

HACSA MEMORANDUM

TO: HACSA Board of Commissioners

PRESENTED BY: Larry A. Abel
Executive Director

AGENDA ITEM TITLE: In the Matter of Authorizing the Executive Director to Continue the Process to Develop a Strategic Plan

AGENDA DATE: July 14, 2010

I. PROPOSED MOTION:

IT IS ORDERED:

THAT IT IS IMPORTANT FOR THE HOUSING AND COMMUNITY SERVICES AGENCY (HACSA) TO DEVELOP A STRATEGIC PLAN;

THAT THE PROCESS FOR DEVELOPING THE PLAN HAS BEGUN; AND

THAT THE EXECUTIVE DIRECTOR IS AUTHORIZED TO CONTINUE THE PROCESS TO DEVELOP A STRATEGIC PLAN.

II. ISSUE:

HACSA management is seeking Board approval to continue the process to develop a strategic plan.

III. DISCUSSION

A. Background:

When the Board appointed the current HACSA Executive Director on December 15, 2009, it was agreed that management staff would develop a succession plan to replace key Agency employees. In the early stages, it became apparent that it would be prudent to establish the direction of the Agency during the next several years before the skills and abilities of HACSA's future personnel could responsibly be delineated.

B. Analysis:

After two meetings with Stan Biles, who, at the time was Lane County's Acting Human Resources Director, HACSA management staff decided that it would be important to develop a strategic plan for the Agency. Since Mr. Biles has many years of experience in human resources in general and of developing strategic plans specifically, it was decided that HACSA would contract with him to assist the Agency in its development of a strategic plan.

C. Recommendation:

Approval of the proposed motion.

D. Timing:

After Board approval, the Agency will continue the process to develop a strategic plan. The goals of the plan will be adopted by the Board and a final plan will be submitted for Board approval in December 2010.

IV. IMPLEMENTATION/FOLLOW-UP:

Same as Item III. D. above.

V. ATTACHMENTS:

HACSA Strategic Planning Process Overview

**IN THE BOARD OF COMMISSIONERS OF THE
HOUSING AND COMMUNITY SERVICES AGENCY (HACSA)
OF LANE COUNTY, OREGON**

ORDER No.

)In the Matter of Authorizing the Executive Director to
)Continue the Process to Develop a Strategic Plan

WHEREAS, it is important for HACSA to develop a strategic plan;

WHEREAS, the process for developing the plan has begun;

WHEREAS, HACSA management staff wishes to continue the process for developing the plan; **NOW,
THEREFORE, IT IS HEREBY**

ORDERED, That the HACSA Executive Director is authorized to continue the process to develop a strategic plan.

DATED this _____ day of _____, 2010

Chair, HACSA Board of Commissioners

In the Matter of Authorizing the Executive Director to Continue the Process to Develop a Strategic Plan

HACSA Strategic Planning Process Overview

July 1, 2010

This process will be designed to produce a five to ten page document that will provide a clear description of the five-year future of the organization. The contents will result from input received from targeted audiences, staff analysis, contributions from a consultant, and process and substance direction provided by the Board of Commissioners. As measured by budget, time, and complexity, this will be a modest planning effort. Quality will be more important than quantity. The emphasis will be on results. The final document will include five-year organizational goals and the specific strategies that can be used to accomplish those goals. The strategic plan will be followed by a detailed implementation plan and a succession plan for the HACSA management team to be prepared later.

The planning process will consist of five phases. Each phase will set the necessary foundation for the subsequent phase. All will be interconnected.

Phase 1 Becoming Organized

During this phase all of the necessary administrative steps will be completed. Financial and staff resources for the process will be estimated and allocated. Approvals from the Board of Commissioners will be received. A detailed planning process and schedule will be prepared. Specific assignments to staff and to the consultant will be completed. This phase has begun.

Phase 2 Receiving Stakeholder Input

First, critical stakeholders will be identified. Involvement strategies will be selected and implemented. The results of this input will be collected, analyzed and utilized in subsequent phases. Staff and their consultant have begun to identify potential stakeholder groups. The Board of Commissioners, HACSA union leaders, HACSA employees, users of services provided by HACSA, partner service organizations and those organizations that finance HACSA are among the potential stakeholder groups to be consulted during this phase of the planning process. Some common questions may be presented to all stakeholder groups. Individual questions or issues may be raised to specific groups. The information resulting from this step in the process will be valuable to identify the context HACSA will operate within the next five years, identify opportunities and challenges, and build support necessary for successful implementation of the plan. This phase will require four to eight weeks.

Phase 3 Approving Goals

At the core of the strategic plan will be a small set of high priority goals HACSA will commit to achieve during the next five years. These goals will drive the strategic plan and subsequent policy decisions and resource allocation. The goals will take into account the external context,

input from stakeholders, and the current and anticipated needs of the community. The plan will use the "SMART GOAL" format. The goals will be:

Specific
Measurable
Aggressive but Achievable
Relevant
Time-Bound

While the actual substance and number of goals is unknown at this time, the number will be modest. These goals will be reviewed, discussed and revised if necessary before formal adoption of the goals by the Board of Commissioners.

Phase 4 Selecting Implementation Strategies

Once goals have been approved, HASCA will focus upon selecting the strategies to accomplish the goals. This may or may not be a phase that will require additional stakeholder or Board involvement. It will require careful analysis to identify and select the best strategies for each goal. It may be useful to solicit feedback from other affordable housing organizations that have implementation experience with some of the strategies under consideration. HASCA will consider a variety of strategies before selecting those that have the greatest chance for success and are doable within current and projected conditions. Once the goals have been approved and the strategies have been selected, the plan can be drafted.

Phase 5 Approving the Plan

The consultant will prepare a first draft of the strategic plan for review and revision by HASCA staff. Once HASCA staff comments have been incorporated, a revised draft will be submitted to the Board of Commissioners. One additional revision may be necessary to address Board-approved changes before final approval is scheduled.

A cornerstone of this process is a partnership among key individuals and organizations. Members of this partnership include the Board of Commissioners, The HASCA Management Team, HASCA staff, the consultant, and important stakeholders. The cost and time required for the process will be heavily impacted by two variables, 1) the amount/type of stakeholder involvement and 2) the ease/speed of decision-making. A final plan will be submitted for Board approval in December.