



TACOMA HOUSING AUTHORITY

RESOLUTION 2008-12-02 (1)

Date: December 2, 2008
To: THA Board of Commissioners
From: Michael Mirra
Executive Director
Re: Resolution Amending THA's Statement of Vision, Mission and Values, and Adopting Strategic Objectives

Background:

In its Summer 2008 Retreat, the Board directed staff to draft changes to THA's mission statements. Staff have done so. By this resolution, I present for the Board's review and adoption edits to the Statements of Vision, Mission and Values and a new document called THA's Strategic Objectives. They resemble earlier drafts in previous board packets, with a new format.

These drafts reflect extensive discussions of the cabinet and the entire THA staff. These discussions have been helpful, and enjoyable, occasions to reflect on our work. Such organizational directives have meaning only to the extent that staff can embrace them. I am pleased to report that is the case.

During its review, staff also considered THA's strategic planning process. This was also helpful. Based upon those discussions, and discussions with some of you, I ask the Board to adopt the new mission statement and strategic objectives as the first of a set of directives that we will draft through the next year. Once in place, the board and staff will review these as often as appropriate, including an annual review at the board's summer retreat. Below, I set forth the schedule for devising the rest of the directives. I hope we have it in place by this time next year.

1. PURPOSE OF THE STRATEGIC DIRECTIVES AND A WAY TO REVIEW THEM PERIODICALLY

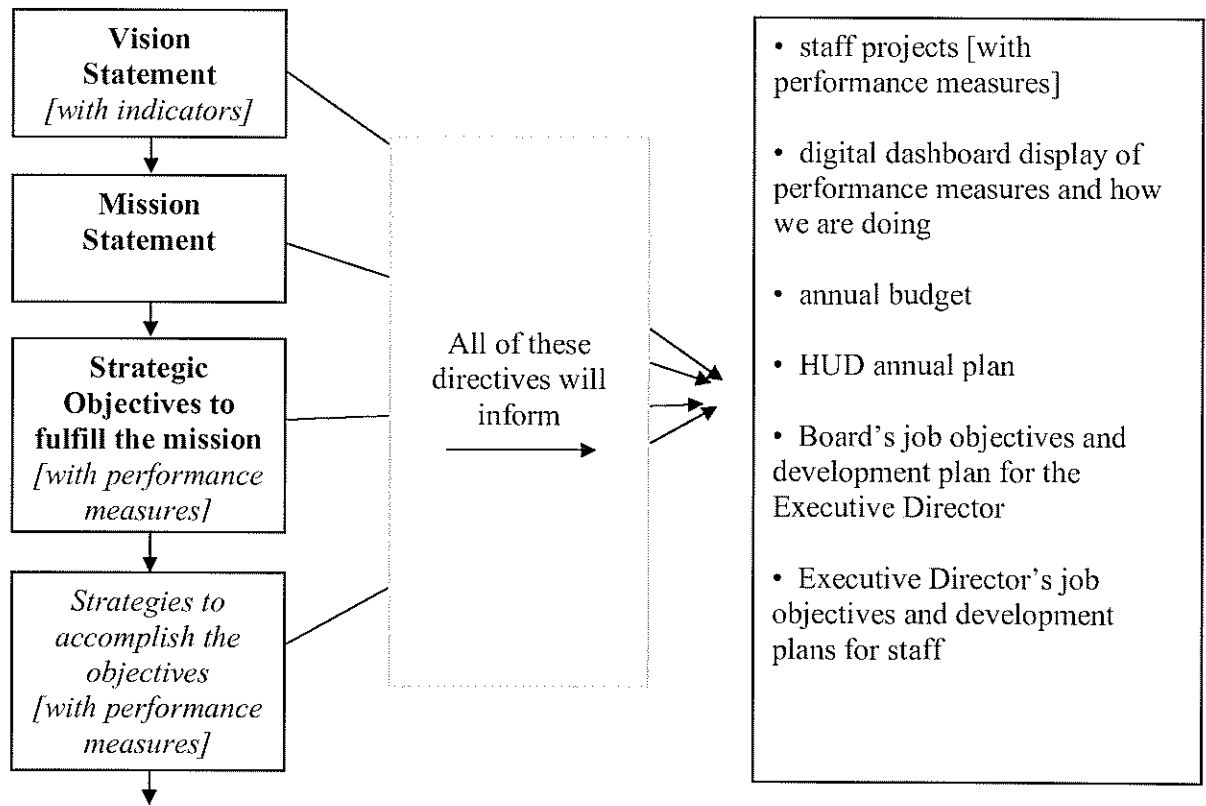
We seek a way for the Board and staff to set and review the agency's mission and strategic direction, with appropriate performance measures. The goal is to have a process to do this that is manageable, reflective and enjoyable. We also seek an on-line way to display and track these strategic directives and performance measures so the information will be available as a living resource for the Board and staff, and, to some extent, the public. This will be far preferable to waiting every 5 years or so to undergo some detailed and exhausting effort to write a strategic plan that few people would ever consult.

I summarize our proposal below. I then provide some more detail if you wish it. Our proposal begins with this resolution adopting the amended Statements of Vision, Mission and Values and the new Strategic Objectives. Over the next year, we will bring back to the Board the strategies for each strategic objective, with indicators and performance measures. I append the Project Outline and tentative schedule for this effort.

Once these directives are in place, the board will have periodic chances to review them and to assess how we are doing against the performance measures we will have chosen.

