

NAHRO Strategic Action Plan 3/19/12

The Strategic Action Plan Worksheet is used to gather status updates in a very simple, easy to understand process.

Due dates for tasks have been determined by the NAHRO leadership.

Guidelines for tracking goals, objectives and tasks.

- 1) Review the goal as a group.
- 2) Review the objective and discuss how the objective ties to the goal.
- 3) Review the tasks associated with each objective and make sure tasks are clearly articulated.
- 4) Review the timing and assign a benchmark by quarter for each task; many tasks may span several years.
- 5) Track the progress of each task, (i.e., on track or behind schedule).
- 6) Determine success measurements for each task, (i.e., you will know the task has been successfully completed if _____ happens).
- 7) For any task that is behind schedule, provide comments as to why task is behind schedule. Identify what is needed to get back on track.

Legend:

BOG/Steer./SATF	White
PD	Yellow
MS	Green
Hsg./CR&D	Blue
Commissioners	Pink
LegNet	Purple
Int'l	Orange
Strategic Group	Brown
B&A	Gray
BECT	Red
Regions/Chapters	Teal

Goal 1: Sustain and enhance the NAHRO Professional Development System (NPDS) to position NAHRO as the recognized leader in developing the professional expertise and credibility of NAHRO members and others, as well as the credibility of the housing and community development industry as a whole, through the highest quality educational offerings, certification, and information needed in a changing environment.

Objective 1: Become the recognized leader in the development of members' professional expertise and industry credibility by building out and refining NAHRO's 12 certifications and working diligently toward achieving accreditation and diligently to work toward accreditation for NAHRO's 12 certifications.

Assignments/Other Contributors: 1) PD 2) BECT 3) B&A 4) Regions/Chapters

Recommended timeline for implementation: Accreditation - 2/3 years

Success = Number of Seminar Attendees increases; number of Certificates increases; revenue increases

Proposed completion date	Tasks	On track	Behind schedule	Success Measurements	Comments
	1) Assessment Boards broaden their knowledge of certification and accreditation requirements and make refinements as appropriate.				
	2) BECT broaden their knowledge of certification and accreditation requirements and monitor certification exam progress and credentials as appropriate.				
	3) Incoming Committee receive education so as to fully understand the NAHRO NPDS and certifications.				
	4) Continue to work with BECT to enhance our 12 certifications through the creation and development of actual policies and procedural manuals for obtaining and maintaining certification.				
	5) Improve and enhance PD's image by making sure that membership and other stakeholders realize that NPDS is NAHRO's education system. This requires open dialogue with state and regional chapters to increase knowledge base about the connection between NAHRO and the various chapters. PD also will research the possibility of developing a "job description" that can be utilized by PD Chairs at each level.				
	6) Assure that Trustees are educated on certification processes and the NCCA 21 Standards for accreditation.				
	7) Begin to draft the policies and procedures related to the 21 Standards. (Seek expert advice as needed.)				
	8) Identify lack of industry/customer awareness and/or understanding, as well as perception of products quality.				
	9) Review business model to determine what drive what - seminars vs. certification -Consider appropriate messaging related to value added.				
	10) Explore avenues for regional and state support.				
	11) Assess committee and Trustees completion of e-Learning related to members' roles and responsibilities.				
	12) Continue to adapt to what the industry needs.				
	13) BECT and PD properly resourced in people/knowledge and understanding of tasks.				

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Objective 2: Develop re-certification requirements that enhance the original certification and/or provide an opportunity for an individual to broaden his/her knowledge of the housing and community development environment.

Assignments/Other Contributors: 1) PD 2) Regions/Chapters 3) B&A 4)

Recommended timeline for implementation: Conferences-CEUs will be offered beginning summer of 2012; need to put a marketing plan in place; begin marketing on site at legislative conference
Commissioners-already available, just need to apply; Pilot in next 12 months

Success = Conferences-leadership buy-in (believe in and support the product); Quantitative progression (metrics/survey/source tracking)

Proposed completion date	Tasks	On track	Behind schedule	Success Measurements	Comments
	1) Identify various options and venues for earning Continuing Educational Units (CEUs), including certain conference sessions. (Already have in place resolution for using conference CEU for recertification. Working on resolution to provide for conference session CEUs for elective.)				
	2) Explore all aspects of delivery, including how to determine how long participants remain in session.				
	3) Consider how to address regions and state desire to provide CEUs at conferences				
	4) Consider NAHRO CEUs from Community Colleges.				
	5) Consider impact on budget - PD vs. Conferences and what would happen if regions' and states' conference sessions were accepted.				
	6) Database tracking - important				
	7) If perceived important, CEU requirements will keep individuals returning for more training.				
	8) CEUs at NAHRO conferences in July 2012.				
	9) Success will be define by buy-in from members.				

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Objective 3: Offer the best, most relevant, and most timely PD products, including core programs, electives, e-Learnings, and e-Briefings.

Assignments/Other Contributors: 1) PD 2) BECT 3) B&A 4)
Recommended timeline for implementation: On-going
Success = Financial progression

Proposed completion date	Tasks	On track	Behind schedule	Success Measurements	Comments
	1) Continually review materials to assure that they are up to date and relevant. Engage and retain faculty who stay current with topic subject matter that they teach.				
	2) Continue to work with BECT to review and enhance, if needed, all ethics related content of the various training programs. Continue the job analysis process for the certifications and build and or maintain assessments and/or examinations.				
	3) Continue assessment, planning and implementation of diverse program delivery venues, especially blended learning. Analysis should be completed of delivery venues geographically, with a focus on efforts to provide better delivery in gap areas.				
	4) Consider fee-based CEUs - application fee.				
	5) Consider use of volunteers and maintaining energy level.				
	6) Success will be measured by increased revenue.				

