



# Master Plan Updates

February 2013

Tacoma, Washington

nwacuho



# Agenda

- Master Plan Process
- Master Plan Purpose & Objectives
- 2012 Objectives – How'd We Do?
- 2013 Objectives
- What's Next?



# The Association

- 1961 – 1977
  - Unincorporated group of housing professionals
- 1977
  - Formation of first constitution executive committee, and President
- 2008
  - Filed Articles of Incorporation as an Oregon nonprofit public corporation



# The Association

- 1977
  - NWACUHO Constitution is formed
- 2008
  - Filed Articles of Incorporation as an Oregon nonprofit public corporation
- 2011
  - Determination of tax exempt status as a 501(c)6 Association
- 2012
  - Master Plan released focusing on the programmatic future of NWACUHO
- 2013
  - Present Master Plan progress and next steps



# Master Planning Process

February 2011: Master Planning Group  
Commissioned

July 2011: Master Planning Retreat

October 2011: Board Approval of  
Mission, Vision, Tagline  
Work Session on Action Plan

February 2012: Board Approval of Action Plan  
Presentation to Association



# Master Planning Process

February 2012: Master Planning workgroups form

May 2012: Master Planning Year One Progress  
Reports

October 2012: Assess 2012 Progress  
Develop 2013 Action Plan

February 2013: Presentation of Progress to Association  
Identification of 2013 Action Plan



# Master Planning Objectives

- Organizational Identity
  - Vision
  - Tagline
  - Mission
- The Future
  - Current Reality, Desired Reality, Outcomes
  - Deliverable: Five Year Process
  - Deliverable: One Year Action Items



# Master Planning Purpose

Who are we?

Who do we serve?

Who do we want to be?

How are we going to get there?





# Core Purposes

*NWACUHO exists to:*

- *Promote best practices*
- *Encourage professional development*
- *Foster the collaborative sharing of ideas*
- *Examine future industry trends*



# Roadmap to Success

1. Identify and prioritize **objectives** for each focus area
2. Develop **action plans** for each objective
3. Implement.
4. Assess regularly.
5. Rinse, recycle, repeat.



# Objective Prioritization

- **High:** Areas that need attention in the near term, within the next 1 – 2 years.
- **Medium:** Areas that need attention in the midterm, within the next 2 – 3 years.
- **Low:** Areas that need attention in the long term, within the next 3 – 5 years or beyond.



## 2012 Action Plan Progress

- **8 objectives were identified for 2012**
- **Within each objective there**
- **1 objective was completely met**
- **7 objectives have action steps that remain for 2013**



## 2012 Objective Implementation

### Core Purposes:

Establish decision making guidelines for scholarships, awards, funding proposals, programs, and other initiatives that consider core purposes as a litmus test for the business of the association.

Incorporation of core purposes in all decision making processes.



# Core Purposes

## 2012 Action Steps:

- Develop and publish clear definitions of each award & scholarship
- Create clear & documented application procedures
- Implement a strong external communication/marketing campaign to membership
- Create a Selection Rubric
- Create flow charts and checklists for each award & scholarship



# Core Purposes

## How We Did:

- Data archived, including nominations, awards & scholarship matrix, rubrics, and marketing press kits
- No marked increase in applicants this year, but prepared for streamlined 2013 rollout
- BoD can clearly articulate awards & process
- Consistent December 1 deadline created



## What's next?

1. Implement marketing for awards & scholarships
2. Build scholarship/award reviews into annual Board budget review process
3. Revise language regarding eligible recipients
4. Establish award criteria for NHTI & STARS College scholarships
5. Establish criteria and process for soliciting scholarship donations





# 2012 Objective Implementation

## Core Purposes:

Key Indicator	Objective	Priority	Implementation	Status
Organizational policies and procedures	Establish decision making guidelines for scholarships, awards, funding proposals, programs, and other initiatives that consider core purposes as a litmus test for the business of the association. Incorporation of core purposes in all decision making processes.	High	2012	NHTI/STARS decisions 2013
Member Awareness of core purposes	Members can articulate the association's core purposes	High		
Task Force Functionality	Articulate the connection between core purposes and task force functions.	High		



## 2012 Objective Implementation

### Financial Stewardship:

Develop an efficient funding request and decision making process/structure that utilizes core purposes as a metric.

Develop expense procedures with appropriate levels of internal and external financial controls for a non-profit association.



# Financial Stewardship

## 2012 Action Steps:

- Create a request form based around Core Values
- Create an evaluation rubric used for selection
- Develop external marketing for membership
- Review non-profit policies and procedures best practices



# Financial Stewardship

## How We Did:

- New, streamlined funding request form created
- Funding request evaluation rubric created
- Review of Federal US and Canadian policy – largely in line with best practices
- Suggestion to separate purchasing/reconciliation powers



## What's next?

1. Develop marketing of funding process for membership
2. Compare expense procedure best practices with regional association treasurers
3. Create revisions/change to expense procedures



# 2012 Objective Implementation

## Financial Stewardship:

Key Indicator	Objective	Priority	Implementation	Status
Program funding priorities	Develop an efficient funding request and decision making process/structure that utilizes core purposes as a metric.	High	2012	Completed December 2012
Financial policies and procedures	Develop expense procedures with appropriate levels of internal and external financial controls for a non-profit association.	High	2012	Projected to be complete by February 2013



## 2012 Objective Implementation

### Governance:

Determine whether the current Board structure meets the association's vision and mission. Clearly document roles, expected outcomes, and responsibilities through task lists, position descriptions, and goals.



