

**Alberta
Public
Housing
Administrators
Association**

APHAA
Action Plan
Workshop Summary
September, 2017



Headwater Strategy Group Ltd.



Headwater Group

With





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1. Introduction

This APHAA Action Plan Workshop Summary reports out on the APHAA Board Workshop and drafts an Action Plan. The Workshop was held to facilitate the identification of actions against the existing 2016 – 2018 APHAA Strategic Plan.

Purpose

The APHAA 2016-2018 Strategic Plan identifies a need to increase the overall role of APHAA in the housing industry and provide its membership with enhanced professional development tools and opportunities. The purpose of this Workshop is to:

- Develop Action Plans to accomplish the objectives of the APHAA Strategic Plan, and
- Identify options, financial analysis and recommendations for the provision of Administrative Support Services for the implementation of the Action Plans.

2. Context and Key Issues

Key issues and background were reviewed to provide context for the development of the Action Plan:

2.1. Context

Housing Management Context

- APHAA Core Focus and Competitive Advantage is education,
- APHAA's focus is on helping professional executive managers. It supports networking and engagement with key stakeholders but takes a limited role as an advocacy organization,
- APHAA members support each other with peer to peer education while providing for professional housing education and certification processes to create industry standards,
- APHAA members are executive managers who play a leadership role in overall community development, and
- The APHAA recognises there is limited capacity to deliver all of its aspirations and can work with other organizations and administrative support services to advance its aims.

APHAA Administrative Management Context

- The APHAA currently delivers support to its members through its online website and with direct contact with its members, both on an on-going basis and at information and education sessions held at the APHAA conferences.

2.2. Key Issues Challenging APHAA

Issues Challenging Housing Management

- There are four main housing organizations in Alberta today, a reflection of the increasing need for housing guidance and increased partnerships across the community:
 - Alberta Public Housing Administrators Association (APHAA),



- Alberta Seniors and Community Housing Association (ASCHA),
 - Alberta Network of Public Housing Agencies (ANPHA), and
 - Alberta Continuing Care Association (ACCA).
- These organizations overlap in some roles and are distinct in others:
 - APHAA and ASCHA have education components for members,
 - ASCHA and ACCA members provide accommodation and care services for seniors.
 - APHAA and ANPHA are for non-profit housing organization exclusively, and
 - ASCHA and ANPHA both represent Housing Management Bodies and the Non-Profit sector
 - ASCHA includes public and private seniors housing providers and the ACCA is mainly private care providers

Changes to the Roles of Housing Management Bodies:

- **An increased level of partnerships in all activities** – Housing solutions are more often developed through a network of partners today than ever before. Over time as government funding decreased, HMBs were have partnered with other groups to raise funding from multiple sources, making the development process much more complicated and lengthy,
- **HMB Consolidation** - HMB consolidation has occurred especially in rural areas where most HMBs only provide seniors housing, Consolidation has occurred through either formal mergers or by smaller HMB to larger HMB to provide CAO, financial and other services
- **Broader Housing Needs Being Addressed** - Today HMB are addressing the housing needs of the whole continuum, especially homeless and continuing/ long term care. HMBs are having to integrate with other services and supports required by their tenants, as well as integrating within projects such as aging in place and accommodating memory care within the same facility,
- **Home Care Services** - The emergence of home care has enabled many seniors and others who require daily supports to remain living independently to a much greater extent than even 10 years ago. The result is a reduced demand for lodge accommodation (more noticeable in rural communities) but an increased in older seniors with much higher needs (more SL4 and SL4D). This trend will continue into the foreseeable future,
- **Increased Skill and Knowledge Needs for Housing Executives** - There is an increased level of skill and knowledge required for housing executives today, driven by the increased level of partnerships and scope of housing issues being addressed to more technical property management and data analysis skills, and
- **Increased approach to and pressure for housing advocacy from NGOs and community organizations** - There is an increasing level of housing advocacy and a rise of advocacy groups playing a role in promoting housing solutions. The role of APHAA within this broader network of housing advocates requires definition. Need to collaborate with other housing associations to be effective.