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Objective 4: Formalize the selection and retention process for faculty and consultants, and continue to identify industry practitioners and experts who have the skills and abilities to share their knowledge and identified best practices with others in a formal, educational environment.

Assignments/Other Contributors: 1) PD 2) Regions/Chapters 3) 4)

Recommended timeline for implementation: Auditing - two years
Selection - new criteria ready/implementable

Success = If all trainers have been audited in a two year period
Defined number/percentage from audit result data

Proposed completion date	Tasks	On track	Behind schedule	Success Measurements	Comments
	1) Continually review participant evaluations.				
	2) Audit seminars and faculty on a regular basis.				
	3) Create Train-the-Trainer for auditor and new auditor's form.				
	4) Every Faculty audited every two years.				

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Objective 5: Implement an on-going program to address members' needs for reduced training cost and time away from the office by utilizing different types of e-Learning and other technology, as appropriate and prudent. Explore effective ways of tailoring NAHRO's seminars for effective delivery within state, regional, and national conferences.

Assignments/Other Contributors: 1) PD 2) Chapters 3) Select Regions: PN/NC/MP 4)

Recommended timeline for implementation: ASAP
12 - 18 months

Success = E-learning licensing for states – program up and running; define/achieve goal, i.e., 20

Proposed completion date	Tasks	On track	Behind schedule	Success Measurements	Comments
	1) Continue to conduct outreach to state and regional service officers to determine how to meet the scheduling requirements of the local conferences.				
	2) Keep state and regional presidents, vice presidents, and chairs of Professional Development Committees apprised of different seminar delivery options.				
	3) Work on communication from national to region to state.				
	4) Continue to assess training needs for the industry and then design and implement those trainings. Continue partnership efforts by utilizing NeighborWorks' programs blended with NPDS.				
	5) Evaluate licensing.				
	6) Continue discussions with Service Officers.				
	7) Success measured by increased e-Learning attendance.				
	8) Consider e-Learning license for states.				
	9) Increased revenue.				

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Objective 6: Continue to explore collaborations with like-minded industry organizations to expand and enhance NAHRO's portfolio of seminars and certifications, as well as career development opportunities. Reach out to international partners for training and educational opportunities that NPDS can meet.

Assignments/Other Contributors: 1) PD 2)CR&D 3) Chapters/Regions 4) Int'l

Recommended timeline for implementation: NeighborWorks/NAHRO certification – in process (18m and would include collaboration w/CD cmte)

Success = Short term – full buy-in
C/D buy-in by July 2012
Long term – NeighborWorks/NAHRO certification in place in 18m

Proposed completion date	Tasks	On track	Behind schedule	Success Measurements	Comments
	1) Continue evaluating our licensing program to determine expansion areas, while at the same time put in place quality control measures.				
	2) Seek out potential partnerships with other key industry groups to provide education and training.				
	3) Challenge of international courses relevancy - need to identify.				
	4) Develop database of speakers/trainers.				
	5) Develop CD Certification with NeighborWorks.				
	6) Should have CD buy-in by July 2012.				

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Objective 7: Develop a Leadership Initiative/Intern Program with perimeters and goals that are realistic and meet the diverse needs of education and mentoring for individuals who are currently working at senior positions within the housing and community development environment.

Assignments/Other Contributors: 1) PD 2) MS 3) Emerging Leaders 4) Chapters/Regions

Recommended timeline for implementation: 6 mos. develop and then launch in Jan. 2013

Success = 15 enrollees

Proposed completion date	Tasks	On track	Behind schedule	Success Measurements	Comments
	1) Engage intern graduates to assist Professional Development to determine if the Pilot Intern Program designed for young and/or new-to-the industry is still viable or if modifications, including targeted group should be made.				
	2) Identify goals and objectives.				
	3) Engage with other organizations to leverage leadership, education, and mentoring opportunities.				
	4) Formalize the active participation of NAHRO Fellows in a robust mentoring program.				
	5) Once new program defined/modified aim for 20 participants.				
	6) Develop in 6 mos./launch in Jan. 2013.				

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Objective 8: Monitor Certification Activity for relevancy, accuracy, and reliability.

Assignments/Other Contributors: 1) BECT 2) PD 3)Commissioners 4)

Recommended timeline for implementation: 12 -24 m
Accreditation in 3 years

Success = Certifications meet the standards
Accreditation

Proposed completion date	Tasks	On track	Behind schedule	Success Measurements	Comments
	1) Continue to interface with the Commissioners and Professional Development Committees to refine and monitor the 12 certifications.				
	2) Continue to review recommendations from the Professional Development Committee on additional courses for certification tracks and recertification/maintenance activities, and establish and/or adjust requirements as needed and appropriate.				
	3) Review and monitor Assessment Boards' activities including job analysis, item development, score analysis, pass/fail scores, item bank expansion, exam guides, and pass/fail scores.				
	4) Success measured by certifications meeting standards.				

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Objective 9: Assure that NAHRO statements, policies, and procedures promote the public trust and professional, ethical behavior. Incorporate a code of professional conduct for commissioners through existing professional development offerings and related publications.

