



To: AHA Board of Housing Commissioners

From: Linda Bridge, Executive Director

Date: August 17, 2016

Re: Executive Communication 2016-03, Albuquerque Housing Authority Strategic Plan 2016-2021

Background:

In 2013 the Board of Housing Commissioners approved a Strategic Plan for the Albuquerque Housing Authority, which included a new mission, vision, core values and strategic directions for the agency. In addition, in each of the last three years there were action plans that identified the targets we wanted to accomplish by the end of each fiscal year to put AHA on the path to meeting the five year vision.

In reviewing the action plans for the last three years and results of interviews held, Leadership Team felt good that the AHA made significant progress in meeting its first three-year strategic directions: Improve Workplace Culture, Collaborate for Success and Exceed Expectations. A summary of those accomplishments is attached.

As we came to the end of the first three-year strategic directions it was time to prepare a new Strategic Plan. A consultant was engaged to guide staff through a new strategic planning process. A Planning Team was formed. The consultant conducted interviews prior to the first meeting. The planning team reviewed the results of the interviews and drafted a 5-year vision. Unlike the process last time, this time planning meetings were held with each department to develop a department vision and strategies. The planning team reviewed the work of the departments to then develop agency strategies. Sessions were held to get feedback from the staff and Board on the draft vision and strategies. The final piece was to develop a one-year action plan for the agency.

Discussion:

No changes were made to the mission and core values that were established in the initial Strategic Plan. A new 5-year vision, 3-year strategic directions, and one-year Action Plan were developed. The full Strategic Plan is attached. The Strategic Plan is the guiding document that sets the direction for the agency over the next three years. Department plans helped to build the agency plan. A summary of the department plans is included. The detailed department plans will be presented at the September Board meeting. The agency and department plans are the basis for establishing department and individual goals for the fiscal year. The agency's success in meeting the accomplishments outlined in the Action Plans will determine the amount of funds earned into the Incentive Compensation Plan.



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Equal Housing Opportunity Agency



The Strategic Plan is intended to be utilized in the day-to-day operations of the agency and needs to remain flexible to adjust to a changing environment. The Planning Team would like to have the ability to adjust the plan as needed throughout the year. Quarterly, the team will report progress, challenges and changes to the Board. Additionally, a dashboard is available to staff and used to report regular updates on the plan.

At the end of each year, the five year vision and three year strategic directions are revisited and updated as needed, and an Action Plan for the new fiscal year is established. This is brought back for Board review each year.

Recommendation:

Request that the AHA Board of Housing Commissioners formally adopt the 2016-2021 Strategic Plan and first year Action Plan, and grant the Executive Director and AHA Planning Team the discretion to adjust the Action Plan as needed throughout the year.