Issues Challenging the Administration of APHAA

- The increasing scope, partnership interactions and role of executive managers in the community challenges the need for an organization that provides broader support,
- The aging of the workforce has impacted the housing industry and there is an on-going demand for mentoring and support from newly hired executive managers across the province,
- The APHAA administrative office has traditionally had a small and part time professional administrative role, providing service support mainly, (due to the current APHAA administrator's skills and knowledge, he provided some executive direction), and
- The current APHAA administrator has indicated that he would like to step down in the near term.



3. Action Plan

3.1. Education and Professional Development

Goal: Increase capacity to deliver professional development

Strategies:

- APHAA will secure core funding from the Province of Alberta in order to develop and deliver a comprehensive education program.

Actions:

- Develop a Business Case for the delivery of comprehensive executive manager education program to the Province of Alberta.
- Explore options to develop other funding partners for the Business Case.
- Consider proposing an update to the Housing Management Body Manual, and the development of a Best Practices Guide as a part of the Business Case.
- Explore options to develop a multi-organization education business case that aligns education delivery across organizations.

Actions	Timing	Role
• Draft business case for education program	Fall Conference	APHAA Administrator and Education Com. Chair
• Explore options for funding partners (e.g. CMHC)	TBD	Education Com. Chair
• HMB Handbook Update and Best Practices Guide	TBD	Education Com. Chair
• Multi-organizational education business case	TBD	Education Com. Chair

Goal: Deliver a more comprehensive and diverse education program (Peer-led)

Strategies

- APHAA will continue to provide financial assistance for members taking education courses in fields related to public housing administration and program delivery.
 - Continue to provide bursaries to members.
- APHAA will offer Core Competency Modules.
 - Continued review of content and delivery method of the modules e.g., time requirements, venue, and peer teaching vs. hiring external educators.
- APHAA will establish relations with public housing associations in Alberta and Canada in order to develop and provide educational opportunities.



Actions:

- Update the APHAA Education Strategy and align work with the APHAA Education Business Case.
- Promote and support the APHAA peer-led core competencies program.
- Review options and roles for partners to provide updates and briefings in the core competencies program.
- Explore avenues to offer APHAA core competencies to other partner organizations.
- Facilitate and broaden peer mentorship and peer to peer support.

Actions	Timing	Role
• Update education strategy/align with business case	Fall Conference	Education Com. Chair
• Promote and support the core competencies program		
• Core competencies program - internal		
• Core competencies program - external		
• Facilitate peer mentorship and peer to peer support		

Goal: Provide accredited educational offerings that are recognized by peers in other parts of Canada

Strategies

- APHAA will deliver an accredited certification program for members.
 - Contract and partner with CIH Canada in order to provide accredited professional development courses and certification.
- APHAA will partner with educational institutions to provide professional development opportunities.
 - Continued relationship with the Banff Centre (e.g. leadership development).
- Continued relationship with the Risk Management Institute.

Actions

- Identify and review courses that meet core executive manager competencies.
- Develop a course needs and gaps analysis.
- Support the bursary program.

Actions	Timing	Role
• Identify courses	Jan. 2018	Education Com.
• Needs and gap analysis	Spring 2018	Education Com.
• Bursary support	On-going	APHAA Administrator



3.2. Engage Key Stakeholders to Improve the Public Housing Sector

Goal: Members are recognized as industry leaders

Strategies:

- APHAA members will communicate with the Provincial Housing Division’s senior bureaucracy.
- APHAA members will provide input on a Provincial Housing Strategy for the Provincial Housing Division.

Actions:

- Develop a mandate and Terms of Reference for the Advocacy Committee, with an advocacy focus on the role of the executive manager.
- Deliver advocacy responses in partnership with other housing organizations.