Assignments/Other Contributors: 1) PD 2) BECT 3) 4)

Recommended timeline for implementation: 2 years

Success = Pending analysis, identification and adoption

Proposed completion date	Tasks	On track	Behind schedule	Success Measurements	Comments
	1) Continue the activities of the focus group to review the Code of Professional Conduct and its relevance in today's environment.				
	2) Continue to develop criteria to evaluate whether professional ethics-related content is present in each NAHRO educational product and Professional Development offering.				
	3) Assist with the promotion of certification, training (especially training on ethics), including taking an active role in marketing.				
	4) Continue to work with the BECT to create a cohesive code of conduct for Commissioners.				

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Objective 10: Increase training opportunities for commissioners.

Assignments/Other Contributors: 1) PD 2) Commissioners 3) BECT 4)

Recommended timeline for implementation:
 Committee appointed by 2012 legislative conference
 Redefine needs by 2012 summer conference
 On-going

Success = Commissioners committee having input in npds train NPDS trainings designed for them.

Proposed completion date	Tasks	On track	Behind schedule	Success Measurements	Comments
	1) Continue fine tuning the remaining commissioners training courses.				
	2) Add a course on resident issues.				
	3) Consider ombudsman.				

Goal 2: Position NAHRO as the preeminent organization in the development and implementation of responsible housing and community development policy by vigorously advocating for legislation, policies, and programs that benefit the membership and those we serve.

Objective 1: Initiate an ongoing bold, major publicity campaign that reaches the national and local levels and highlights and promotes NAHRO and its members and their accomplishments, advocacy efforts and research endeavors.

Assignments/Other Contributors: 1) LEGNET 2) MS 3) Regions and Chapters 4)

Recommended timeline for implementation: Written materials standardized in time for Leg Conf 2012; template made available following Leg Conf 2012; identify media outlets by end of June 2012
Media training at Summer Conf 2012; create “story bank” on website by National Conf 2012

Success = NAHRO shows up in positive context in media; Hill staff go to NAHRO for answers/opinions
Key priorities get enacted on the Hill; increase in NAHRO membership/participation

Proposed completion date	Tasks	On track	Behind schedule	Success Measurements	Comments
	1) Clarify and amplify a unified NAHRO “brand identity” in order to provide members, potential members, and other relevant audiences with a clear sense of NAHRO’s purpose and values, its products and services, and the policies and positions that represent NAHRO’s goals for itself and for the industry at large.				
	2) Create consistency across all NAHRO written and electronic communications (except NPDS) through the development and deployment of standardized templates and the enforcement of a common style sheet. Create template for advocacy materials that have a “NAHRO look”				
	3) Reinforce NAHRO messaging by developing, adopting, and consistently applying a cross-cutting approach to communications(i.e., each division’s written and electronic communications, as well as oral presentations at national, regional, and chapter conferences, should amplify other divisions’ messaging to the maximum extent feasible).				
	4) Develop more aggressive media outreach strategies and identify key media contacts/outlets.				
	5) Work with Regions and Chapters to improve the coordination of media outreach at the local and regional level. Assign NAHRO point of contact to cultivate relationships with each contact.				
	6) Explore the development of media outlets to enhance coverage of success stories, including coverage of NAHRO award winners.				
	7) Begin using new social media to expand grassroots advocacy as well as continue to broaden NAHRO’s engagement and presence in traditional media/news coverage.				
	8) Define media contact as part of the job description for leadership and specific staff.				
	9) Create interactive media training program for key leadership and membership.				
	10) Create “story bank” from NAHRO members. Highlight alumni of PHA programs who have success stories to share.				
	11) Create a “Media Resources Center” in addition to advocacy center on website with samples, tips, etc.				
	12) Spotlight Advocacy and Media Resource Centers in President's Monitor column				

Goal 2: Position NAHRO as the preeminent organization in the development and implementation of responsible housing and community development policy by vigorously advocating for legislation, policies, and programs that benefit the membership and those we serve.

Objective 1: Initiate an ongoing bold, major publicity campaign that reaches the national and local levels and highlights and promotes NAHRO and its members and their accomplishments, advocacy efforts (cont). and research endeavors.

	13) Consider a Public Affairs counterpart to LegNet.				
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Goal 2: Position NAHRO as the preeminent organization in the development and implementation of responsible housing and community development policy by vigorously advocating for legislation, policies, and programs that benefit the membership and those we serve.

Objective 2: Become the go-to organization for advocacy aimed at influencing legislation; develop a consistent advocacy training approach that can be exported to the local level.

Assignments/Other Contributors: 1) LEGNET 2) MS 3) Regions /Chapters 4)

Recommended timeline for implementation: Train the trainer: 3 months to reach out to past participants; annual update to CDC roster
Create PR group within 24 hours; immediate: talk up legislative successes

Success = Our legislation/policy is enacted; additional NAHRO members get engaged in advocacy
Additional NAHRO members get engaged in advocacy; NAHRO identifies a CDC within every district

Proposed completion date	Tasks	On track	Behind schedule	Success Measurements	Comments
	1) Complete efforts to designate a congressional district coordinator in every Congressional district (focusing on key states such as California, New York, Texas, and Florida) where member volunteers are currently limited. Revitalize the existing structure to make sure we still have valid and energized CDC members on an annual basis.				
	2) Continue to integrate Housing America (HA) into larger legislative advocacy efforts				
	3) Expand HA efforts with children, families, seniors, and special populations.				
	4) Host local awareness events with local partners such as "Real Person Roundtable."				
	5) Institutionalize a consistent advocacy training approach that can be exported to the local level. Train additional trainers for different audiences to increase capacity.				
	6) Tailor advocacy training/resources to each community of advocates within NAHRO membership. Continue to offer Advocacy Training for Commissioners.				
	7) Create an annual strategic plan for the Legislative Network in order to have a coordinated, proactive approach to increase effective advocacy among committee members, the general membership and non-members.				
	8) Work to better integrate housing residents and other "validators" such as vendors, Mayors, etc., to increase advocacy involvement and "put a face" on affordable housing and community development programs.				
	9) Work with Leg Net to encourage the introduction of the NAHRO/PHADA SHARP proposal on Capitol Hill.				
	10) Work closely with NAHRO's Housing Committee on matters related to HUD's implementation of the reserve off-set proposal and in regard to the development of legislative/regulatory responses to reductions in Admin Fees.				
	11) Suggest a timeline for creation of local annual advocacy materials based on NAHRO national timeline.				
	12) Research the potential for collaboration with other interested parties in a PAC to support candidates that support housing issues.				
	13) Create specific action commitment for Housing America partners to transmit to their local members.				

