

Strategic Plan 2011-2012



Board Approved January 14, 2011

Developed in consultation with:



**NACEDA
Strategic Plan 2011-2012**

Executive Summary	3
Acknowledgements.....	4
2011-2012 Strategic Planning Process Overview	4
I. Organization Identity.....	5
Organization Background.....	5
Mission Statement.....	6
Core Operating Values.....	7
Theory of Change	7
Customer Groups.....	8
II. Strategic Direction 2011-2012	9
Summary of Most Important Points in our Environment	9
Strategic Direction & Results 2011-2012	9
Goals & Objectives.....	10
Implementing the Plan	11

Executive Summary

This executive summary presents a brief overview of the key elements in the NACEDA strategic plan for the calendar years 2011 and 2012.

Organization Background

The **National Alliance of Community Economic Development Associations (NACEDA)** is an association of state, regional, and local membership organizations who promote community development and affordable housing. NACEDA was founded in 2006, in the wake of the collapse of a longstanding national association of community development organizations called NCCED (National Congress of Community Economic Development). NACEDA's founders believed that an organization needed to continue a critical part of NCCED's mission. This mission had to do with advancing a strategic, national community development public policy agenda and promoting peer-to-peer learning and support among organizations who promote this agenda at the state and regional level.

Mission Statement

Lead the community development field and its partners in shaping and influencing strategies that advance community prosperity.

Strategic Direction & Results FY 2011-2012

In the next two years NACEDA will give priority attention to cultivating strong and engaged relationships with all of its members and their members and partners. NACEDA will create a variety of strategic and collaborative initiatives that demonstrate the value of leveraging alliances. In strengthening these connections, NACEDA will solidify its position as a powerful, bold, and trusted voice of community development practitioners in national public policy conversations.

NACEDA will pursue this strategic direction through the following goals:

- GOAL I:** NACEDA leads a strong learning and action network.
- GOAL II:** NACEDA celebrates a national policy victory.
- GOAL III:** NACEDA thrives financially with sufficient infrastructure to support its mission.

Acknowledgements

NACEDA extends a sincere thanks to Board members, staff members and partner leaders who contributed time to inform this strategic planning process. Their perspectives were invaluable and were carefully considered in selecting the priorities reflected in this plan.

Terry Chelikowsky	Executive Director, Florida Alliance of Community Development Corporations
Andy Fraizer	Executive Director, Indiana Association for Community Economic Development
Joe Kriesberg	Executive Director, Massachusetts Association of Community Development Corporations (NACEDA Board Treasurer)
Sharon Legenza	Executive Director, Housing Action Illinois
Bernie Mazyck	Executive Director, South Carolina Association of Community Development Corporations (NACEDA Board Vice-Chair)
Joe McNeely	Executive Director, Central Baltimore Partnership
Brigette Raspberry	Chief Operating Officer, North Carolina Association of Community Development Corporations
Rick Sauer	Executive Director, Philadelphia Association of Community Development Corporations
Jamie Schriener-Hooper	Executive Director, Community Economic Development Association of Michigan
Diane Sterner	Executive Director, Housing and Community Development Network of New Jersey (NACEDA Board Chair)
Sam Yoon,	Executive Director, NACEDA
Frank Woodruff	Program Associate, NACEDA

2011-2012 Strategic Planning Process Overview

On November 11 and 12, 2010, the NACEDA Board of Directors (the “Board”) and staff convened with facilitator Denice Hinden of Managance Consulting & Coaching to develop a new two year strategic plan. The two year time frame was selected because the field of community development is redefining itself as the economic recovery continues. This redefinition is expected to continue for at least a few years, and NACEDA seeks to keep its plans and strategies agile and responsive to a shifting environment.

Detailed Strategic Plan 2011-2012

Introduction

This strategic plan is intended as a guiding framework for actions by NACEDA over two years 2011-2012. The goals and objectives offer direction about how NACEDA will allocate financial resources and focus staff and board time and energy for pursuing the organization's mission and achieving its goals. An action plan outlining key steps to implement the strategic plan is available separately.

This detailed strategic plan is organized in two sections.

- **Section I** outlines the organizational identity of NACEDA. An organization's understanding of its identity is the anchor from which all work flows, including its strategic plan.¹
- **Section II** includes a summary of key aspects of the environment that formed the choice of strategic direction in this plan, and outlines the strategic direction and goals and objectives that will guide the work of NACEDA 2011-2012.

I. Organization Identity

Organization Background

The **National Alliance of Community Economic Development Associations (NACEDA)** is an association of state and regional membership organizations who promote community development and affordable housing. NACEDA was founded in 2006, in the wake of the collapse of a longstanding national association of community development organizations called NCCED (National Congress of Community Economic Development). NACEDA's founders believed that an organization needed to continue that a critical part of NCCED's mission. This mission had to do with advancing a strategic, national community development public policy agenda and promoting peer-to-peer learning and support among organizations who promote this agenda at the state and regional level.