Actions	Timing	Role
• Develop mandate and TOR	Spring 2018	Advocacy Com.
• Advocate in partnership with other organizations	On-Going	Membership

Goal: Members will be consulted by Alberta Seniors and Housing, and other key stakeholders

Strategies

- APHAA members will work with key stakeholders (e.g. provincial housing associations) who strive to improve the public housing sector.

Actions:

- Review options to integrate housing organizations.
- Explore options for common or shared service delivery with partners.
- Explore third party options to help deliver organizational needs.

Actions	Timing	Role
• Review Options		APHAA President
• Explore shared service delivery		APHAA President
• Explore third party options		APHAA President and APHAA Administrator



3.3. Membership Engagement

Goal: Growing, diverse membership that is committed to excellence.

Goal: Membership is engaged and supported by all publicly funded operators.

Strategies

- APHAA will engage members through holding zone meetings.
- APHAA conference committee will continue to provide excellent venues and programming for members.

Actions:

- Support regional zone meetings to facilitate communication and peer to peer support.
- Develop social media tools and strategy to facilitate member communication.
- Promote networking events.

Actions	Timing	Role
• Support regional zone meetings	On-Going	APHAA Administrator
• Develop social media tools and strategy	Fall Conference	Membership Com Chair
• Promote networking events	Fall Conference	APHAA Administrator

Goal: APHAA has a strong governance structure

Strategies

- APHAA will ensure that committees have a full slate of members.

Actions:

- Review and update all Committee Terms of Reference.

Actions	Timing	Role
<ul style="list-style-type: none"> • Review and update all Committee Terms of Reference • Identify vacancies, recruit at Fall Conference 	Fall Conference	All Com. Chairs & APHAA Administrator



Goal: APHAA fosters networking, communication and information sharing

Strategies:

- APHAA will establish a mentoring program in order to better engage new members and promote information sharing and networking opportunities.
- APHAA will continue to receive and act on member concerns and suggestions through member surveys.

Actions:

- Develop a mentor support list to promote peer to peer support.
- Promote the CAO 101 as a mentoring options.

Actions	Timing	Role
• Develop a mentor support list	Fall Conference	APHAA Administrator
• Promote the CAO 101 as a mentoring option	Fall Conference	APHAA Administrator



4. Administrative Delivery Options

Purpose - Identify options, financial analysis and recommendations for the provision of Administrative Support Services for the implementation of the Action Plans.

To help understand how the APHAA can deliver on its' Strategic Plan and Action Plan, workshop participants reviewed the current administrative situation and future administrative delivery options.

A follow-up analysis of administrative options is provided on a separate APHAA Administrative Options Summary Note, under separate cover.

Current Situation

- The APHAA currently resources an Administrative Manager for 400 hours per year, or approximately one day per week.
- The Administrative Manager plays a support service manager role, not an executive director role for the APHAA.
- The current Administrative Manager has indicated that he would like to retire from the position and is willing to help with the transition.
- There is no APHAA office, and office support services (i.e. photocopying) is sometimes provided from Member organizations offices.

Future Administrative Considerations

- A review of future considerations was undertaken (see Administrative Delivery Options Table below) to explore administrative considerations for the APHAA.
- A key consideration is the overall level of effort/ budget the APHAA has to fund administrative delivery. It currently funds a contract staff person one day per week, up to 400 hours per year.
- The role of the APHAA administration could range from a support management to executive management.
- The delivery of APHAA administration could be undertaken by an APHAA manager, through shared services arrangements with other organizations or through a third party contract.

Administrative Delivery Options

APHAA could have a range of administrative support services in the following functional areas:

- Membership services – Managing membership dues, communication and information sharing.
- Board support – Managing Board meetings, scheduling, agenda setting, minute taking.
- Program management – Managing APHAA programs – educational program delivery and the Fall and Spring events.