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Objective 2: Become the go-to organization for advocacy aimed at influencing legislation; develop a consistent advocacy training approach that can be exported to the local level.
(continued)

	14) Publicize NAHRO's legislative successes. Spotlight good work of individual members.				
	15) Explore hiring additional lobbyist for specific issue areas.				

Goal 3: Build and reinforce partnerships and collaborations with traditional and non-traditional organizations in order to expand NAHRO’s impact on the direction of the industry as well as members’ overall effectiveness.

Objective 1: Create partnerships that develop and advance a core set of sustainability principles.

Assignments/Other Contributors: 1) Board/Steering 2) LEGNET 3) PD/MS 4)Regions/Chapters

Recommended timeline for implementation: National policy in place.
 First Awards of Merit focused on sustainability awarded.
 Conference workshop on materials/training aimed at residents.

Success = Policy in place with buy-in from several credible, national partners.
 MOUs in place to guide advancement of policy going forward
 New Award of Merit in place.

Proposed completion date	Tasks	On track	Behind schedule	Success Measurements	Comments
	1) Create national policy with buy-in from credible partners.				
	2) Actively engage our membership.				
	3) Develop training materials.				
	4) Sessions at national, regional, state levels.				
	5) Integrate into MOUs.				
	6) Continue NAHRO working groups on sustainability.				

Goal 3: Build and reinforce partnerships and collaborations with traditional and non-traditional organizations in order to expand NAHRO’s impact on the direction of the industry as well as members’ overall effectiveness.

Objective 2: Engage our partners to increase public awareness of housing and community development issues and promote a shared legislative and regulatory agenda.

Assignments/Other Contributors: 1) LEGNET 2) BOG/Steering 3) Regions/Chapters 4)

Recommended timeline for implementation: By March 2015: Built out joint framework are in place; Coordinated events are the new normal. Joint marketing efforts become routine.

Success = Founding members of Housing America are profoundly engaged in joint initiatives that support NAHRO’s policy agenda.
Each committee has engaged at least 3 strategic partners and their counterpart decision-making bodies.

Proposed completion date	Tasks	On track	Behind schedule	Success Measurements	Comments
	1) Identify NAHRO's "capital." What can we contribute to a joint effort that will entice participation from others.				
	2) Identify issues with strategic value that can form basis of partnerships.				
	3) Identify and engage potential strategic partners, perhaps with involvement of LEGNET.				
	4) Formal agreements, MOUs, etc., should have shared commitment to advocacy as a required element.				
	5) Create strategic partnerships.				
	6) Involve standing committees, particularly Housing/CR&D.				

Goal 3: Build and reinforce partnerships and collaborations with traditional and non-traditional organizations in order to expand NAHRO's impact on the direction of the industry as well as members' overall effectiveness.

Objective 3: Expand NAHRO's collaboration by developing relationship with national organizations that represent special populations.

Assignments/Other Contributors: 1) BOG/Steering 2) LEGNET 3) Housing/CR&D 4)

Recommended timeline for implementation: Start March 2012: Evaluate whether to continue with effort October 2013

Success = Effort continues beyond current leadership term
 New partners include housing as part of their advocacy agendas
 Establishment of a research partner and funding to support research agenda around HCD issues

Proposed completion date	Tasks	On track	Behind schedule	Success Measurements	Comments
	1) Identify and inventory potential partners, including national intermediaries.				
	2) Reach out to potential partners.				
	3) Educate potential partners about our issues and the value of collaboration.				
	4) Find common ground.				
	5) Pursue foundation involvement/support.				

Goal 3: Build and reinforce partnerships and collaborations with traditional and non-traditional organizations in order to expand NAHRO's impact on the direction of the industry as well as members' overall effectiveness.

Objective 4: Establish closer collaborations with residents and resident groups.

Assignments/Other Contributors: 1) BOG/Steering 2) PD 3) LEGNET 4)

Recommended timeline for implementation: March 2012: Appointment of task force
October 2013: Task force concludes its work

Success = Formal, sustainable relationship between national NAHRO and national organization(s) representing residents.
Development of resident-focused training materials
Platform to engage and involve residents in NAHRO advocacy

Proposed completion date	Tasks	On track	Behind schedule	Success Measurements	Comments
	1) Educate NAHRO members and residents about the importance of this issue.				
	2) National survey to feed data up to national NAHRO: objective evaluation of what our residents need.				
	3) Cultivate partnerships with organizations that represent resident groups, including at the state level.				
	4) Educational piece for residents, perhaps through e-learning, with PHAs responsible for setting up event at local level.				

Goal 3: Build and reinforce partnerships and collaborations with traditional and non-traditional organizations in order to expand NAHRO’s impact on the direction of the industry as well as members’ overall effectiveness.

Objective 5: Develop core partnership principles reflected in a standard MOU template.