During its first four years NACEDA could be characterized as "finding its potential". It was chaotic and collegial, growing from an initial 11 members to 34 state, regional, and local association members today representing over 4,000 local community-based organizations² and, therefore, thousands more community development practitioners. Key results during its first four years include:

- Annual summit that is recognized as an important industry event
- Audience with key leaders in the Obama administration

¹ Organization identity language and concepts are intended for use by NACEDA in many ways, including public information materials, the design of programs, services and day-to-day operations.

² This figure was derived by polling our 34 association members about the number of organizational (as opposed to individual) members who currently belonged to their association. As of December 2010 the total came to over 4,600. We use the term "over 4,000" assuming that not all association members are CDCs or community-based organizations.

- Contribution to important policy wins on the Low Income Housing Tax Credit and HUD's Neighborhood Stabilization Program
- Variety of non-governmental organizational relationships
- Operating support from key funders
- Enthusiastic staff and volunteer leadership

An organization's mission statement is an opportunity to convey, in a concise and compelling way, the difference your organization is aiming to make in the world. Stakeholders want to help make this happen and they want the organization to be remembered for this in the future.

Mission Statement

Lead the community development field and its partners in shaping and influencing strategies that advance community prosperity.

Meaning behind the Mission³

Lead the community development field and its partners

State, regional, and local associations of community development organizations represent over 4,000 organizations and thousands more professional staff and volunteers that are working on the ground day-to-day to ensure all residents have the opportunity for a good quality of life in their neighborhoods and communities. The community development field and its partners work in a wide variety of areas including the development of affordable housing, through preservation, rehabilitation, or new construction, as well as housing counseling services, microenterprise, workforce development, small business development, commercial corridor development, AND financial services including banking and credit to attract and retain resources in urban and rural neighborhoods and communities across the US.

Shaping and influencing strategies that advance community prosperity

NACEDA, its members and its partners are experts in crafting ideas and mobilizing advocates to inform public policy, as well as local, state and national initiatives and business strategies that build financially strong and welcoming neighborhoods and communities. NACEDA is a central place for tracking trends and new practices and for bringing community development

³ Explanatory Note: The "meaning behind the mission" language is designed to assure that everyone connected to NACEDA has a consistent set of points to use in talking about the organization's mission. This language was developed from conversations in the strategic planning work sessions. This section can be pulled out in any number of ways, including marketing materials and talking points for presentations, etc.

practitioners together to forge alliances, define solutions, and expand opportunities for neighborhoods and communities so they can thrive.

Core Operating Values

These core operating values—listed in alphabetical order—guide the way in which NACEDA wants its members and partners to experience it as leading the field, influential, collaborative, enthusiastic and excellent. NACEDA demonstrates its serious commitment daily by living out these core operating values in our work.

Assertive Practitioner Voice – We resonate with the messages and values that reflect the focus of our members and their members and partners.

Entrepreneurial and Creative – We push the boundaries of what is possible with fresh and risky ideas.

Expansive and Evolutionary – We reach across fields and disciplines to create new opportunities for leadership and for prosperity in local communities.

Reciprocal – We add value for everyone who participates with us by listening, learning, and sharing solutions.

Pragmatic - We draw from the infrastructure of our members, and employ technology and new media to be economic and efficient with our resources.

Theory of Change

As NACEDA pursues its mission, its top priority is supporting its members and their members and partners in creating prosperous local communities. The approach of NACEDA to achieving its mission is rooted in the following underlying principles and beliefs about the value of community development. These principles and beliefs guide how NACEDA develops and delivers its programs and services.

We believe that successful community development:

- requires a long-term commitment;
- must be comprehensive, drawing on all parts of a community and supporting improvement on many different levels;
- begins in many different places depending on a communities history and context;
- engages local institutions that lead and own local change;

Core operating values are the aspirational, fundamental ideals that are at the heart of the organization. Anyone outside the organization looking in should be able to see the ideal in how your organization behaves. Anyone inside an organization should identify with the values and demonstrate them in the way he/she carries out his/her work.

A theory of change describes why you believe your organization will accomplish the mission. These are statements of belief about the world and how your organization is striving to make a difference in the world.

- attracts private investment;
- demonstrates incremental improvement;
- builds and supports the voices of local leaders who understand the need and have the wisdom to create regional, state and national policy solutions.

Customer Groups

Primary Customers

NACEDA's primary customer is state, regional, and local associations of community development organizations and their members and partners. The primary beneficiaries are local CDCs, which we estimate to number over 4,000. This includes both paid staff and volunteer leaders.

Supporting Customers

- Elected and appointed officials
- National funding Intermediaries
- Complementary national organizations (i.e. builders, bankers, other nonprofits)
- Media

*The term “**customer**” is based on Peter Drucker’s writing about people served by nonprofit organizations.*

*We’ve adapted the term “**primary customer**” to mean the group of people or things that an organization has an ongoing exchange with every day; the organization’s programs and services are organized to respond to the needs, wants and aspirations of this customer group.*

***Supporting customers** or partners are all the resources that help an organization be successful, and therefore, must also have a satisfactory relationship with the organization.*

II. Strategic Direction 2011-2012

Summary of Most Important Points in our Environment

The direction outlined in this strategic plan is a response to the opportunities and challenges NACEDA identified in its review of the current community economic development operating environment. This review was informed by member perspectives represented on the Board and research conducted by staff.