- Strategic leadership – executive guidance to the Board on policy issues, advocacy, program design and partnerships.
- Partnership relations – Developing, communicating and maintaining strategic APHAA partnerships.
- Advocacy – Developing policy positions and advocating for the interests of APHAA members to partners and stakeholders.

Administrative Delivery Options

APHAA administrative delivery could be undertaken by an APHAA administrator (a staff position), and/ or through a combination of an administrator and a shared services arrangement with another organization (i.e. a housing organization or housing management body) or a professional third party (i.e. an education program provider).

The following delivery option possibilities were identified in the APHAA Workshop by range of service and potential delivery mechanism. Participants identified which types of administrative delivery could be undertaken by different service providers, these are highlighted by a dot on the Table below.

Role/ Delivery Option	APHAA Administrator	Shared Services with another organization	Third Party Contract Administration
Administrative Management			
Membership Services	•	•	•
Event Management	•	•	•
Board Support	•		•
Program Management	•	•	•
Executive Management			
Strategic Leadership	•		
Partnership Relations	•	•	
Advocacy	•	•	



5. Workshop Recommendations

Recommendation	Timing	Role
APHAA Partnerships		
1. Initiate exploratory discussions on the issues and options for increased partnerships or amalgamation with other housing organizations in Alberta to promote better executive manager service delivery.		APHAA President
APHAA Direction		
2. Review and finalize the APHAA Education Strategy.	Fall Conference	Education Committee
3. Review and develop APHAA advocacy roles and approaches.		Advocacy Committee
4. Finalize the APHAA Action Plan and update the APHAA Strategic Plan.	Fall Conference	APHAA Board
APHAA Administration		
5. Develop an APHAA funding business case for core funding from the Province and other potential funders. Review options for a multi-partner business case and funding model.	September	APHAA Administrator
6. Develop an APHAA Administration Strategy	Fall Conference	APHAA Administrator



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Appendices

One: APHAA 2016 – 2018 Strategic Plan Summary

Two: Action Planning and Administrative Workshop Agenda and Background Note

Three: APHAA Administrative Options Summary Note



Appendix One: APHAA 2016 – 2018 Strategic Plan Summary

Education and Professional Development

Develop and deliver a comprehensive education program that promotes quality leadership and expertise of senior administrators in Alberta's public housing sector.

Goals

- APHAA increases its capacity to deliver quality professional development opportunities to its members.
- APHAA will deliver a more comprehensive and diverse education program to better meet the professional development needs of its members.
- APHAA provides accredited educational offerings that are recognized by peer organizations in other parts of Canada

Strategies

1. APHAA will secure core funding from the Province of Alberta in order to develop and deliver a comprehensive education program.
2. APHAA will continue to provide financial assistance for members taking education courses in fields related to public housing administration and program delivery.
 - a. Continue to provide bursaries to members
3. APHAA will deliver an accredited certification program for members.
4. Contract and partner with CIH Canada in order to provide accredited professional development courses and certification.
5. APHAA will partner with educational institutions to provide professional development opportunities.
6. Continued relationship with the Banff Centre (e.g. leadership development)
7. Continued relationship with the Risk Management Institute.
8. APHAA will offer Core Competency Modules.
9. Continued review of content and delivery method of the modules e.g., time requirements, venue, and peer teaching vs. hiring external educators.
10. APHAA will establish relations with public housing associations in Alberta and Canada in order to develop and provide educational opportunities.

Successes

- CIH Founders Program for Alberta has full enrollment.
- 50% of CAOs enroll in a CIH accredited course(s) or certification program.
- The APHAA Bursary Program is fully utilized.



- APHAA secures 3-year funding contracts from the Province at \$150,000 per year for professional development in the sector.
- Offer professional development opportunities in collaboration with at least one other Association involved in the public housing sector.

Engage Key Stakeholders to Improve the Public Housing Sector

Engage with senior government bureaucracy in the Provincial Housing Division and other key stakeholders involved in public housing - in order to impact the development and support of Alberta's public housing sector.