Assignments/Other Contributors: 1) BOG/Steering 2) 3) 4)

Recommended timeline for implementation: As soon as possible

Success = MOU boilerplate language is developed and incorporated into future partnership agreements.

Proposed completion date	Tasks	On track	Behind schedule	Success Measurements	Comments
	1) Develop standard MOU template that include/reflects the following elements:				
	shared commitment to sustainability principles				
	compatible policies governing professional conduct/ethics				
	shared commitment to utilizing technology to advance MOU's goals, ensure communication across relevant constituents; enhance sustainability				
	shared commitment to advocacy in order to advance policy goals.				

Goal 4: Position NAHRO to increase income, expand revenue sources, and ensure that NAHRO remains financially strong.

Objective 1: Develop an effective branding and marketing initiative for national NAHRO by exploring every opportunity to cross-market NAHRO products and services.

Assignments/Other Contributors: 1) MS 2) PD 3) Regions/Chapters 4)

Recommended timeline for implementation: As soon as possible, perhaps at regional conferences through sessions, booths, etc.

Within 12 months, establish clear expectation of officers and make it easily available.

Success = Stakeholders survey. Customer service level.

Proposed completion date	Tasks	On track	Behind schedule	Success Measurements	Comments
	1) Clarify and amplify a unified NAHRO "brand identity" with a clear sense of NAHRO's purpose and values.				
	2) Disseminate and utilize elevator speech.				
	3) Increase presence at the regional level.				
	4) Revise the NAHRO homepage to reflect the brand.				

Goal 4: Position NAHRO to increase income, expand revenue sources, and ensure that NAHRO remains financially strong.

Objective 2: Strategies to expand NAHRO membership.

Assignments/Other Contributors: 1) BOG 2) MS 3) Regions/Chapters 4) B&A

Recommended timeline for implementation: Marketing scan - first 6 months , then member services/work to have plan implemented within 1 year.

Success = More people, more money.

Proposed completion date	Tasks	On track	Behind schedule	Success Measurements	Comments
	1) Scan marketplace to ID market opportunities for members and mergers.				
	2) Identify marketing plan for outreach population.				
	3) Develop new products for outreach.				
	4) Assessing due structure to recognize new types of members.				

Goal 4: Position NAHRO to increase income, expand revenue sources, and ensure that NAHRO remains financially strong.

Objective 3: Identify other sources of revenue across four sectors: philanthropic, corporate, government and peer.

Assignments/Other Contributors: 1) BOG/Steering 2) PD 3) MS 4) B&A

Recommended timeline for implementation: Business plans in first 12 months in each area or cut losses.

Success = Increased revenue and resources not previously identified.

Proposed completion date	Tasks	On track	Behind schedule	Success Measurements	Comments
	1) Increase advertising – website, buyers guide, e-pubs.				
	2) Business plan for each of the 4 sectors addressing risk aversion and competition with members.				
	3) Diversify sales strategy (bundling of products).				
	4) New business ventures, including NAHRO credit card.				

Goal 4: Position NAHRO to increase income, expand revenue sources, and ensure that NAHRO remains financially strong.

Objective 4: Enhance and grow the NAHRO trainings and certifications marketed to members and non-members.

Assignments/Other Contributors: 1) PD 2) BOG/Steering 3)MS 4)

Recommended timeline for implementation: On going

Success = Generates revenues
 Consistent delivery
 Increase recognition of the certification as a necessary credential in the industry.

Proposed completion date	Tasks	On track	Behind schedule	Success Measurements	Comments
	1) Focus on regionalized marketing plans for training centers.				
	2) Increase recognition of NAHRO certification in affordable housing industry.				
	3) Incentivizing housing authorities hosting training centers.				
	4) Enhance quality control program for training products.				
	5) Consider alternate delivery methods including self-directed learning.				

Goal 5: Leverage new and existing technologies to facilitate and enhance communication, information exchange, and knowledge transfer.

Objective 1: Analyze, implement and evaluate technologies to facilitate improved communication.

Assignments/Other Contributors: 1) MS 2) PD 3) Regions/Chapters 4)

Recommended timeline for implementation: Develop technology workgroup/taskforce to monitor and evaluate with organization wide interest – within 30 days, 3-6 month evaluation period
Combine and evaluate benchmarks through analysis of existing technology – 3-6 months
Workgroup/taskforce work with staff to build out the timeline – ongoing

Success = Evaluate current technology as to its effectiveness
Increased sales of e-trainings– will be defined after a baseline has been identified
Increased membership due to NAHRO’s electronic benefits (“fresh” information on PD, advocacy, policy)
Customer satisfaction survey – suggested to distribute during dues renewal time

Proposed completion date	Tasks	On track	Behind schedule	Success Measurements	Comments
	1) Consider a blog for young professionals.				
	2) Format emails for ease of reading on mobile devices.				
	3) Create virtual communities for specific segments of membership.				
	4) Analyze NAHRO’s communication methods for the best ways to communicate news and marketing information.				
	5) Complete the ability for members to update associate lists online.				
	6) Investigate the possibility of providing online information on areas of interest to specific Regional Chapter staff and commissioners.				
	7) Strengthen collaboration with regional and state service officers or volunteers or regional and state coordinators.				
	8) Work to link web access to state and regional websites.				

Goal 5: Leverage new and existing technologies to facilitate and enhance communication, information exchange, and knowledge transfer.

Objective 2: Use Technology as tool for advocacy, marketing, and sales of products and services.

