

# **National Community Development Association Strategic Plan 2020-2025**

*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**

### **ENHANCE TRAININGS AND CONFERENCES**

#### Training

- Leadership Training
- New Training Courses
- Training Certification
- Member Participation in Conference Agenda Development

#### Conferences

- Professional Development Track at Conferences
- Pre-Conference Training

### **RETAIN/GROW MEMBERSHIP**

- Regional Development
- Focus on Large Entitlements
- Member Feedback on Services

### **ADVOCACY**

- Advocacy for Programs and Funding
- Regulatory Reform
- Strengthen Grassroots Voice

### **BUILD ORGANIZATION CAPACITY**

- Increase Staff Support
- Attract Leaders to the Subcommittees and National Board

### **REBRANDING/MARKETING**

- NCDCA Recognized Brand
- Membership Marketing Through Social Media
- Digital Marketing

## **GOAL 1: ENHANCE TRAINING AND CONFERENCES**

### **Strategy: Provide Leadership Training**

Action Step: Hire a consultant to develop a NCDA Leadership Academy

- Leadership Training
  - Overall leadership development
  - Leadership development within community development
  - Special track for young professionals
  - Special track for NCDA subcommittee members, board members, and Executive Committee
- Advocacy Training (political and relationship skills)
- Succession Planning (grooming new staff)
- Certification

When:

By December 2021 – consultant hired

By May 30, 2022 – Leadership Academy draft outline completed

By June 30, 2022 – PPD Subcommittee reviews draft outline

By November 30, 2022 – Leadership Academy plan completed

By January 30, 2023 – plan approved by PPD Subcommittee

By January 30, 2023 – plan approved by Board

By June 30, 2022 – plan approved by Board

By June 30, 2025 – plan implemented/Leadership Academy begins

Who: Executive Director/Staff/PPD Subcommittee

### **Strategy: Offer New Training Courses**

Action Step: Poll members to identify training needs

When: Ongoing

Who: NCDA staff

Action Step: Develop new training courses

- Cross-cutting requirements training (Davis Bacon, Section 3, Environmental)
- ESG, HOPWA training
- Training for CHDOS
- Pandemic planning
- Fair housing

When: By June 30, 2025

Who: PPD Subcommittee/NCDA staff

**Strategy: Training Certification**

Action Step: Obtain national accreditation for NCDA’s training courses

Action Step: Expand test/certificate for NCDA’s 3-day training courses

When: By June 30, 2025

Who: NCDA staff

**Strategy: Annual Training Plan**

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

When: Ongoing

Who: NCDA staff

**Strategy: Online Training**

Action Step: Convert NCDA’s onsite training into an online platform. Our goal is to get back to providing on-site training but, in the interim, we need to provide online training for members.

When: By June 30, 2021

Who: NCDA staff/PPD Subcommittee

**Strategy: Track Driven Conferences**

Action Step: Incorporate the following tracks into the Winter and Annual conferences. Develop logos for each track.

- Professional Development Track
  - Professional development (CD director caucuses)
  - Professional development for senior professionals
  - Introductory course on working with HUD
- Community Development Track
- Housing Track
- Economic Development Track

When: Ongoing

Who: NCDA staff/PPD Subcommittee

**Strategy: Offer Pre-Conference Training at Conferences**

Action Step: Continue preconference training at the Winter and Annual conferences.

When: Ongoing

Who: NCDA staff/PPD Subcommittee

**Strategy: Member Participation in Conference Agenda Development**

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

When: Ongoing  
Who: NCDA staff/PPD Subcommittee

## **GOAL 2: GROW/RETAIN MEMBERSHIP**

Grow membership by 5% annually.

### **Grow Membership**

#### **Strategy: Regional Development**

Action Step: Hire a consultant to develop a plan to increase the participation of the non-active regions in NCDA and develop regional leadership. The consultant should be familiar with NCDA and the membership. Possibly pay members to be regional coordinators.