Key Environmental Drivers 2011-2012

- Political landscape has changed; 112th Congress likely to lead to reduction of resources for community development.
- The Great Recession has ongoing impact on housing and economic development markets.
- Nevertheless, political and economic drivers differ from state to state, region to region.
- CDC field is changing and evolving; CDCs close doors or feel pressure to consolidate.
- Difficult economy and scarce resources place premium on ability to engage in collaborative work and creative partnerships.
- Significant number of states are not yet represented among NACEDA members; critical practitioner voices are therefore not being heard.

*The **strategic direction** is a succinct statement about the strategy or approach an organization will take to its work over a specific period of time. The statement is based on a combination of both the current and external environment (opportunities and threats challenging the environment) and its mission and internal capacities. It is typically a direct response to the strategic questions asked by an organization, expressing where the organization will focus and what will be different in the next 5 years as a result of its work.*

Key Opportunities for NACEDA in this Environment

- Opportunity to work collaboratively with national intermediaries such as Local Initiatives Support Corporation (LISC), Enterprise Community Partners, and NeighborWorks America.
- Openness to pursuing partnerships with institutions in other sectors interested in community investment (i.e. utilities, green, conservation, military).
- Finding power in acceptance of new partners typically outside the community economic development arena.
- Claiming and owning the definition of community development.
- Finding and promoting the next transformative national public policy.

Strategic Direction & Results 2011-2012

The following strategic direction, goals and objectives are a response to key environmental drivers and opportunities identified by NACEDA in the environmental scan.

In the next two years, NACEDA will give priority to cultivating strong and engaged relationships with all of its members and their members and partners. NACEDA will create a variety of strategic and collaborative initiatives that demonstrate the value of leveraging alliances. In strengthening these connections, NACEDA will solidify its position as a powerful, bold, and trusted voice of community development practitioners in national public policy conversations.

Goals & Objectives

NACEDA will pursue this strategic direction through the following goals and objectives. Although NACEDA is committed to sustaining excellent work with significant results, the current economic environment may require NACEDA to adjust its objectives from time to time. Each goal and its related objectives will be reviewed regularly and supported by annual implementation work plans.

Completion of the following goals is targeted for the calendar year 2011.

Goal I NACEDA leads a strong learning and action network.

Objectives:

- 1) Convene annual (policy) summit and annual board (member) retreat.
- 2) Conduct a listening tour of NACEDA members.
- 3) Create a member-focused communication strategy (e.g. through our web site, newsletter, action alerts).
- 4) Offer affordable professional development opportunities (e.g. Organizational Capacity Assessments, group executive coaching) for member staff and volunteer leaders.
- 5) Pursue resources for a second competitive re-granting program focusing on green development or another topic.
- 6) Create an accepted a cohesive message about the value of community development.

Goal II NACEDA celebrates a national policy victory.

Objectives:

- 1) Create a member supported policy agenda.
- 2) Initiate a process that facilitates greater collaboration among community development partners including but not limited to:
 - LISC
 - Enterprise Community Partners
 - NeighborWorks America
 - National NeighborWorks Association (NNA)
 - National Association of Latino Community Asset Builders (NALCAB)
 - National Coalition for Asian Pacific American Community Development (National CAPACD)
 - the Housing Assistance Council (HAC)
 - Habitat for Humanity International
 - Rebuilding Together
 - the Community Development Finance Institution (CDFI) Network
 - the Opportunity Finance Network (OFN), and
 - the Housing Partnership Network (HPN)

- 3) Establish alliances with national advocates and partners that align with the interests of community development (e.g. from the home builders industry, local and state government, banking and finance, environmental and smart growth advocates, community action agencies, civil rights activists).
- 4) Organize site visits and bus tours with members of Congress.
- 5) Build strategic media relationships from the local level to the national level.

Goal III NACEDA thrives financially with sufficient infrastructure to support its mission.

Objectives:

- 1) Develop reliable multi-year funding and revenue opportunities that support an expanded staff.
- 2) Develop interest among members in serving on the NACEDA board of directors.
- 3) Actively engage members' staff in supporting NACEDA committees.

Implementing the Plan

Successful implementation of this strategic plan requires a consistent commitment and shared leadership between the board of directors and staff. To support implementation of the strategic plan 2011-2012, the NACEDA board of directors and staff will:

- **Track & Improve Performance**
 - Staff develops and continually updates an annual implementation action plan.
 - Board reviews strategic plan progress quarterly, at its regular board meetings.
 - Board uses the plan as a framework for assessing annual performance of the Executive Director.
 - Executive Director uses the plan as a framework for assessing annual staff performance.
- **Align Financial Resources**
 - Board and Executive Director annually align the organization's budget with strategic plan goals and objectives.
 - Board and Executive Director consider sources of funds to support new strategic initiatives.
- **Update the Strategic Plan**
 - Staff regularly seeks input from members and their members and partners about issues affecting local community economic development.
 - Board formally reviews progress on strategic plan implementation, reviews the relevance of the strategic plan, and considers an update of the plan at least every six months.