Assignments/Other Contributors: 1) PD 2) MS 3) LEGNET 4)BOG/Steering 5) Reg./Chapters

Recommended timeline for implementation: By March, 2012 – have NAHRO staff present strategic marketing plan to the technology workgroup/task force
 Implementation Period – April – July, 2012
 Analysis - completed by October, 2012
 Evaluation – completed by October, 2013

Success = (Baseline defined as end of 2011)
 Increase PD revenues by 20% by end of 2013
 Increase advocacy engagement through advocacy software by 25% by end of 2013
 Increase advocacy engagement through advocacy software by 25% by end of 2013

Proposed completion date	Tasks	On track	Behind schedule	Success Measurements	Comments
	1) Continue to enhance the PD webpage to encourage use by membership and others.				
	2) Place greater focus on e-Learning, especially on-demand training.				
	3) Use the web to connect members for robust peer-to-peer discussions of issues.				
	4) Review current marketing on website and revise and refine as appropriate.				
	5) Consider a Certification Brochure.				
	6) Use NAHRO's database system to manage individuals' certifications, including recertification.				
	7) Research the advisability of transitioning to on-line testing. Thoughtfully, consider cost-benefit to individual and NAHRO and security concerns associated with on-line testing.				
	8) Expand one-way communication thru social media.				
	9) Begin using new social media to encourage broader and more rapidly responsive grassroots advocacy.				

Goal 6: Expand, broaden and strengthen NAHRO by providing a full range of products and services that meet the needs of all segments of the housing and community development industry

Objective 1: Design and market NAHRO products and services for identified segments of NAHRO membership and the housing and community development industry as a whole by taking into account member preferences and market data derived in an objective manner. Assure that NAHRO's Ethics training is accessible and meets the delivery needs of the housing and community development industry.

Assignments/Other Contributors: 1) BOG/Steering 2) PD 3) MS 4) Regions/Chapters

Recommended timeline for implementation: Between 12 and 18 months for full completion. Development in the first six months, implementation by 12 months and, evaluation to take place at 18 months.

Success = Increase participation, revenue, satisfaction and brand loyalty.

Proposed completion date	Tasks	On track	Behind schedule	Success Measurements	Comments
	1) Identify cohorts of communities, agency types, organizations, professionals, and other individual stakeholders that are currently underserved by national HCD membership associations.				
	2) Identify relevant HCD membership associations and track those associations' publicly accessible financial statements in an effort to determine the feasibility of future mergers.				
	3) Convene Commissioners' Forums at summer and national conferences.				
	4) Thoughtfully consider on-demand Ethics training and the monitoring of such.				
	5) Create a fill able press release and place it on the website for download to make it easier for members to create their own.				
	6) Contact the housing chair of each region/chapter directly when new advocacy/legislative information comes out and ask them to share it with their members in the hopes that information gets more assimilated.				
	7) Create a document or flow chart to show the members/regions/chapters that their direct input was influential in getting certain advocacy/regulation efforts passed. Post this on-line or put in the monitor.				
	8) Send a welcome email to new associates when they are added.				
	9) Do some analytics on the associates we know about on their involvement to find out how we can make their job easier.				
	10) Add jury participation on the volunteer interest sheet.				
	11) Promote reasons why the EDs/CEOs should give us their staff/commissioners emails in order to help us better communicate with them. Tell them about strength in numbers – the more associates we have the better our position on the Hill and at HUD.				
	12) Add tags to the Solutions data base listings to make it easier to search.				
	13) Do a comprehensive survey to validate all member services.				
	14) Create a gold star recognition program that highlights their commitment, loyalty, dedication to membership based on percentage of certified staff in order to encourage involvement.				

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(continued)

Assignments/Other Contributors: 1) BOG/Steering 2) PD 3) MS 4) Regions/Chapters

Recommended timeline for implementation: Between 12 and 18 months for full completion. Development in the first six months, implementation by 12 months and, evaluation to take place at 18 months.

Success = Increase participation, revenue, satisfaction and brand loyalty.

Proposed completion date	Tasks	On track	Behind schedule	Success Measurements	Comments
	15) Include member services in the part of the location decision process since the location is part of the product.				
	16) Consider promoting each other's regional conferences that offer training to help build revenue and educate staff if they can't attend a national conference.				
	17) Do a competitor analysis, look at the current training faculty and see who are current or former practitioners.				
	18) Create an on-line ethics e-learning.				
	19) Do a better job of getting facts out quickly and work with the local agency in order to avoid misconceptions. Develop a better protocol to do this.				
	20) Develop a tool where members can access transcripts				

Goal 6: Expand, broaden and strengthen NAHRO by providing a full range of products and services that meet the needs of all segments of the housing and community development industry

Objective 2: Thoughtfully consider new products and services and ascertain how they may serve the industry and if there is a cost benefit in providing such service. Again explore the possibility of a certification for Community Development Professionals.

Assignments/Other Contributors: 1) B&A 2)PD 3) MS 4) All other standing Ctmes

Recommended timeline for implementation: Governance needs to allow for greater flexibility in our existing committee process. The existing process for taking an idea for a new product and service within NAHRO's approval and process (i.e. B&A and BECT put a halt to resolutions passed by Committees). We have to find a way to improve this process. We recommend that the strategic plan task force (SPTF) be made of members of the committees with the authority to review and approve new products and services with a fast track process for critical important projects.

Another meeting of hammering this out. Between 12 and 18 months for full completion. Development in the first six months, implementation by 12 months and, evaluation to take place at 18 months.

Success = Obtaining brand loyalty, Increase revenue, increase participation, increase satisfaction, Organizational sustainability.

