

National Community Development Association

Strategic Plan 2016-2019

Mission Statement: To assist local governments to achieve high-quality, locally responsive programs for making communities better places to live and work, particularly for low and moderate income people.

TOP PRIORITIES

CONTINUE TO RETAIN AND INCREASE MEMBERSHIP

Marketing
Enhanced Member Services
Increased Member Composition (e.g., younger professionals)
Succession Planning

EXPAND TRAINING

Customized Topics
Certification Programs
Aim to Attract New People
More Frequent Course Offerings

CONTINUE TO STRENGTHEN FINANCES

Increase Membership (Marketing)
Review Member Fee Structure
Increase Conference Attendance
Sponsorship by Outside Organizations

CONTINUE TO STRENGTHEN POSITION AS LEADER IN COMMUNITY DEVELOPMENT AND HOUSING

Continue to Build Partnerships with Other Organizations
Enhance Committees and Structure
Continue/Improve Rapid Response (through committees/staff) to Policy, Funding and Program Issues
Continue and Expand Spokesman Role on CD/Housing Issues with Congress, HUD, the Public and Media
Speak with One Voice as a Coalition
Strengthen Grassroots Voice

OPTIMIZE THE USE OF SOCIAL MEDIA

Use Social Media to Promote NCDA
Engage with Non-Members
Maintain Communication with Existing Membership Base

ENHANCE CONFERENCES

Enhance Relevance
Attract Younger Professionals
Include Training Topics

GOAL: INCREASE REVENUE BY \$25,000 ANNUALLY

Strategy: Membership Increase (5% annually)

Action Step: Develop and implement an annual membership marketing plan to attract new members, including newly designated CDBG entitlements. The plan will include a component on attracting young professionals and will also include a retention plan for existing members. In implementing the membership marketing plan, marketing materials will be provided in stages, in the following order: a membership brochure will be mailed out first; followed by a letter from the Executive Director; followed by a letter from the President; followed by an offer of discounted conference fees; followed by a phone call. Staff will contact HUD annually for a list of the newly designated CDBG entitlements.

Who: Membership Subcommittee/Staff

When: By April 2017/2018/2019

Action Step: Analyze current member services and dues structure and compare to other similar organizations; present proposed changes to the Membership Subcommittee and then to the Board

Who: Membership Subcommittee/Staff

When: June 2016/February 2017/June 2017

Action Step: Leverage membership opportunities with USCM members, particularly with other cities that belong to USCM but not to NCDA

Who: Executive Director/Membership Subcommittee

When: Strategy Development February 2017

Action Step: Survey members to identify needed services and products. Survey non-members to see why they are not participating in NCDA.

Who: Membership Subcommittee/Staff

When: By February 2017

Action Step: Assist in organizing the non-active regions; offer a training or best practices by a successful region for other communities interested in activating a non-active region.

Who: Board/Staff

When: Ongoing

Action Step: Active regions act as mentors/incubators to the non-active regions wishing to establish a regional organization possibly through a sub-membership arrangement

Who: Active regions and non-active regions wishing to establish a regional organization – Presidents and Board members

When: Initiate discussion at 2017 Winter Conference Regional Caucuses

Strategy: Increase national conference attendance

Action Step: Encourage members to bring additional staff to the conferences. Develop the conference agendas early to allow members to plan for the attendance of additional staff.

Who: Membership Subcommittee/PPD Subcommittee/Board

When: Ongoing

Action Step: Build conference agendas that are relevant to the membership and that attract potential new members (including young professionals). Create a checklist to ensure the agenda attracts a variety of interests – front line staff, directors, fiscal staff, and persons who administer programs other than CDBG.

Who: PPD Subcommittee/Staff

When: Ongoing; create checklist by Fall 2017

Action Step: Investigate how to enhance the award component of the conferences to attract more participants and make recommendations, including the development of a monetary component.

Who: PPD Subcommittee/Staff/President

When: February 2018; recommendations to Board by June 2018

Action Step: Survey members annually to obtain feedback on conference content.

Who: PPD Subcommittee/Staff

When: Ongoing; after each conference

Action Step: Continue the mechanism for member input for future conference content and future training.

