to the Plan.

**Get Involved!**

**Thank you**



# ABOUT MHA

## MHA OVERVIEW

The Moline Housing Authority is a municipal corporation created by state statute, formed in 1941. MHA is governed by a five-member Board of Commissioners. Four are appointed by the Mayor of Moline and one is elected/selected by public housing residents. The majority of MHA's funding is provided by federal sources from the U.S. Department of Housing and Urban Development (HUD) MHA has approximately 20 employees, an annual operating budget of approximately \$3 million, and manages 486 Public Housing Units, and 234 Housing Choice Vouchers.

## STRATEGIC PLAN

The plan established the strategic focus that will drive the Moline Housing Authority to deliver quality and world class housing and related services to our community.

We are making a statement about who we are as MHA and laying out the path to create engaged, educated, empowered, and vibrant communities of choice.

## BOARD OF COMMISSIONERS

The Board of Commissioners provided significant input throughout the Strategic Planning process. Through their leadership and passion, they have provided the direction necessary to guide MHA to success.

# STRATEGY

## STRATEGIC OVERVIEW

The Moline Housing Authority engaged in an extensive process over the past year to develop this Strategic Plan (the Plan). The three central goals of the process were to develop a Plan which:

- Build upon MHA's organizational strengths and successes to support organizational growth and contribute to the prosperity of the City of Moline;
- Establishes short, medium- and long-term milestones which identify, communicate, and monitor progress of key priorities to assist in the advancement of the Strategic Plan; and,
- Determines organizational priorities.

## STRATEGIC ANALYSIS

A comprehensive process was performed to develop a sustainable foundation for the Plan;

Existing and previous MHA Strategic and Agency Plans were reviewed

MHA staff were interviewed, as well as a wide range of stakeholders including but not limited to:

- Board of Commissioners
- HCV Participants & Residents
- Community Partners

### **STRATEGIC ACTION PLAN**

Sveral steps were taken to ensure the Plan could be successfully implemented, including the creation of detailed Action Plan with an accompanying implementation framework.

### **STRATEGY, VISION, MISSION AND VALUES**

As part of the Strategic Planning process, MHA revised its Mission and Vision statements to clearly identify our current role and how we envision our communities' future.

#### ***Vision Statement:***

We envision an ever-increasing nation-wide movement to restore, preserve and revitalize the quality of life in Public Housing Communities and promoting opportunities in the process. The Moline Housing Authority will be recognized as a contributor and leader in the movement. We envision the Moline Housing Authority to become the leading property manager and preferred developer of quality, affordable housing in the City of Moline.

#### ***Mission Statement:***

*"The guiding principle of Moline Housing Authority is to promote residents' independence, expand culture awareness, collaborate with others, ensure our own competence, and act as one organization"*

Therefore, the mission of the MHA is to provide decent, quality, and affordable housing in a safe and secure environment. Also, we dedicate our efforts to improving the quality of life for residents with low and moderate incomes throughout the City of Moline. MHA must, also, preserve its aging facilities through timely maintenance and modernization. This is only possible by hiring, retaining, and providing a safe environment for our dedicated and talented employees. We promote participation of all our stakeholders so that our service reflects the needs, wants, and expectations of residents and the community as a whole.

#### **SERVICE PLEDGE/VALUES SUMMARY**

The Values outlined below in our service pledge below govern the actions of all MHA Commissioners and employees and establish a standard of excellence for the Agency.

***We Will:***

- Keep timely appointments
- Clearly explain policies, procedures, and the housing services process to you
- Address any concerns that you may have
- Always be friendly, courteous, and professional
- Always provide you with world-class service
- Respond to all emergencies within 24 hours and prioritize safety related issues
- Acknowledge all letters within 3 working/business days
- Reply to all letters in detail within 10 working/business days
- Answer all telephone calls by the third ring
- Return all telephone calls within 24 hours
- Telephone messages left towards the end of the business day on Fridays shall be returned first thing Monday morning
- Provide you with complete, detailed information
- Assist you in all your housing and related needs.