Goals

- APHAA members are recognized as industry leaders in the area of public housing administration and program delivery.
- APHAA members will be consulted by both senior members of the Provincial Government's Housing Division, and other key stakeholders, in order to strengthen the public housing sector.

Strategies

1. APHAA members will communicate with the Provincial Housing Division's senior bureaucracy
2. APHAA members will provide input on a Provincial Housing Strategy for the Provincial Housing Division.
3. APHAA members will work with key stakeholders (e.g. provincial housing associations) who strive to improve the public housing sector.

Successes

- Senior government administration meets regularly with APHAA executive.
- Senior government administration and elected officials attend and speak at APHAA events and conferences
- Key members of the Provincial Housing Division are active partners with APHAA members in relation to program delivery.
- Productive relationships and collaborative priorities are reached between ANPHA, ASCHA, in order to strengthen and ensure the long term sustainability of the public housing sector.
- APHAA collaborates with other associations to organize a public housing summit



Membership Engagement

Increase membership and improve membership engagement.

Goals

- APHAA has a growing, diverse membership that is committed to excellence in public housing in Alberta.
- The membership is engaged and supported by all publicly funded operators.
- APHAA has a strong governance structure that reflects their membership, including sufficient administrative support.
- APHAA continues to foster networking, communication and information sharing among members and stakeholders.

Strategies

- APHAA will ensure that committees have a full slate of members.
- APHAA will establish a mentoring program in order to better engage new members and promote information sharing and networking opportunities.
- APHAA will engage members through holding zone meetings.
- APHAA conference committee will continue to provide excellent venues and programming for members.
- APHAA will continue to receive and act on member concerns and suggestions through member surveys.

Successes

- 75% of members use discussion board on a regular basis, and are comfortable using it.
- Grow membership by 20%.
- Increase conference and AGM attendance by 20%.
- Implementation of bi-annual zone meetings.
- Increase membership and participation in the Education, membership, conference committees.
- 75% of new members having a mentor at conferences.



**Appendix Two: APHAA Administrative Support Strategy
Board Workshop Agenda and Background Note**

Purpose

The APHAA 2016-2018 Strategic Plan identifies a need to increase the overall role of APHAA in the housing industry and provide its membership with enhanced professional development tools and opportunities. The purpose of this Workshop is to:

- Develop Action Plans to accomplish the objectives of the APHAA Strategic Plan; and
- Identify options, financial analysis and recommendations for the provision of Administrative Support Services for the implementation of the Action Plans.

Workshop Agenda

8:30 Coffee

09:00 – 09:30 Review of Current Situation

09:30 – 11:30 Action Planning

11:30 – 12:30 Administrative Delivery Options

12:30 – 13:00 Lunch

13:00 – 14:00 Next Steps

1.0 APHAA Current Issues to Consider

The following issues are provided to remind workshop participants of some key issues when developing the Action Plan:

- APHAA’s focus is on helping professional executive managers. It supports networking and engagement with key stakeholders but takes a limited role as an advocacy organization.
- APHAA members support each other with peer to peer education while providing for professional housing education and certification processes to create industry standards.
- APHAA members are executive managers who play a leadership role in overall community development.
- The APHAA recognises there is limited capacity to deliver all of its aspirations and can work with other organizations and administrative support services to advance its aims.



2.0 Action Planning

Purpose - Develop Action Plans to accomplish the objectives of the APHAA Strategic Plan

Process

1. Review the overall APHAA Strategic Plan (Attachment #2)
2. Review the Action Plan Worksheet Table (Attachment #1).
3. Working in groups draft and post your responses to the wall posters:
 - What Governance and Committee roles are required to implement the action?
 - What is the APHAA administrative role to implement the action?
 - What are third party options and roles to implement the action?
 - What are the budget considerations for each action?
 - What are the timelines for the action steps (start and end month)?