Proposed completion date	Tasks	On track	Behind schedule	Success Measurements	Comments
	1) Consider surveying the members to see what additional products and services they believe NAHRO should provide (beyond training, other PD services, conferences, and certification).				
	2) Work with the Professional Development Committee and the CR&D Committee to identify the desire, need, body of knowledge, and processes associated with such a certification.				
	3) Conduct a market survey / study to help us access information and data on CD program trainings, technical assistance and certifications.				
	4) Market NAHRO's existing agreement with NeighborWorks regarding their CD-related trainings and evaluate NAHRO members' participation in them as an indicator of possible similar agreements with other CD training providers such as: National Community Reinvestment Coalition (NCRC), and NACED.				
	5) Ensure continued participation by CD agencies through a PD advisory board for the development of a certification for CD programs.				
	6) Consider partnerships and collaborations with other training providers such as National Community Reinvestment Coalition (NCRC), and NACED to provide certifications in other areas such as housing finance and underwriting; mixed-income communities; procurement; housing counseling; Low-Income Housing Tax Credit (LIHTC) program; Community Planning including but not limited to the Consolidated Plan and Agency Plan; Grants management; Strategic planning for Community Development; Fair housing such as affirmative furthering fair housing and special segregation (Westchester, NY settlement was costly to city. In communities that do not have Public Housing, enough tenant-based Section 8 vouchers leased, disability, accessible units, families, concentration of poverty and race); Project-based Multi-Family Housing Assistance Programs such as Sec. 202, Sec. 811.				

Goal 6: Expand, broaden and strengthen NAHRO by providing a full range of products and services that meet the needs of all segments of the housing and community development industry

Objective 2: Thoughtfully consider new products and services and ascertain how they may serve the industry and if there is a cost benefit in providing such service. Again explore the possibility of a certification for Community Development professionals.
(continued)

Assignments/Other Contributors: 1)B&A 2) PD 3) MS 4)All other standing Ctmes

Recommended timeline for implementation:

Governance needs to allow for greater flexibility in our existing committee process. The existing process for taking an idea for a new product and service within NAHRO's approval and process (i.e. B&A and BECT put a halt to resolutions passed by Committees). We have to find a way to improve this process. We recommend that the strategic plan task force (SPTF) be made of members of the committees with the authority to review and approve new products and services with a fast track process for critical important projects.

Another meeting of hammering this out. Between 12 and 18 months for full completion. Development in the first six months, implementation by 12 months and, evaluation to take place at 18 months.

Success = Obtaining brand loyalty, Increase revenue, increase participation, increase satisfaction, Organizational sustainability.

Proposed completion date	Tasks	On track	Behind schedule	Success Measurements	Comments
	7) Educate agency staff that do not readily see the inherent value of NPDS Certifications about the financial liability of OIG findings and recommended sanctions as well as HUD's on-site reviews leading to findings of non-compliance to gain buy-in.				
	8) Consider a new designation of our existing NPDS certification to adopt a "Gold Star" for agency-level accreditation (in addition to staff-level certification) for those that meet NAHRO's requirements.				
	9) Gain brand loyalty to NAHRO's certifications through testimonials.				
	10) Develop a way for PHAs to upload their programmatic documents such as: Administrative Plans, form letters/notices developed by agencies, MOU/MOAs, Consortia agreements, document checklists for household files, etc. into State or National NAHRO websites. Documents would be organized by State, subject area, and document-type and would need some kind of quality control review to ensure quality. There may be some legal implications to review to spare NAHRO from any liability associated with the use of these documents.				

Goal 6: Expand, broaden and strengthen NAHRO by providing a full range of products and services that meet the needs of all segments of the housing and community development industry

Objective 3: Create a structured program to train future leaders that includes: expanded monitoring and partnership opportunities; use of appointments to leadership positions at every level of the organization; recognition of contributions and encouragement of relationships with local colleges and universities to develop opportunities to attract new graduates to the field; develop a strategy to increase diversity at all levels of the organization. Diversity is defined by age, race, ethnicity, and gender.

Assignments/Other Contributors: 1) MS 2) Emerging Leaders 3) PD 4) Regions and Chapters

Recommended timeline for implementation: 6m – survey initial class
12m – new class/program in process (January 2013)

Success = Interest ...achieving the goal of 15 participants

Proposed completion date	Tasks	On track	Behind schedule	Success Measurements	Comments
	1) Develop a list of best practices of current partnerships and other arrangements between local agencies and colleges and universities and share with the membership.				
	2) Consult with Emerging Leaders on conference sessions and programs.				
	3) Develop a list of self-identified Emerging Leaders that can be used to communicate directly with them and to determine any gaps in NAHRO benefits needed to serve them. Consider having the list used for them to communicate with each other.				
	4) Determine if it is feasible to continue a NAHRO intern program, either internally or through a partnership, e.g., NeighborWorks.				

Goal 7: Encourage the active participation of NAHRO regions and chapters to ensure that NAHRO is a growing, member friendly organization that is open, responsive, and committed to improving its highest-quality services to the membership.

Objective 1: Establish a committee to look at the committee structure.

Assignments/Other Contributors: 1)Strategic Planning Group 2)BOG/Steering 3) Regions/Chapters 4)

Recommended timeline for implementation: Form committee by 2012 Legislative Conference (30 days)
Twelve months to perform study

Success = Committee makes report and recommendation

Proposed completion date	Tasks	On track	Behind schedule	Success Measurements	Comments
	1) Appoint a committee comprised of the Steering Committee and RSO's to examine issue and present recommendation to the BOG for its consideration.				
	Committee should inventory expectations from and performances of each committee and how they interact with each other, as well as committee structure.				
	Committee should be comprised of Steering + RSOs				

Goal 7: Encourage the active participation of NAHRO regions and chapters to ensure that NAHRO is a growing, member friendly organization that is open, responsive, and committed to improving its highest-quality services to the membership.