**WE WILL NOT BE COMPLETELY SATISFIED  
UNTIL YOU ARE COMPLETELY SATISFIED**

If for any reason you are not satisfied, please  
contact our Executive Director at (309) 277-0283

In the unlikely event that we are unable to meet any of the above and you have substantial evidence to that effect, we will make all necessary effort to resolve the issue to your complete satisfaction.

**WE ARE HERE TO PROVIDE YOU  
WITH FIRST CLASS SERVICE  
“WE CARE ABOUT OUR RESIDENTS AND THE COMMUNITY”**

***CORE BUSINESS:***

Housing and Community Development

***CORE VALUE:***

Superior Customer/Client Service

***ORGANIZATIONAL SLOGAN:***

“Providing Housing and Opportunities”

# GOALS

## GOALS OVERVIEW

This Strategic Plan contains eight Goals, driven by our dedication to our core value. Each Goal contains Objectives and specific action items to measure MHA's success.

- 1) TRANSFORM OUR AGENCY'S MINDSET**
- 2) ENSURE LONG-TERM FINANCIAL VIABILITY**
- 3) SUPPORT SAFE AND SECURE ENVIRONMENT FOR MHA'S RESIDENTS AND STAFF**
- 4) STAFF DEVELOPMENT**
- 5) TENANT PARTICIPATION AND CUSTOMER SERVICE**
- 6) PRESERVATION OF PHYSICAL ASSETS**
- 7) COMMUNITY RELATION AND BUILDING/PUBLIC IMAGE**
- 8) MAXIMIZE EFFECTIVENESS OF BOARD OF COMMISSIONERS**



## Goal #1: Transform Our Agency's Mindset



## OBJECTIVES:

The Moline Housing Authority will strengthen its organization by developing defined performance measurements and metrics, and by communicating clear expectations and ensuring accountability. Essential functions will be identified and tracked for high performance, staff development, and management succession. MHA will establish vertical and horizontal communication channels to impact performance metrics and transform MHA's culture so that the organization will face the future together with a shared mission.

## STRATEGIES:

- Establish and promote a performance culture
- Establish and/or review performance metrics
- Establish and implement performance tracking and accountability systems
- Conduct feasibility study to determine MHA's Strength, weakness, opportunities and threats.
- Establish collaborative partnership with local government, social service agencies and advocacy groups.
- Build upon MHA's organizational strengths and successes to support organizational growth and contribute the prosperity of the City of Moline.
- Establish/and or develop innovative and creative housing and community development solutions that meet the challenges of our changing communities.
- Leverage technology for efficiencies and improved performance
- Optimize processes, procedures and controls
- Create a business continuity plan to ensure critical processes continue in the event of a disruption
- Retain and attract talent
- Strengthen internal communication
- Create culture of employee engagement and ownership

## Goal #2: Ensure Long –Term Financial Viability



### OBJECTIVES:

HUD's Public Housing and Housing Choice Voucher Program (Section 8) are experiencing dramatic changes. The Housing Authority must diversify its operations to minimize the risk of funding cuts by establishing programs that generate positive cash flow. In addition, the Housing Authority must seek other sources of funding, especially grants, to replace income from diminished or cancelled HUD programs.

### STRATEGIES:

- Enhance income sources to the Authority
  - Achieve and/or maintain public housing adjusted occupancy rate at or above 98%
  - Achieve and/or maintain Section 8 Housing Choice Voucher program utilization rate at or above 98% of baseline vouchers or funding
- Develop alternative funding sources

### OBJECTIVES:

MHA should diversify its operations and those of its not-for-profit subsidiary so that they are not solely dependent upon HUD's public and Section 8 housing programs. To that end, MHA should consider providing management, maintenance, and resident initiatives consulting services to other public housing authorities, assisted housing agencies and private-sector housing firms.