3.0 Administrative Delivery Options

Purpose - Identify options, financial analysis and recommendations for the provision of Administrative Support Services for the implementation of the Action Plans.

Process –

1. Review overall administrative options identified in the Action Plan, identify common themes
2. Discuss
 - What specific Administrative Support needs of the Association are currently not being met?
 - What administrative relationships/ program sharing is there with other organizations?
 - What administrative options are possible?
 - Hiring a full time person independently located,
 - Hiring a full-time person co-located and supported in a member organization (e.g. GEF),
 - Hiring a part-time person co-located and sharing administrative services with a member organization, and
 - Other options.

4.0 Next Steps



Attachment #1 Action Plan Worksheet

Education and Professional Development

Strategic Goals and Actions	Governance/ Committee Role/Option	Admin Role/ Option	Other Party Role/ Option	Budget Consideration	Timelines
Increase capacity to deliver professional development (Goal #1)					
1. APHAA will secure core funding from the Province of Alberta in order to develop and deliver a comprehensive education program.					
Deliver a more comprehensive and diverse education program (Goal #2)					
2. APHAA will continue to provide financial assistance for members taking education courses in fields related to public housing administration and program delivery.					
a. Continue to provide bursaries to members					
5. APHAA will offer Core Competency Modules.					
a. Continued review of content and delivery method of the modules e.g., time requirements, venue, and peer teaching vs. hiring external educators.					
6. APHAA will establish relations with public housing associations in Alberta and Canada in order to develop and provide educational opportunities.					
Provide accredited educational offerings that are recognized by peers in other parts of Canada (Goal #3)					
3. APHAA will deliver an accredited certification program for members.					
a. Contract and partner with CIH Canada in order to provide accredited professional development courses and certification.					
4. APHAA will partner with educational institutions to provide professional					



Strategic Goals and Actions	Governance/ Committee Role/Option	Admin Role/ Option	Other Party Role/ Option	Budget Consideration	Timelines
development opportunities.					
a. Continued relationship with the Banff Centre (e.g. leadership development)					
b. Continued relationship with the Risk Management Institute.					

Engage Key Stakeholders to Improve the Public Housing Sector

Strategy	Governance/ Committee Role/Option	Admin Role/ Option	Other Party Role/ Option	Budget Consideration	Timelines
Members are recognized as industry leaders (Goal #1)					
1. APHAA members will communicate with the Provincial Housing Division’s senior bureaucracy					
2. APHAA members will provide input on a Provincial Housing Strategy for the Provincial Housing Division.					
Members will be consulted by Alberta Seniors and Housing, and other key stakeholders (Goal #2)					
3. APHAA members will work with key stakeholders (e.g. provincial housing associations) who strive to improve the public housing sector.					



Membership Engagement

Strategy	Governance/ Committee Role/Option	Admin Role/ Option	Other Party Role/ Option	Budget Considerati on	Timelines
Growing, diverse membership that is committed to excellence (Goal #1)					
Membership is engaged and supported by all publicly funded operators (Goal #2)					
<p>3. APHAA will engage members through holding zone meetings.</p> <p>4. APHAA conference committee will continue to provide excellent venues and programming for members.</p>					
APHAA has a strong governance structure (Goal #3)					
<ul style="list-style-type: none"> APHAA will ensure that committees have a full slate of members. 					
APHAA fosters networking, communication and information sharing (Goal #4)					
<ul style="list-style-type: none"> APHAA will establish a mentoring program in order to better engage new members and promote information sharing and networking opportunities. 					
5. APHAA will continue to receive and act on member concerns and suggestions through member surveys.					



Appendix Three: APHAA Administrative Options Summary Note

1.0 Introduction

The purpose of this note is to further explore administrative options to aid APHAA consideration. Further information and consideration of the existing APHAA administrative budget and objectives are needed to further this analysis. This note provides initial background considerations.