Who: PPD Subcommittee

When: Ongoing

Strategy: Explore other potential funding sources

Action Step: Increase the number of conference sponsors; focus on sponsor recruitment early on in the conference planning process

Who: Executive Director/Board/Host City (Annual Conference)

When: Ongoing

Action Step: Develop a national sponsorship plan

Who: Executive Director

When: January 2018

GOAL: STRONG VOICE IN WASHINGTON

Strategy: Continue National Leadership and Voice of NCDA

Action Step: Continue to lead the CDBG Coalition and seek other coalition opportunities, where available

Who: Executive Director

When: Ongoing

Strategy: Advocacy – Actions and Initiatives

Action Step: Develop and promote policies that protect and promote our core programs

Who: Policy Subcommittees (CD/Housing/ED)/Executive Director

When: Ongoing

Action Step: Annually identify legislative/program priorities.

Who: Policy Subcommittees (CD/Housing/ED)/Staff

When: Annual Winter Meeting

Action Step: Review and analyze administration's and legislative proposals for programs and appropriations.

Who: Staff/Policy Subcommittees (CD/Housing/ED)

When: Ongoing

Action Step: Work with HUD and Congress to promote policies and legislation

Who: Executive Director

When: Ongoing

Strategy: Expand Grassroots Voice of NCDA

(Grassroots defined as active members, their sub-recipients and program partners)

Action Step: Increase member participation in National CD Week. Market National CD Week early; utilize Board, Subcommittees, and NCDA Regions to market National CD Week; develop system to keep track of members, their sub-recipients and program partners participating in National CD Week.

Who: Staff/Board/Subcommittees/NCDA Regions

When: Annually; tracking system developed by April 2017

Action Step: Increase NCDA member outreach to Congressional Members (outside of National CD Week). Develop a State Whips system (appoint a lead member in each State) to follow-up with members (who will follow-up with their sub-recipients and program partners) on outreach to their Congressional Members; also utilize the NCDA Regions to increase member outreach to Congressional Members; develop system to keep track of member outreach.

Who: Staff/State Whips/NCDA Regional Presidents

When: State Whips and tracking system in place by June 2018

Action Step: Increase member response to NCDA Congressional Action Alerts. Utilize the State Whips system to follow-up with members on national NCDA Congressional Action Alerts

Who: State Whips/Staff

When: State Whips in place by June 2018

GOAL: INCREASE PERSONAL AND PROFESSIONAL DEVELOPMENT FOR MEMBERS THROUGHOUT THE ORGANIZATION

Strategy: NCD A National Recognized Brand

Action Step: Develop a Community Development Certification Program (develop curriculum and obtain national certification).

Who: PPD Subcommittee/Staff

When: By January 2019

Strategy: Training – annual, structured throughout regions, certification, professional development, mentorship

Action Step: Develop an annual plan for providing structured training throughout all ten regions.

Who: PPD Subcommittee/Staff

When: Ongoing (presented annually at the Winter meeting)

Action Step: Expand the marketing and delivery of on-site training, particularly to non-member communities

Who: Staff

When: Ongoing

Action Step: Use member survey and PPD Subcommittee feedback to develop customized training topics at conferences. Send to non-member communities to use as a marketing tool.

Who: PPD Subcommittee/Staff

When: Ongoing

Action Step: Complete the Subrecipient Monitoring Course

Who: Staff/PPD Subcommittee

When: June 2017

Action Step: Develop new training courses of interest to members

Who: PPD Subcommittee/Staff

When: Ongoing

Action Step: Use social media to market trainings and conferences

Who: Staff

When: Ongoing

Strategy: Increase participation of Board and Committee members in the organization

Action Step: Develop a manual/handbook for Board and Committee members describing roles and responsibilities

Who: Ad Hoc Committee

When: June 2018

Action Step: Require each Board member to serve on at least one committee in accordance with the bylaws

Who: President

When: Ongoing

Action Step: Ask Board and committee members to take the lead in designing and implementing conference sessions and training component at conferences

Who: Board/Committees

When: Ongoing

Strategy: Develop and implement a succession plan for existing members

Action Step: Include sessions on succession planning into the conference agendas

Who: PPD Subcommittee/Staff

When: Ongoing