### STRATEGIES:

- Secure grant funding to support public housing operations
- Identify and eliminate waste in all areas of operations
- Effective utilization of resources
- No more than 3% rent arrears in public housing
- Minimize expenses
  - Operate within budget expense levels
- Protect Authority reserves
  - Achieve a 100% reserve level
  - Execute strategy for investment and utilization of reserves
- Generate income from development activities through the not-for-profit corporation



➤ Increase Operation and Capital budgets

- Achieve “High Performer” status to earn 3% to 5% additional capital grant funding
- Review the current public housing Allowable Expense Level (AEL) to maximize subsidy within HUD limitations
- The nonprofit enables the Authority to provide a broader range of services to an expanded service population while limiting liability.
- Diversify services provided by the Authority and its nonprofit
- Develop alternative funding sources including:
  - Acquire area properties (donations, purchases) and operate efficiently and effectively in order to generate positive cash flows
  - Pursue available foundation funding
  - Develop capacity to provide management, maintenance, modernization and resident initiatives services to other Public Housing Authorities (PHAs), assisted housing agencies and private sector housing firms.
  - Manage other Public Housing Authorities (PHAs) and assisted housing agencies
  - Provide assisted and independent living services to the elderly
  - Prepare and administer CDBG, HOME and other grants for incorporated and unincorporated communities in the surrounding area
  - Earn development fees for building affordable housing in Moline and surrounding area
  - Bond fees for first-time homebuyer programs, for acquiring and renovating existing or building new affordable housing units, and for building dormitories for colleges and universities
  - Provide consulting services to other PHAs, private and assisted housing organizations
  - Invest in elderly, assisted living and homeownership housing programs using the Authority’s nonprofit (do only with the guidance, support and approval of HUD)
  - Establish programs in year one and implement in years two through five
  - Develop cooperation and partnership with the area’s Housing Authorities to achieve economy of scale in procurement and consolidation of programs to reduce cost.

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## Goal #3: Support Safe and Secure Environment for MHA's Residents and Staff



### OBJECTIVES:

The safety of MHA's residents and staff is paramount in MHA's policy and operational determinations. MHA seeks to ensure that its residents live in safe housing/communities where they are free from fear – where they can thrive and reach their full potential. The personal costs of living in a dangerous community and/or neighborhood are high. In addition to the direct impact of a crime, being the victim of a crime, witnessing a crime, or just the fear of crime, can result in serious injury or death and lead to increased stress and isolation, impairment of physical and mental health and diminished school or work performance. Therefore, MHA shall promote quality of life, and ensure the safety and wellbeing of all its residents and staff.

### STRATEGIES:

- Develop safety plan for all properties and sites
- Work collaboratively with residents, neighbors and the police department to foster a safe and secure environment
- Enforce existing policies regarding access to MHA properties
- Identify and address environmental hazards to promote healthy homes
- Improve the safety plan for employees and buildings
- Enhance safety and security efforts
  - Report criminal activity to the police immediately of management's awareness
  - Educate residents on security issues



## Goal # 4: Staff Development and Training



### OBJECTIVES:

In order for the housing authority to succeed, it is imperative staff are well trained and encouraged to develop their full potentials. In addition, the housing authority should ensure the physical well-being of staff. MHA should also develop incentive and performance-based reward schemes to motivate staff to achieve high output.