# Governance

## 2012 Action Steps:

- Convene consultant team to assess current Board positions
- Consultant team presents recommendations to Board
- Bylaw revisions considered





# Governance

How We Did:

- Consultant Team established
- Board questionnaire completed in September
- Secondary questionnaire sent to membership



## What's next?

1. Consultant team presenting findings to membership at Town Hall Meeting
2. Recommendations for bylaw revisions will be made for presentation



# 2012 Objective Implementation

## Governance:

Key Indicator	Objective	Priority	Implementation	Status
Structure and responsibilities of Board positions	Determine whether the current Board structure meets the association's vision and mission. Clearly document roles, expected outcomes, and responsibilities through task lists, position descriptions, and goals	High	2012	To be presented at future Board meeting
Board member accountability	Develop a structure for accountability that incorporates training, positional goals and an annual review	Medium		
Recruitment of Board members	Election process allows for high level of participation and integrity. Develop recruitment strategies that ensure for contested elections.	Medium		
Election Process and Cycle	Evaluate the election process to benchmark election best practices and review the cycle to ensure continuity, integrity, and sustainability.	Low		
Documentation of organizational precedents	Identify strategies to effectively document historical conversations, protocols, and practices that are easily accessible in the decision-making process	Low		



## 2012 Objective Implementation

### Member Engagement:

Create a structure to integrate and orient new professionals to the region and develop cycle of progressive involvement opportunities through mid-level to senior level.



# Membership Engagement

## 2012 Action Steps:

- Growth of New Professional Task Force
- Extension of mentorship program
- Encourage all levels of participation in webinars
- Encourage all levels of participation in conference
- Purposefully and intentionally integrate Ops/Facilities



# Membership Engagement

## How We Did:

- Task Force restructure
- Increased focus on New Professional resources – handbook to be packaged with Welcome to the Region webinar
- Promotion of varying webinar topics
- Content-specific sections for The Soundings
- Expansion of Drive-Ins



## What's next?

1. Explore/implement opt-in listserves
2. Creation of task force checklists to ensure diversity of experience, region, functional area in offerings
3. Assess new task force structure



# 2012 Objective Implementation

## Member Engagement:

Key Indicator	Objective	Priority	Implementation	Status
Lifecycle of a member	Structure to integrate and orient new professionals to the region and develop cycle of progressive involvement opportunities through mid-level to senior level.	High	2012	?
Task force effectiveness	Analysis of the effectiveness of current task forces and clear direction established for the future.	High		
Conference program	Ensure the conference program meets the needs of the spectrum of professional levels and functional areas.	Medium		
Senior Housing Officer involvement	Greater engagement and participation from senior housing officers in the region.	Medium		
Institutional membership	Strategy for growing and engaging institutional members.	Low		
Corporate membership	Strategy to improve "return on investment" for corporate members.	Low		





## 2012 Objective Implementation

### Partnerships:

Analysis of connection to core purposes and if affiliation with current partnerships is to be continued, formalization through a memorandum of understanding or affiliation agreement.



# Partnerships

## 2012 Action Steps:

- Define current organizations NWACUHO affiliates with
- Document and define benefits and commitments
- Assess cost/benefit



# Partnerships

How We Did:

- Created assessment matrix to evaluate partnerships with ACUHOI, AIMHO, RLPA, PACURH, ACUHOI Foundation
- Completed objectives – now it's about maintenance



## What's next?

1. Continue practice of signing affiliation agreements
2. Continual cost/benefit assessment of partnerships



# 2012 Objective Implementation

## Partnerships:

Key Indicator	Objective	Priority	Implementation	Status
ACUHO-I affiliation	Analysis of connection to core purposes and if affiliation with ACUHO-I is to be continued, formalization through a memorandum of understanding or affiliation agreement.	High	2012	Complete as of October 2012
ACUHO-I Foundation support	Analysis of connection to core purposes and if support of the ACUHO-I Foundation is to be continued, formalization through a memorandum of understanding or affiliation agreement.	High	2012	Complete as of October 2012
PACURH relationship	Analysis of connection to core purposes and if relationship with PACURH is to be continued, formalization through a memorandum of understanding or affiliation agreement.	High	2012	Complete as of October 2012
AIMHO and RLPA relationships	Analysis of "return on investment" for partnerships with AIMHO and RLPA, and if relationship is to be continued, formalization through a memorandum of understanding or affiliation agreement.	Medium	2012	Complete as of October 2012
Functional association relationships	Enhancement of connections with groups like regional APPA, etc. to support breadth of program offerings	Low		



## What's next for the whole plan?

1. Complete remaining actions steps for 2012
2. Implement action steps for 2013
3. Revise plan in 4 years



# Priorities for 2013

- ✿ Establish criteria for NHTI/STARS
- ✿ Increase member awareness of core purposes & taskforce function
- ✿ Develop expense procedures & appropriate controls
- ✿ Develop Auditing procedure



# Priorities for 2013

- ✿ Continue assessment of Board structure
- ✿ Assess new taskforce structure effectiveness
- ✿ Create cycle of progressive involvement for members





Thank You!