

2019-2021
NAHRO Strategic Plan
G O A L A (BOLD Text: 3/15/21)

A. Maintain NAHRO's position as the preeminent organization for the development and implementation of responsible housing and community development policy by vigorously advocating for legislation, regulations, core programs and innovative initiatives.			
OBJECTIVES	MEASURABLE OUTCOME	ASSIGNMENTS	STATUS
1. Work with Legislative Network Advisory Committee (LNAC) to actively engage in all letter-writing campaigns.	The Leg Net Leadership Team recently launched an advocacy campaign aimed at getting 2,000 letters sent to Congress and the White House by July 1 to tell them to include housing and community development programs in the next COVID-19 emergency legislation.	Commissioners	Committee participated in August Advocacy Campaign - goal 8,501. 10/19/2020: Goal met and exceeded: 13,000! 3/15/2021: Continued letter writing support. Will work to secure Commissioner sessions for the 2021 National Conference.
2. Discuss, review, and analyze housing, revitalization and development issues through legislative, administrative, and judicial lenses.	<ul style="list-style-type: none"> a. Identify and engage legal and policy experts in topics as appropriate. b. Leverage existing strengths to proactively respond to community revitalization and development issues including those related to the COVID-19 crisis through the promotion of new, innovative legislation on topics like LIHTC and homelessness. c. Continue assisting NAHRO staff in communicating to the administration and Congress via comment letters and other policy correspondence to further promote NAHRO policy positions. 	CR&D	<ul style="list-style-type: none"> (a) The Committee invited Cat Vielma from Redstone Equity to discuss LIHTC prices in light of the current economic situation. 10/19/2020: Invited staff from the Vera Institute on Justice to discuss housing individuals impacted by the criminal justice system. 3/15/2021: The Committee spoke with Michael Gaber, Exec. VP of WNC and Board Chair of the Affordable Housing Tax Coalition and Frederic Marienthal, Kutak Rock, to discuss the 4% LIHTC and the bond market (b) The committee also discussed Congress's \$100 billion emergency rental assistance included in the HEROES Act, and assisted in determining CARES Act asks. 10/19/2021: The Committee discussed LIHTC legislation currently on the Hill with Tess Hembree 3/15/2021: The Committee discussed the Emergency Rental Assistance Program and the Permanent authorization of the 4 percent tax credit. (c) The Committee provided assistance in drafting NAHRO's comment letter on the OCC/FDIC Community Reinvestment Act (CRA) and the AFFH. 10/19/2020: (c) Provided assistance in drafting comment letter on FSS regulations. 3/15/2021: Provided assistance in drafting comments on the Fed Reserve's Advanced Notice of Proposed Rulemaking on CRA regulations.

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<p>3. Discuss, review and analyze housing, revitalization and development issues through legislative, administrative and judicial lenses.</p>	<p>a. Identify and engage legal and policy experts along with public and affordable housing practitioners to speak and provide information to Housing Committee members on various housing-related topics.</p> <p>b. Continue assisting NAHRO staff in communicating to the administration (e.g., the executive branch and the departments therein) and Congress via comment letters and other policy correspondence, while considering other mechanisms to further promote NAHRO policy positions</p>	<p style="text-align: center;">Housing</p>	<p>10/19/2020: (a) July 2020 Discussion with Elizabeth Glenn of the Diversity, Equity, and Inclusion advisory committee. The Housing Committee heard a presentation from members of the Vera Institute of Justice on increasing access to public housing for people with conviction histories. (b) The Housing Committee has provided feedback on the following: -60-Day Notice of Proposed Information Collection: Project Based Vouchers (PBV) Online Form Comment Letter; -Affirmatively Furthering Fair Housing Comment Letter; -Letter to HUD Regarding Suggested COVID-19 Waivers; -Discussion of the Eviction Crisis Act of 2019; -Discussion on: Human Trafficking definition for Senate staffers; funding up to a PHA's ACC units number; HEROES Act Voucher proposal for new vouchers; Federal Evictions moratorium; -Multiple discussions around COVID-19 topics (waivers, use of funds, etc.); 10/19/2020: (b) Discussion on the CDC Eviction Order; the MTW Expansion Notice (IHS subcommittee); Discussion of PRRAC reforms to the HCV program (S8 subcommittee); how PHAs are spending their Operating Funds (PH subcommittee); the status of PHA inspections (PH subcommittee). -In July 2020, all Housing Committee subcommittees considered other mechanisms to further promote NAHRO policy positions and suggestions were passed to NAHRO staff. 3/15/2021: (b) - HOTMA PBV and other streamlining changes rule; -NSPIRE proposed regulation; - Proposed FSS rule; -Table of COVID-19 waivers to be made permanent; -Feedback on how the Emergency Rental Assistance Program can be improved; -Discussion on vaccinating people at PHAs.</p>
<p>4. Provide Advocacy training for Emerging Leaders, whether online, in person or through other resources.</p>	<p>a. An Advocacy training is held or an advocacy resource page is created geared towards Emerging Leaders.</p>	<p style="text-align: center;">Member Services</p>	<p>Will schedule by the 4th quarter. 3/15/2021: Updated the timeframe to spring 2021.</p>