2. SUMMARY OF THE PLANNING PROCESS WE PROPOSE

Our planning will produce the following organizational directives, each giving direction to the ones “downstream”. The ones with the check mark will be those I am asking the Board to adopt with the accompanying resolution. The ones in **bold** will be done with the attached resolution. The ones in *italics* will be done through the next year.



Here is a narrative of this same proposal

THA's Vision [with indicators]

The resolution will adopt the vision statement. Next year, staff will present indicators.

THA's Mission Statement

The resolution will adopt a mission statement.

Strategic Objectives [with performance measures]

The resolution will adopt strategic objectives. These are a version of the mission statements we now have. Staff and others have helpfully observed that they are not really mission statements. Instead, they are better understood as objectives that further the agency's mission. So we have renamed them as "strategic objectives." We have also edited them pursuant to the Board's direction at its Summer retreat. Next year, staff will present performance measures.

Strategies [with performance measures]

Each strategic objective would have one or more strategies that THA will try in order to fulfill the objectives. We already have these. However, we need to update them. Staff will devise these over the next year.

These directives will in turn inform the following:

- staff projects [with performance measures. As we do now, we will link each project to one of more strategies.
- executive dashboard displaying the performance measures and the results
- the annual budget
- the Board performance job objectives for the Executive Director
- the Executive Director's job objectives for staff

With these directives in place, the staff at its annual retreat and the Board at its will review the vision, mission and strategic objectives, with their indicators and performance measures. Those should be stable. Changes should be rare if we have chosen correctly.

Board meetings, however, and the retreats will change in a notable way. The Board will use them to focus on the performance measures for the strategic objectives and strategies, noting how we are doing or trending and asking why or why not. To help this, we will devise a digital executive dashboard system that will display the performance measures. We will install an electronic "smart board" in the conference room to permit these displays if the Board wishes.

Cabinet meetings will change in a similar way.

3. NEXT STEPS AND SCHEDULE

This hierarchy of directives also suggests how we should proceed. Since each directive informs the ones “downstream”, we need to devise them in turn starting with the highest level.

First, with the attached resolution, I ask the Board to adopt the attached amendments to THA’s Statement of Vision, Mission and Values.

Second, with the same resolution, I ask the Board to adopt the Strategic Objectives, which are the re-titled mission statements, changed as the Board’s directed during the summer.

Third, over the next year, staff will draft for Board review:

- indicators for the vision statement
- strategies for accomplishing each Strategic Objective, with performance measures.

I hope to have this done by Christmas next year. This time is worth taking for two main reasons. (i) These directives are meaningful only if staff understand them and help to write them. This will take time. We should not rush. (ii) We are still amid some important transitions. Ken is new. Mike is leaving. Other staff are just coming in. I would like to let them settle in before engaging them in such a discussion.

Fourth, once these are in place, we will load them into the Project Data Base, which is set up to link these directives to the project work of the agency. We will also devise the digital tracking and display system for the performance measures, i.e. the executive dashboard.

4. SOME MORE DETAIL

This strategic process should allow for the following:

- 4.1 It will provide an annual occasion for the Board and staff to think about the agency strategically and at relative leisure and in an enjoyable manner, apart from the clamor and frenzy of the agency's daily routine.
- 4.2 The process will review and reset as appropriate the various strategic directives, their performance measures and results since the last review.
- 4.3 It should integrate the annual budget process, the annual drafting and submission of the HUD Plan, and the setting and reviewing of staff performance evaluations. This means that over the course of the year the process will also produce the budget, the annual HUD plan and performance evaluations. In this way, the annual strategic planning becomes part of the agency's normal annual cycle.
- 4.4 It will allow the Board to exercise its responsibility to set the agency's strategic direction. Senior staff, under the Executive Director's direction, will staff this process. Other staff will participate as appropriate.

- 4.5 The process will be expandable so that every few years or so, or as necessary, THA can involve wider constituencies from within THA and from the community.
- 4.6 The process should be easy to manage. It should not be exhausting but invigorating, and enjoyable.
- 4.7 This project will also create the on-line tools to track these strategic choices and performance measures, and link them to the agency's actual work. Other projects will pertain to this effort, including the project to devise our performance measures, and to create our "executive dashboard."



TACOMA HOUSING AUTHORITY

RESOLUTION 2008-12-02 (1)

Amending THA's Statement of Vision, Mission and Values And Adopting THA's Strategic Objectives

A RESOLUTION of the Board of Commissioners of the Housing Authority of the City of Tacoma

WHEREAS, on February 02, 2007 by resolution 2007-02-02 (1), the Board adopted THA's Statements of Vision, Mission and Values;

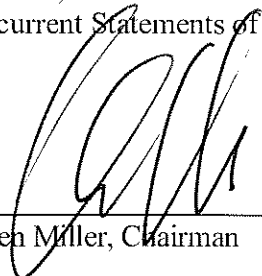
WHEREAS, the Board and staff have reviewed these statements and considered how they can better reflect the work THA does or seeks to do;

WHEREAS, the Board approves the attached draft Statements of Vision, Mission and Values and attached draft Strategic Objectives.

Resolved . . .

1. The Board adopts in substantially the attached form, the Statements of Vision, Mission and Values and Strategic Objectives to replace the current Statements of Vision, Mission and Values.

Approved: December 17, 2008



Ken Miller, Chairman