### STRATEGIES:

- Conduct annual performance evaluation/review
  - Each and every employee should have an annual performance evaluation/review
  - Maintain training and career development goals for each employee
  - Continue with detail performance procedure that has been established.
  - Expand staff training and development
  - Establish accountability for all programs
  - Establish standard operating procedures
- Enhance organizational structure
  - Revise the current organizational structure
- Enhance pay structure
  - Review and enhance staff compensation and benefits
- Staff Physical Well Being
  - Encourage physical activity/exercise
  - Work with health insurance provider to develop physical well-being programs
  - Offer membership of local gyms as an incentive to encourage participation in physical well-being programs
- Cross Training
- Succession Plan

## Goal # 5: Tenant Participation and Customer Service



## OBJECTIVES:

The mission of the Housing Authority is to pursue new and creative ways to meet the changing housing needs of the residents of Moline. The Moline Housing Authority provides affordable, decent, safe secure and sanitary housing to low- and moderate-income families, including elderly and disable persons. The Authority must encourage tenant participation and consultation, and take more active role in keeping residents informed regarding all facets of the Authority's operations with special emphasis upon the Resident Advisory Board's (RAB) involvement. The Quality Housing and Work Responsibility Act of 1998 require the Authority to work closely with residents regarding all facets of Authority's operations. Good customer service enhances the image of public housing and is just good business. As the Housing Authority develops a cutting-edge affordable housing integrated within the community, residents will need to be equipped with skills to meet their lifestyle changes. The Housing Authority will coordinate with social services providers to give life-skills training.

## STRATEGIES:

- Provide self-sufficiency opportunities
  - Introduce homeownership program
  - Introduce Homebuyer Incentive Program (HIP)
  - Apply for at least \$500,000 of grant funding for family self-sufficiency activities
  - Provide an improved living environment
  - Expand resident initiative programs
  - Add amenities for marketability of public housing units
  - Develop and implement a Customer Service (Resident Satisfaction) program
  - Pursue resident program grants
    - a. SuperNOFA
    - b. ROSS grants
    - c. Self-sufficiency Homeownership Opportunity Program
    - d. Elderly Service Coordinator
- Sustain resident-participation activities
  - Consult with residents at each development regarding operations
  - Maintain at least five members on the Resident Advisory Board (RAB)
  - Hold an Annual Resident Conference
- Maintain regular communication with residents
  - Conduct at least 10 resident meetings at each development
  - Prepare a resident newsletter at least quarterly



- Provide prompt response to maintenance requests
  - Abate emergency work orders within 24 hours
  - Maintain an average completion time of no more than 3.0 days for non-emergency work orders
- Social Services
  - Maintain regular communication with social services providers, and refer residents for counseling, crisis intervention, and personal and economic self-sufficiency development
  - Establish programs to enhance quality of life for residents
  - Increase the number and percentage of employed persons in public housing
  - Provide or attract supportive services to increase independence for the elderly or families with disabilities.
  - Increase the amount of funds allocated to resident programs by identifying and pursuing alternative funding sources including:
    - a. Organizations currently serving the Authority's residents
    - b. Judicial grants
    - c. Foundation grants funding
    - d. DOT grants
    - e. State grants Welfare to Work funds
    - f. JTPA grants
    - g. "Pilot Grants" programs for the elderly
    - h. Use the internet, city-county grant directory and non-profit funding directory to identify potential funding sources.
    - i. Contact state and federal legislators to gain access to their on-line services which keeps them posted regarding the availability of grants as well as the status of new grant legislation
  - Promoting Quality of Life

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## Goal # 6: Preservation of Physical Assets



## OBJECTIVES:

Effective stewardship of the public trust indicates the need for a plan of action for managing Moline Housing Authority's properties. Part of that plan is to conduct Housing Needs Assessment, each property to be evaluated based on its present and future value. The assessment will determine whether to keep and maintain, to keep and upgrade or to demolish and replace each MHA property. The development of affordable housing that is indistinguishable from market-rate housing in the surrounding area will move MHA toward becoming the provider of housing of choice rather than the housing of last resort. Moline Housing Authority is committed to pursuing new and creative ways to meet the changing housing needs of the diverse population of the city of Moline.

