



Strategic Plan

June 1, 2011

STRATEGIC PLANNING COMMITTEE

The Strategic Planning Committee was asked to identify and articulate the best ways for agencies to work together and what goals we would like to attain as a coalition.

Colleen Dudley, Chair;	Habitat for Humanity of Tennessee
Ted Fellman;	Tennessee Housing Development Agency
Don Harris;	USDA/Rural Development
Marla Jackson;	Tennessee Manufactured Housing Association
Carla Jarrell;	Pinnacle Financial Partners
Retha Patton;	Eastern Eight Community Development Corp.
John Roberts;	Nashville Area Habitat for Humanity

STRATEGIC PLANNING STRUCTURE USED

The Strategic Planning Committee defined a plan structure to articulate the coalition's high level Mission and Vision, Values and Principles, with clearly defined Goals, Objectives, Strategies, Plans and Actions (GOSPA.)

The Strategic Plan structure includes the following components:

Mission & Vision:	An organization's statement of purpose; its reason to exist
Values and Principles:	The enduring beliefs that guide the actions of organization members and influence their actions
Goals:	A statement of strategic longer-term intent (3 years) that describe the organization's priorities during the planning period
Objectives:	The measurable areas of focus set forth to achieve the goal
Strategies:	The most significant actions that will be taken by the organization to achieve its objectives
Plans:	The specific results to be achieved in a shorter time period, generally one (1) year
Actions:	The detailed tasks that will be undertaken to drive plan results

STRATEGIC PLAN:

MISSION

Serve as a catalyst to continuously improve the availability and quality of safe, sound and affordable housing in the State of Tennessee.

Areas of particular focus include:

- Networking and Education of stakeholders.
- Communication and Advocacy with law makers, policy makers, civic leaders, business leaders, housing providers and communities.
- Partnership with current and potential Funders.

VISION

Through the synergy of an active coalition, resources will be multiplied to accelerate availability and diversity of affordable housing opportunities. Our work will be done when every Tennessean lives in a safe, sound and affordable home in a viable community.

VALUES AND PRINCIPLES

First and foremost, we are committed to addressing the need for affordable housing in the state of Tennessee.

We believe the interests of those in need of affordable housing will be best served when all stakeholders are engaged in communication, education, partnerships, advocacy and effective allocation and utilization of resources.

We value the demonstrated leadership role of the Tennessee Housing Development Agency and are committed to our THDA partnership – acknowledging that the interests of the coalition may not always be aligned with those of THDA, and at times conflicting positions and/or courses of action may be necessary.

Although coalition members all share the general mission of serving the needs for affordable housing in Tennessee, the specific interests of individual coalition members may diverge with regard to priorities and approach. The coalition will collaborate on areas of common interest of affordable housing stakeholders - while members will not be asked to support or advocate positions in conflict with their own interests.

We highly value honesty and integrity in every interaction.

GOALS

The goals of the coalition include the following:

- ◆ Establish and support an active and effective network of educated stakeholders committed to understanding and addressing the needs for affordable housing in Tennessee (***Networking and Education***).
- ◆ Effectively communicate and advocate the need for, and the social and economic impact of, affordable housing in Tennessee to law makers, policy makers, civic leaders, business leaders, housing providers, communities and the general public (***Communication and Advocacy***).
- ◆ Establish and maintain active partnerships with funders of affordable housing initiatives in Tennessee (***Partnership with current and potential Funders***).

OBJECTIVES

Objectives related to ***Networking and Education*** include the following:

- ✓ Expand Tennessee Affordable Housing Coalition (TAHC) membership (establish membership goal by 2011.)
- ✓ Increase participation and effectiveness of regional TAHC organizations.
- ✓ Assist with the expansion of the Governor's Housing Summit.
- ✓ Develop and maintain a comprehensive directory of coalition members, including identification and description of member organizations and individual representatives/members.
- ✓ Make member organizations aware of available educational opportunities.
- ✓ Refine and expand web based resources targeted at networking and education of coalition members.

Objectives related to ***Communication and Advocacy*** include the following:

- ✓ Establish areas of coalition alignment and define our communication/advocacy agenda.
- ✓ Develop messages and materials.
- ✓ Identify audiences for communication.
- ✓ Engage, establish and maintain ongoing lines of communication.
- ✓ Gather feedback and modify positions, messages, and materials as appropriate.

Objectives related to ***Partnership with current and potential Funders*** include the following:

- ✓ Improve visibility and access to available funding resources.
- ✓ Formalize feedback mechanisms with Funders regarding effectiveness of current funding programs.
- ✓ Engage with Funders to support and encourage new program development.

COMMITTEE STRUCTURE RECOMMENDED

The following Operating Committee structure will support goal and objective attainment for the coalition:

- Membership Committee (Grow Membership, Directory)
- Education Committee (Housing Summit, Speakers Bureau, Conferences Awareness)
- Communication and Advocacy Committee (Newsletter)
- Funders Partnership Committee
- Legislative Committee
- Finance Committee

OPERATING COMMITTEES TO DEVELOP STRATEGIES, PLANS AND ACTIONS

With Goals and Objectives clearly defined, Operating Committees will develop supporting Strategies (the how's) with detailed Plans (work plans) and Action items (assignments.)

Mission and Vision

Values and Principles



NEXT STEPS:

- Present Strategic Plan for board approval (**completed 5-24-11**).
- Charter Operating Committees (**completed 6-1-11**).
- Charge committees to develop Strategies, Plans and Actions to achieve Goals and Objectives (**in progress**).
- Direct committees to execute Strategies with Plans and Actions.
- Monitor progress.