2.0 Delivery Option Scenarios and Responsibilities:

APHAA Administration could be delivered through a staff function, as a shared service with another organization or by a professional third party organization contractor:

APHAA Administration:

- A hired staff (or employment contract) position to deliver services.

Shared Services:

- A shared services contract sharing administrative resources (facilities and personal) to deliver common administrative needs (i.e. program management).

Third Party Services:

- A contract with a professional association contractor who has the tools and skills in administrative management.

Merger with Another Organization

- Merger with another organization would facilitate a more substantive administrative structure for housing association service delivery.

3.0 Benefits and Cost Estimation

Estimation notes are provided below to help focus the service areas and costs for different levels of service.

Service Delivery Options Cost Examples

The following table can be used to help analyse the potential costs, options and service levels desired by the APHAA:



Service	Staff Administrator	Shared Service	Third Party
Membership Services			
Board Support			
Strategic Leadership			n/a (Board Chair Role)
Program Management			
Partnership Relations			
Advocacy			n/a (Board Chair Role)

Administrative Staff/Shared Service Costs

Costs can be allocated to different service areas. An estimate needs to be determined by area.

Office Space and Supplies

It would make financial sense to share an office with another organization or within another organizations space (e.g. Homeward Trust, GEF, Leduc Foundation, etc.). Potential savings would be in the areas of space and equipment. The ideal situation would be to pay a fixed amount of \$1,000/month. Supplies could even be based on a monthly fixed amount.

Merge/Share with Another Organization

Another completely different option is available – merge AAPHA with another housing association in Alberta. The obvious fit would be with ANPHA. This would cut costs in half theoretically and enhance the delivery of programs and services for the overall membership.

An alternative is sharing space and the Administrative Director position with another association like ANPHA . This would facilitate recruiting a full time permanent position which would attract a higher qualified and committed person to the position.

4.0 Range of Administrative Delivery Option Scenarios:

There is a multitude of potential scenarios for the delivery of administrative services. Six potential scenarios for APHAA members are summarised below:

- Status Quo – One Day Per Week,
- Administrative Director – Two Days per Week,
- Executive Director – Two Days per Week,
- Shared Administrative Services Level 1,
- Shared Administrative Services Level 2, and
- Merge with another organization.



The potential range of services that would be delivered for each option is displayed in the table below:

Scenarios	APHAA Staff Administrator	Shared Services Options	Third Party Options
Administrative Director Status Quo One Day per Week	<ul style="list-style-type: none"> • Membership services • Board support • Program management 	<ul style="list-style-type: none"> • Membership services • Program management 	<ul style="list-style-type: none"> • Membership services • Program management
Administrative Director Two Days per Week	<ul style="list-style-type: none"> • Membership Services • Board support • Program Management • Partnership relations 	<ul style="list-style-type: none"> • Membership services • Program management 	<ul style="list-style-type: none"> • Membership Services • Program management
Administrative Director + Shared Services 1	<ul style="list-style-type: none"> • Board support • Program Management • Strategic leadership • Partnership relations 	<ul style="list-style-type: none"> • Membership services • Program management • Strategic Leadership 	<ul style="list-style-type: none"> • Membership services • Program management
Administrative Director + Shared Services 2	<ul style="list-style-type: none"> • Board support • Strategic leadership • Partnership relations 	<ul style="list-style-type: none"> • Membership Services • Program Management • Partnership relations • Advocacy 	<ul style="list-style-type: none"> • Membership services • Program management
Executive Director	<ul style="list-style-type: none"> • Board support • Strategic leadership • Partnership relations • Advocacy 	<ul style="list-style-type: none"> • Membership Services • Program management 	<ul style="list-style-type: none"> • Membership Services • Program management
Merge with Another Organization	<ul style="list-style-type: none"> • TBD 	<ul style="list-style-type: none"> • TBD 	<ul style="list-style-type: none"> • TBD