

2012-2016 Strategic Plan Dashboard Report

At March 2016

By 2016, NAHMA's Preferred Future is to –

- Have an effective advocacy program that attracts broad participation and raises understanding that affordable rental housing is essential to the nation's wellbeing
- Have created clear value for owners and other customers that entices them to provide financial support and influence
- Have formalized mechanisms to assist AHMAs in providing valued programs and grassroots advocacy
- Offer the preferred designations and certification recognized by multifamily housing stakeholders, and access to an educational curriculum that meets clearly defined customer needs and NAHMA's financial goals
- Have sufficient human, capital and financial resources to achieve its preferred future and strategic plan

NAHMA's mission is to promote development and preservation of quality affordable multifamily housing by advancing legislative and regulatory policy and preparing affordable housing professionals to succeed in evolving economic and political environments.

1) GOAL – Advocacy Related		2) GOAL – Credentials, Training and Other Programs/Services		3) GOAL – Resources	
Objective	Status	Objective	Status	Objective	Status
Objective 1A(1) – Evaluate NAHMA's advocacy and regulatory/legislative communication methods and content to ensure focus and relevancy for targeted audiences by Oct. 2012	▲	Objective 2A(1) – Create a communications strategy for executive-level members, owners and other stakeholders to communicate NAHMA's programs, services and value by Oct. 2012	▲	Objective 3(1) – Analyze the results of the NAHMA/NAA meeting survey conducted in Fall 2011 and thereafter to determine where improvements can be made; form a staff/volunteer task force to identify improvements in content and meeting administration, by Aug. 2012 and ongoing o Need better, faster, more accurate and timely registration information o Need a higher level of programming o Consider skipping one-day business meeting at NAHMA summer meeting, and just providing NAHMA sessions at NAA meeting	▲ ■
Objective 1A(2) – Create an advocacy toolkit to share with the AHMAs that clarifies how and why they and their members can participate in grassroots activities by Mar. 2013	▲	Objective 2A(2) – Evaluate the need for succession planning throughout the NAHMA organization and determine how to retain expertise by June 2013	▲		
Objective 1A(3) – Create an advocacy toolkit for individual members that clarifies how and why they can participate in grassroots activities by Mar. 2013	▲	Objective 2A(3) – Create a formal training and mentoring program for new and emerging NAHMA leaders by Dec. 2013	▲		
Objective 1A(4) – Facilitate compiling best practices in advocacy with AHMAs to share with their members and throughout the AHMA network by Nov. 2012-Dec. 2013	▲	Objective 2B(1) – Determine what AHMAs want or don't want and whether NAHMA can provide (or stop providing) these programs/services by Nov. 2012-Dec. 2013	▲		
Objective 1B(1) – Determine coalitions that can reach beyond the affordable housing industry to achieve common ends by Jan. 2014-2016	▲ ■	Objective 2B(2) – Evaluate existing formalized mechanisms and communication systems for working with the AHMAs Nov. 2012-Dec. 2013	▲		
Objective 1B(2) – Redefine the meaning of affordable housing to include "workforce housing" and determine what NAHMA can offer that sector as customers by Jan. 2013-2016	■	Objective 2B(3) – Facilitate compiling best practices in operations and programming by AHMAs and share throughout the AHMA network by Nov. 2012-Dec. 2013	▲		
Objective 1B(3) – Identify underserved and "vulnerable" industry members and organizations that are potential members or customers and evaluate how NAHMA can serve them by Jan. 2014-2016	▲ ■	Objective 2C(1) – Evaluate NAHMA credentials and their criteria, and NAHMA coursework, to determine strengths, voids, and improvements needed and benchmark them against the competition by Dec. 2013	▲		
		Objective 2C(2) – Evaluate key stakeholder groups to create opportunities for stronger branding of NAHMA credentials and increased profile with them by Jan. 2014-2015	▲		
		Objective 2C(3) – Evaluate potential strategic credentialing partnerships and remove barriers to access to NAHMA credentials by Jan. 2014-2015	▲		
		Objective 2C(4) – Ensure a high level of ongoing quality control and relevance of the NAHMA courses (ongoing)	▲ ■		
		Objectives 2C(5) – Evaluate delivery and tracking tools or mechanisms that increase availability and lower barriers to access NAHMA credentials/coursework by Jan. 2014-2016 (i.e., increase number of trainers; technology; learning management systems; etc.)	▲ ■		
		Objective 2C(6) – Reach out to learning institutions to include affordable housing in their curricula or programming by Jan. 2015-2016 [GREEN = WORK AT VA TECH]	▲ ▼		
DEFINITIONS:					
Work significantly accomplished or complete				▲	
Work underway in positive direction				■	
Work not moving forward in positive direction or not yet started				▼	