



Evolution of the NAHRO Strategic Plan

July 2010

Then-President Popoola appointed the Strategic Plan Task Force, chaired by SR VP Martens.

July 2010 – October 2011

Strategic Plan Task Force identified and reviewed six documents that were “foundational” to its work (NAHRO Constitution, 1979 NAHRO Report, Vision 2031, NAHRO stated goals, CEO’s objectives, BOG adopted goals for 2009–2011 term) and compiled them into **NAHRO Strategic Plan 2011–2014**.

The Strategic Plan Task Force recognized that NAHRO had many goals and objectives but that none were cast in a strategic context.

Task Force developed a timeline of 11 steps, which included identifying SWOT and critical issues; surveying membership about the future of NAHRO and about NAHRO products and services; gathering feedback from regional councils; and presenting draft Strategic Framework (Mission, Vision, and Values Statements and Goals) at the July 2011 Summer Conference, and concluded with BOG adoption of a Strategic Framework in **October 2011**.

January 2012 – March 2012

Leadership Retreat in Austin, TX, resulted in development of **Strategic Action Plan: Goals, Objectives and Tasks**.

Then-President Martens appointed **Strategic Planning Committee**, chaired by Senior Vice President Prince, and charged it with oversight of plan progress and stewardship of instilling the emerging culture of strategic planning at NAHRO, and managing the ongoing review, amendment, and update of the Strategic Action Plan as work progresses.

March 2012 – ongoing

Committees and task forces identified, prioritized, and worked on tasks that align with their portfolio. Staff developed an online tool.

March 2013: Strategic Planning Committee reviewed goals, objectives, and tasks, which were changed to “goals, strategy statements, and tasks.” Objectives were either renamed “strategy statements;” downgraded to “tasks;” or deleted (if redundant).

October 2013

Staff identified 20 completed tasks; some strategy statements were revised or deleted.

November – December 2013

Staff revised online tool to visually reflect short- and long-term progress.

January 2014: Leadership Retreat in Los Angeles

Staff presented a revised online tool and introduced the concept of the NAHRO Business Plan, which includes Goals, Strategy Statements, and Tasks.

Leadership approved staff-recommended changes to Strategy Statements.

March 2014

The board reaffirmed its approval of changes to the Strategy Statements.

April 2014

The Strategic Planning Committee submitted Top 8 ideas from the Leadership Retreat to committees and working groups for their consideration as they develop their business plans.

June 2014

The Strategic Planning Group approved mission and vision statements and revised business plans for Housing America Task Force and International Research and Global Exchange Committee.

July 2014

The group agreed it should transition into an advisory role to the Board and Committees regarding long-term strategic thinking/planning and changed its name to Strategic Planning Advisory Group (SPAG), to more accurately reflect its role.

Staff revised “Work Plans: Committees and Task Forces: Discussion Guidelines for Chairs and Staff” to align with the model work plans developed by IRGE and HATF.

October 2014

SPAG discussed reaffirmation of vision-mission-values statements to test viability of actions. John Parke was confirmed to interview SPAG members via telephone prior to the March meeting to solicit their thoughts on a variety of topics, such as organization focus and priorities and appropriate long-term mission and vision.

February 2015

John Parke interviewed SPAG members.

March 2015

John Parke presented the interview results. SPAG identified key themes and discussed alignment where perspectives were similar/different. John Parke agreed to examine results of last two member surveys to ascertain if the June–July 2015 survey should include questions to support strategic-planning efforts.

July 2015

SPAG discussed survey results; revisited the five interview themes; brainstormed “what is strategy;” discussed value proposition, association relevance, elements of vision statement, and meaning of values; and examined how one association used events to deliver the brand experience.

July 2015 cont'd)

Approved mission and vision statements and revised business plans for Community Revitalization and Development and Member Services Committees

Agreed to seek comments from BOG and committee members and to convene focus groups in Los Angeles to gain new insight.

August 2015

Strategic Planning Advisory Group members and NAHRO staff were asked to complete a “worksheet” that contained questions related to NAHRO mission and vision statements. It required participants to draft a vision statement; describe what NAHRO will become and to identify key behaviors that we should encourage and support. Mission statement questions related to why NAHRO was founded; how it has changed due to technology and economy; level of success; and the membership base and values.

October 2015

Approved mission and vision statements and revised business plans for the Legislative Network.

Agreed on three mission statements and three vision statements to present to the NAHRO leadership at the conference. The leadership was asked to rank each statement on a scale of one to three (three being the highest).

November 2015

2015-2017 SPAG seated.

Group convened via teleconference to discuss comments from NAHRO leadership on the mission and vision statements; and to examine how the leadership ranked each statement.

January 2016

SPAG reached agreement on revised mission and vision statements, which will be presented to the Board for adoption at the 2016 Leadership Retreat in Ft. Worth, TX, Feb. 12-14.

February 2016

BOG adopted new NAHRO Vision Statement, NAHRO Mission Statement and Value words at the Leadership Retreat in Ft. Worth, February 14-16.

February 2016

At the leadership retreat, BOG consolidated the 27 strategy statements into 19 strategy statements. BOG authorized SPAG to wordsmith and submitted to Steering Committee for review and approval on its behalf the revised 19 strategy statements as approved by the SPAG. This action was necessary to ensure that committees had the final strategy statements before their face-to-face meetings held in April at the Washington Conference.

March 2016

The Strategic Planning Advisory Group met via teleconference to approve the revised 19 strategy statements.

March 2016

The Steering Committee approved the revised 19 strategy statements.

April 2016

BOG re-affirmed the action taken by the Steering Committee on the 19 revised strategy statements.

May 2016

The Strategic Planning Advisory Group agreed via teleconference on Brand Promise and Value Proposition Statements to present in the 2016 membership survey.

June 2016

Presented Brand Promise and Value Proposition Statements in the 2016 survey to all members. Results: 73% agreed with the NAHRO Brand Promise Statement: *"We Promise a Diverse, Inclusive, and Inspiring Environment for members to learn, connect, advocate, and achieve."*

79% agreed with the NAHRO Value Proposition Statement: *"Together we are building affordable and sustainable communities through education, innovation, and advocacy."*