



Developing people, property, and community



STRATEGIC PLAN
2017-2020

Introduction

The Akron Metropolitan Housing Authority (AMHA) celebrates 80 years of serving the Akron and Summit County community in 2018. AMHA has earned a national reputation as a model public housing authority, most recently indicated by 17 successive years of “high performing status” on the U.S. Department of Housing and Urban Development’s evaluation systems. Since the very beginning, AMHA leadership has supported our internal tagline “more than just housing.” Through decades of community partnerships and many innovative programs, services to improve the quality of life for our residents have been a hallmark.

AMHA and its peer agencies around the country have weathered many challenges over the years. It truly is “the best and worst of times.” The electronic age has brought efficiency and measurement to a degree not seen before; construction innovations have added amenities and operating cost savings that were only dreamed about previously; and collaboration and partnerships among various community partners has never been higher.

However, increasingly high construction costs and the political threats to preserving and expanding affordable housing have arguably never been greater. Nationally, Congress has slashed budgets year after year. Other federal programs that assist people in poverty, including those residing in public housing, are also being cut and face the potential of further cuts as political changes occur in Washington and budget priorities shift.

As a result of continuous underfunding, AMHA has a waiting list of clients of over 20,000 families. Demographic changes, such as rising numbers of elderly and special needs populations, will also have a broad impact on community housing needs for years to come.

As federal, state and local relationships are being redefined, public housing is one of many federally funded programs at risk. It is our hope that in the future housing will be recognized as a primary foundation for family life, education, work, and building a greater sense of community. Bottom line, the fact that the federal government is not keeping faith in honoring commitments to local agencies not only complicates but also reinforces our need to plan for the future.

In order to better deal with the shifting environment within which public housing operates and to set a course for the future, a strategic planning process was undertaken in 2016. In this climate of change and uncertainty, it is tempting to react to the obstacle of the day rather than maintaining focus on long-term goals and objectives. This plan was developed to document and provide this long-term focus on broad goals over the course of the next three years. The intent was to set broad high-level goals that will help us use limited resources to best address affordable housing and client service needs in the years to come.

The planning process for this strategic plan, Akron Metropolitan Housing Authority: *Developing people, property, and community*, began with the establishment of the AMHA Strategic Planning Team, comprised of the Executive Director, the Deputy Directors and the Director of Resident Services. This team oversaw the yearlong development of the plan. AMHA leadership, staff and residents participated in the planning process, and will play important roles in the ongoing implementation of the plan. The participation of each and every member of the AMHA community will generate a sense of pride in meeting our collective goals. While department heads are responsible for identifying the strategies that will move the agency in a positive direction toward meeting our long-term goals, they do not do so alone. Staff members will be able to better understand how their daily tasks are tied to the strategies. Thus assisting their leaders in refining goals and strategies. Using the strategic plan as a guide will assist with clarity and accountability.



Mission

The Akron Metropolitan Housing Authority provides quality, affordable housing as a platform to develop people, property and community.

Vision

We envision a community that fosters individual development and growth through stable, affordable housing empowering all citizens to reach their full potential.



Values

Commitment To Excellence

AMHA strives to achieve excellence in all that we do.

Professional Integrity

AMHA is proud of our employees, one of our greatest resources; we set high expectations of a strong work ethic and respectful conduct at all times.

Social and Environmental Awareness

AMHA strives to ensure social justice and to be a trustworthy steward of the environment.

Alignment with Community Priorities

AMHA continues to develop multi-sector partnerships and cooperative relationships to establish opportunities that will enhance programs and services.

Goals

Preserve & Expand Quality Affordable Housing

AMHA recognizes that more quality housing is needed in our community and it shall endeavor to be part of the solution even while significant financial barriers exist.

Pursue Excellence and Innovation

AMHA strives to be among the best performing housing authorities in the nation through the continuous development of our employees, expanding community partnerships and active involvement in setting national housing policy.

Cultivate Operational Efficiencies

AMHA is committed to sound management of our scarce resources. As stewards of public funds, we continually search for processes to improve efficiencies and implement cost effective practices.

Improve Quality of Life

AMHA is focused on the stability, well-being and advancement of our residents and employees.