Objective 2: Develop a means for Emerging Leaders to participate at each level of NAHRO, including opportunities for networking, serving on committees, and including appropriate sessions at conferences.

Assignments/Other Contributors: 1) MS 2) Emerging Leaders 3) Regions/Chapters 4)
Recommended timeline for implementation: Member Services needs to clarify objectives and goals by summer conference: what is an EL and what do you want us to do with regional and state presidents

Success = Increase in ELs in organization, committee structure and leadership
 Hopefully increase in membership

Proposed completion date	Tasks	On track	Behind schedule	Success Measurements	Comments
	1) Review and learn more about the existing EL program – clarify what it is and see if it can be improved.				
	2) • Increase EL recruitment and involvement.				
	3) • We need to welcome them: there’s a reason the program is not taking off.				
	4) • Ask Member Services to look at best practices from other industries’ applicable EL programs.				
	5) • Provide ELs with additional training and resources.				

Goal 7: Encourage the active participation of NAHRO regions and chapters to ensure that NAHRO is a growing, member friendly organization that is open, responsive, and committed to improving its highest-quality services to the membership.

Objective 3: Encourage and support regions and chapters' communications with border countries and the development of international committees.

Assignments/Other Contributors: 1) International 2) Regions/Chapters 3) 4)

Recommended timeline for implementation: On going. White paper within a year.

Success = More regions and chapters adopt a committee.

Proposed completion date	Tasks	On track	Behind schedule	Success Measurements	Comments
	1) International Committee should support; come up with structure and support mechanisms to encourage this.				

Goal 7: Encourage the active participation of NAHRO regions and chapters to ensure that NAHRO is a growing, member friendly organization that is open, responsive, and committed to improving its highest-quality services to the membership.

Objective 4: Explore feasibility of NAHRO advocating for identical term lengths for resident and non-resident commissioners.

Assignments/Other Contributors: 1) Commissioners 2) LEGNET 3) 4)

Recommended timeline for implementation: By summer conference

Success = Resolution is passed and published

Proposed completion date	Tasks	On track	Behind schedule	Success Measurements	Comments
	1) Urge the Commissioners Committee to send a resolution supporting equal treatment for all commissioners with regards to term lengths to the Board of Governors.				
	2) Publish the resolution in the Journal of Housing and Community Development, accompanied with a short article explaining why we support this and the value of resident commissioners				

Goal 7: Encourage the active participation of NAHRO regions and chapters to ensure that NAHRO is a growing, member friendly organization that is open, responsive, and committed to improving its highest-quality services to the membership.

Objective 5: Strengthen the relationship and communication between the National NAHRO Legislative Network and the state, regional and chapter Legislative Networks. This would include recruiting region and chapter leadership for national Legislative Network participation.

Assignments/Other Contributors: 1) LEGNET 2) Regions/Chapters 3) 4)

Recommended timeline for implementation: Updating of Congressional contact list: immediate, next two months (ongoing now) – verify current, accommodations for unrepresented districts. Have this in place by Summer Conference
 IT work and investigation of technology: initial report by Legislative Conference
 Next six months and ongoing: get more members informed about CapWiz

Success = Initial CapWiz letter goal of 2,000; with 20,000 members we should reach that in a week
 Get at least 10% of members to send letters regularly
 Get 100% contacts for Congressional districts, at least once
 Get multiple contacts/backups per district
 Housing and community development mentioned in State of the Union – get on the national radar

Proposed completion date	Tasks	On track	Behind schedule	Success Measurements	Comments
	1) RSVP take responsibility to maintain regional list of congressional contacts; add this to job description for Regional Senior Vice Presidents .				
	2) Record contact via app, website and e-mail.				
	3) Have app created so people can quickly record congressional contacts; make sure it allows users to access data on others' activities, captures as much info as possible.				
	4) Evaluate other technological solutions like Twiter that can allow us to track responses.				
	5) Ise Capwiz more; take advantage of its ability to tell us who is sending letters -- quantification of success, measurable metric.				
	6) Leadership commits to talking about, demonstrating and encouraging advocacy				
	7) Publicize letters; make them available on website.				
	8) Hold live software demos at regional and state conferencers. Have users do demos instead of staff.				
	9) Engage residents to start sending letters.				

Goal 7: Encourage the active participation of NAHRO regions and chapters to ensure that NAHRO is a growing, member friendly organization that is open, responsive, and committed to improving its highest-quality services to the membership.

Objective 6: Better utilize existing structure to engage state and regional chapters.

Assignments/Other Contributors: 1) Regions/Chapters 2) MS 3) 4)

Recommended timeline for implementation: Encourage alignment before next election cycle if bylaws can be amended in time
Letters out in 2-4 months
Orientation at Leg. Conference

Success = Webpage goes up
Letters go out
Alignment occurs

Proposed completion date	Tasks	On track	Behind schedule	Success Measurements	Comments
	1) Link MS VPs to their regional and chapter counterparts; (all vice presidents)				
	2) National NAHRO provide best practices page with samples and resources pulled from regions and chapters.				
	3) Get regions to coordinate term schedules to match national NAHRO's then encourage states to do the same.				
	4) Provide orientation and job descriptions --use best practices page; get materials from regions and chapters.				
	5) Include succession plans.				
	6) Explore ways to do value-add: training discounts at conferences, other ways of connecting.				