To: Albuquerque Housing Authority Board of Housing Commissioners

From: Thea Guerin

Date: August 21, 2019

Re: Executive Communication 2019-04 FY2020-FY2024 Strategic Plan

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Overview

For the past several years the Albuquerque Housing Authority (AHA) has been making great strides to define and operationalize its Mission, Core Values, and Vision in an effort to become a high performing Public Housing Authority in how it responds to: funder regulations; affordable housing evidence based practices; the affordable housing needs of the larger Albuquerque community; and, the diverse affordable housing needs of the vulnerable populations it serves. As with any organizational culture shift, progress has been occurring over time and in increments. This year to add to this progression towards becoming a high performing Public Housing Agency, with support and guidance from the AHA Board of Commissioners and AHA staff, the AHA has expanded how it thinks about and articulates the use of affordable housing opportunities to support individuals and communities to make sustainable positive change.

This expanded vision of using affordable housing as a mechanism to empower individuals to make positive sustainable change in their own lives is embedded in the FY2020-FY2024 Strategic Plan in Goal #5. In this Goal, Plan Activities are focused on ensuring that AHA tenants have opportunities to access economic and self –sufficiency supports as well as training opportunities that respond to tenant needs. Also embedded in this Goal are Activities that will ensure that over the next five years the AHA will be building a strong comprehensive network of social service provider partnerships that will help address a wide variety of tenant social service needs. This Goal also contains Activities that over the next five (5) years will support AHA staff to more effectively identify the social service needs of tenants and better ensure that referrals to partner agencies are effective and that services are actually accessed.

The FY2020-FY20204 Strategic Plan also expands the vision of affordable housing as a mechanism for community development. Activities that will support the AHA over the next five (5) years to improve the quality of affordable housing opportunities for low income and vulnerable populations are embedded in Goal #2. These activities include: efforts to support empowered responsive Tenant Advisory Groups that can help build and maintain safe and secure living environments; improved partnerships with local law enforcement to decrease crime in AHA target neighborhoods and properties; and, increased outreach activities to neighborhood associations, businesses, schools, health clinics, etc., to better ensure that AHA tenants are not isolated in units but have opportunities to be part of larger communities.

In addition to the Activities mentioned above, over the next five (5) years the AHA will also be implementing activities to: increase the supply of affordable housing; improve accessibility of the current AHA housing stock, locate and apply for new sources of funding, and working to make sure that low income Albuquerque residents have access to affordable housing opportunities outside of high

poverty neighborhoods. Lastly the FY2020-FY2024 Strategic Plan provides an analytical framework that will increase the capacity of AHA staff to make data driven decisions, and to measure the connection between every day activities implemented and progress made towards identified goals. In this way the AHA can respond more efficiently and effectively to emerging affordable housing needs of the larger Albuquerque community and of specific vulnerable populations as well as funder regulations and expectations. This analytical framework will also build the capacity of the AHA over the next five (5) years to gather and track data on staff development and training initiatives and use this data to improve AHA operations.

Recommendation
Request that the AHA Board of Housing Commissioners formally adopt the AHA FY2020-FY2024 Strategic Plan and first year Action Plan (Appendix II), and grant the Executive Director and AHA Planning Team the discretion to adjust the Action Plan as needed throughout the year.

By voting to formally approve receipt of this Executive Communication, the AHA BOARD OF HOUSING COMMISSIONERS, the governing body of the AHA does:

1. Adopt the AHA FY2020-FY2024 Strategic Plan and first year Action Plan (Appendix II); and
2. Grant the Executive Director and AHA Planning Team the discretion to adjust the Action Plan as needed throughout the year.

PASSED and ADOPTED this 21st day of August, 2019.
BY A VOTE OF 3 FOR, AND 0 AGAINST.

Members Absent: Rivera-Wiest, McHard
Members voting against: _____

ALBUQUERQUE HOUSING AUTHORITY
BOARD OF HOUSING COMMISSIONERS

By: /s Stephen Vogel
Stephen Vogel, Vice-Chairperson of the Board

ATTEST:
/s Linda Bridge
Linda Bridge, Secretary to the Board and Executive Director