When:  
By September 30, 2021 – consultant hired  
By May 30, 2022 – plan developed  
By June 30, 2022 – plan approved by Board  
By June 30, 2023 – plan implemented

Who: Executive Director/Membership Subcommittee

#### **Strategy: Attract Large Entitlements**

Action Step: The same consultant would also create a membership marketing plan to attract large entitlement communities (populations over 250,000).

When: By June 30, 2022  
Who: Consultant

#### **Strategy: Market to Non-Members**

Action Step: Market training/conferences to non-members  
When: Ongoing  
Who: NCDA staff

Action Step: Market membership to non-members (including new entitlements)  
When: Ongoing  
Who: NCDA staff

Action Step: Continue orientation for first-time conference registrants/new members  
When: Ongoing  
Who: Executive Director/Membership Subcommittee co-chairs

Action Step: Develop a social media plan for marketing to non-members  
When: By June 30, 2021  
Who: NCDA staff/Membership Subcommittee

Action Step: Appoint youth leaders to lead young professional marketing and membership

When: By June 30, 2021

Who: Executive Director

### **Retain Members**

#### **Strategy: Obtain Member Feedback on Services**

Action Step: Survey members every two years to identify needed services and products.

When: By September 30<sup>th</sup> annually

Who: NCDCA staff

## **GOAL 3: ADVOCACY**

#### **Strategy: Promote NCDCA's Advocacy Agenda**

Action Step: Create an advocacy action site on NCDCA's website similar this [site](#) to engage members in promoting NCDCA's advocacy agenda. This platform would also be used to engage NCDCA members in National Community Development Week to strengthen our grassroots voice.

When: By December 30, 2020

Who: NCDCA staff

#### **Strategy: Develop and promote policies that protect and promote our core programs**

Action Step: Develop a set of annual legislative and regulatory priorities for approval by the policy subcommittees and Board of Directors at the Winter Conference.

When: By December 30<sup>st</sup> annually

Who: Community Development/Housing/Economic Development Subcommittees/NCDCA staff

Action Step: Continue to lead the CDBG Coalition and participate in other national coalitions that promote our core programs.

When: Ongoing

Who: Executive Director

Action Step: Engage Congressional offices and HUD staff to promote our policies and priorities.

When: Ongoing

Who: Executive Director

Action Step: Review, analyze, and respond to Federal Register rules and notices and to legislation.

When: Ongoing

Who: NCDCA staff

## **GOAL 4: BUILD ORGANIZATION CAPACITY**

### **Strategy: Increase staff support**

Action Step: Continue to contract out for staff services (training/conference planning/development, accounting, technology, etc.)

When: Ongoing

Who: Executive Director

Action Step: Outsource strategic priorities (development of the leadership academy, organization of the non-active regions, membership marketing plan)

Who: Executive Director

### **Strategy: Attract Leaders to the Subcommittees and National Board**

Action Step: Develop a leadership course (as part of the NCDA National Leadership Training Academy) to attract and build leaders to the subcommittees and national board from all regions of the country.

When: By June 30, 2024

Who: Consultant

## **GOAL 5: MARKETING AND REBRANDING**

### **Strategy: NCDA Recognized Brand**

Action Step: Create a subcommittee to discuss rebranding of NCDA

When: By June 30, 2021

Who: NCDA President/Executive Director

### **Strategy: Membership Marketing Through Social Media**

Action Step: Use social media to market training, conferences, and membership to non-member communities

When: Ongoing

Who: NCDA staff

Action Step: Create video/materials to attract young professionals

When: By June 30, 2023

Who: Membership Subcommittee/NCDA staff

### **Strategy: Digital Marketing/Communication**

Action Step: Develop a social media content calendar

When: By June 30, 2021

Who: NCDA staff

Action Step: Hire a public relations person for crisis communication

When: By September 30, 2021

Who: Executive Director