## STRATEGIES:

- Develop and coordinate complementary comprehensive communication program
- Achieve and/or maintain "High Performer" designation from the Section Management Assessment Program (SEMAP) based on a score of at least 95 points
- Achieve and/or maintain "High Performer" designation from REAC (PHAS) based on a score of at least 95 points
- Earn a score of at least 29 points on the Physical Assessment Sub-System (PASS) component of the PHAS
- Continue to upgrade existing units for marketability
- Add air conditioning, vinyl planking, washer and dryer hookups, and other amenities to make them competitive with other assisted housing in the area
- Enhance curb appeal
- Conduct housing needs assessment market study, then develop and implement programs for meeting identified needs including assisted living for the elderly
- Obtain building sites from the city
- Pursue state funding to build new housing
- Pursue USDA default homes (outside Quad Cities Area)
- Continue to identify and implement on-going operational improvement and cost reduction opportunities
- Obtain UPIS (Uniform Property Inspection System) training and certification
- Obtain hand-held computerized inspection units and supporting software



## Goal #7: Community Relation and Building/Public Image



## OBJECTIVE:

The role of the public housing authority is changing. Housing Authorities cannot continue “business as usual” Reduced funding will wither authorities lacking the insight to reposition themselves. Authorities that recognize and embrace the challenges and opportunities on the horizon will be able to sustain their mission to provide affordable, decent, safe and sanitary housing. The manner in which the Housing Authority is perceived in the community plays a significant role in our success. Relationships with city government, community and religious leaders, social service agencies, stakeholders, and the media can impact the Authority’s operations, both directly and indirectly. The esteem with which our employees view this organization is reflected in the attitude they portray.

## STRATEGIES:

- Facilitate new housing development activities
  - Develop a process to position in-fill housing as a positive community-building activity for all neighborhoods
  - Put a “face” on public housing and Section 8 clients through a proactive public relations campaign
  - Develop a “white paper” on the “Not in My Back Yard” (NIMBY) Argument to counteract resistance to development and relocation.
  - Further neighborhood housing goals by assisting in the remediation of problem housing
  - Change the perception of public housing:
    - a. Community
    - b. Residents
    - c. Staff
    - d. Local Government
    - e. School Board Meeting (Presentation)
- Create an informational series, “The Changing Face of Public Housing,” for mass media use
- Communicate the changing role of the Authority
  - Earn continued recognition as an efficiently operated, effective organization providing excellent service for the residents of the City of Moline
- Maintain good relationship with media
  - Respond to all inquiries within eight hours
  - Issue at least four press releases

- Sustain successful outreach to social service providers through written communication at least quarterly
- Position the Authority as a respected housing administrator through timely utilization of Capital Fund grants that enhance the curb appeal of properties
- Maintain website content by including and updating Housing Authority activities
- Develop avenue for electronic communication
  - Assemble database of e-mail addresses for specific audiences (housing authorities, media, potential clients, etc.)
  - Create and distribute to targeted recipients electronic messages, including links and other references to website material
  - Hire Public Relation Firm/Individual to work with MHA to promote MHA's achievements, and to enhance MHA's image within the community.
  - Deliver a cutting-edge service within the framework of client/customer care
- Enhance community building efforts
  - Partner with agencies and organizations to fill gaps that our residents and participants have in order to enhance their quality of life and better understanding of the program
- Plan and hold event in celebration of MHA 80-year anniversary

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## Goal #8: Maximize Effectiveness of Board of Commissioners



#### OBJECTIVE:

- Provide Commissioners with on-going training so they keep current with the dramatic changes that are occurring in public assisted and private sector affordable housing industry.

#### STRATEGIES:

- Expand Board training
  - a. Attend annual state, regional and national housing conferences
  - b. Hold annual commissioner retreats
  - c. Review and update strategic plan annually
  - d. Work together as a team
  - e. Lead by example by adhering to the highest possible ethical standards

# Moline Housing Authority

4141 11<sup>th</sup> Avenue A  
Moline, IL 61265



Phone: (309) 764-1819

Fax: (309) 764-2120

Website: [www.molinehousing.com](http://www.molinehousing.com)

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