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<p>5. Develop an annual advocacy work plan in 2020 and 2021 that includes targeted legislative campaigns with measurable outcomes, a focus on updated social media and effective visuals, and a rapid response team ready to respond to media, Congressional, and administration inquiries. The work plan will also include targets for action alert campaigns, an expanded August recess, and a working group to position NAHRO to connect with Presidential campaigns to influence their housing platforms and build relationships with potential transition teams and HUD staff.</p>	<p>a. The development and approval of work plans in 2020 and 2021. The piloting of an in-district lobby day during the August recess with one region. The establishment of a working group to influence Presidential campaigns, a white paper or other policy documents to share with the campaign, a transition document to share with the incoming administration (new or incumbent), and best practices on how this exercise can be applied to other political campaigns in the future.</p>	<p>Legislative Network</p>	<p>Leg Net adopted 2020 Advocacy Plan in June. 10/19/2020: Exceeded goal of sending 8,501 letters; in August, nearly 13,000 letters sent. In-district lobby day put on hold due to COVID. 3/15/2021: NAHRO sent a transition document to the Biden-Harris transition team in early 2021. Additionally, the Leadership Team met to discuss the 2021 advocacy plan. We set a goal of sending 22,001 letters in 2021 (one more than last year).</p>
<p>6. Discuss, review, and analyze housing issues and their impact on small agencies throughout the country through legislative, administrative, and judicial lenses.</p>	<p>a. Assist NAHRO staff by providing small agency perspectives for regulatory comment letters and other policy correspondence to further promote and refine NAHRO policy positions. b. Promote new, innovative legislation to assist small agencies better serve their communities.</p>	<p>Small Agency</p>	<p>Convened weekly COVID-19 small agencies call to allow small agencies to share their experiences during the public health emergency, ensure NAHRO's legislative and administrative responses include small agency perspective. 10/19//2020: SAAC contributed to NAHRO's AFFH comments. 3/15/2021: SAAC contributed to NAHRO's FSS comments and NSPIRE comments.</p>

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7. Develop an advocacy work plan to guide the advocacy efforts of the Small Agency Advisory Committee.	a. Advocacy trainings. b. Targeted advocacy campaigns. c. Engagement with small agencies that do not regularly attend NAHRO conferences utilizing webinars, go-to meetings, and other means to minimize cost to small agencies.	Small Agency	(b) Discussed advocacy work plan as a committee, in process of drafting, will be finalized after the election. 10/19/2020: (c) The Advisory Committee also met weekly during the summer to discuss best practices during the pandemic. The advisory committee also began conversations on how to get better engagement from small agency members, including a "how to talk to your board about the importance of NAHRO Conferences." 3/15/20201: The SAAC will discuss its 2021 advocacy plan at its upcoming March meeting.

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B. Strengthen NAHRO's role as the leading resource in developing the professional expertise and credibility of housing and community development practitioners.			
OBJECTIVES	MEASURABLE OUTCOME	ASSIGNMENTS	STATUS
<p>1. Act as a community development program and operations expert resource.</p>	<p>a. Subject matter experts for National, Regional, and State chapters of NAHRO by acting as a resource for PD, conferences, and ad hoc sessions.</p> <p>b. Promote and develop resources for PHAs and CD agencies on traditional CR&D tools, revenue shortfalls relating to the COVID-19 crisis, homelessness, and race and justice disparities.</p> <p>c. Engage with National, Regional, and State conference planning staff on community development sessions.</p> <p>d. Develop downloadable case studies and materials for affordable housing preservation tools and other PHA-focused areas.</p> <p>e. Promote and develop tools to help agencies with resident engagement.</p>	<p>CR&D</p>	<p>(a) Committee members remain engaged in the state and regional NAHRO chapters. Many committee members attended weekly COVID-19 Leg Net calls. The CR&D Committee also has a liaison for the Housing Committee to share CR&D insights.</p> <p>10/19/2020: (b & d): CR&D is currently in the process of creating a resource for PHAs focused on housing individuals impacted by the criminal justice system. (c) CR&D Members participated as presenters at the NAHRO Virtual Summer Conference. 3/15/2021: (a) the Committee remains engaged with other NAHRO Committees, including Housing and DEI. (b) The Committee worked closely with DEI on NAHRO's DEI Framework (b, d, & e) The Committee continues compiling resources for individuals impacted by the criminal justice system. The Committee is also working on a one-page on the 4% LIHTC and bond volume cap.</p>

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<p>2. Provide recommendations for training and capacity building resources as it relates to preserving and expanding public and affordable housing and developing new partnerships and service.</p>	<p>a. Provide suggestions to the PD committee related to preserving and expanding public and affordable housing as well as strategies to improve programmatic effectiveness.</p> <p>b. Provide suggestions to NAHRO's policy staff for potential E-Briefing topics.</p> <p>c. Determine methods and provide suggestions to NAHRO staff for building and reinforcing partnerships.</p>	<p style="text-align: center;">Housing</p>	<p>10/19/2020: (a) In July 2020, all three Housing Committee subcommittees provided additional suggestions related to preserving and expanding affordable housing, strategies to improve programmatic effectiveness, and suggestions for potential E-Briefing topics. These suggestions were sent to the Professional Development Committee staff liaison.</p> <p>(b)Housing Committee provided suggestions for E-briefing topics on call on May 14, 2020 to policy staff.</p> <p>10/19/2020: (b) In July 2020, all three Housing Committee subcommittees provided additional suggestions related to preserving and expanding affordable housing, strategies to improve programmatic effectiveness, and suggestions for potential E-Briefing topics. These suggestions were sent to the Professional Development Committee staff liaison.</p> <p>10/19/2020: (c) In July 2020, all three Housing Committee subcommittees discussed methods and provided suggestions to NAHRO staff for building and reinforcing partnerships.</p>
<p>3. Participate/represent the U.S. and NAHRO in international conferences and convenings; contribute to INTA's newsletter--series of papers on "post-pandemic" and how this affects urban design, HCD. Maintain NAHRO's United Nations Non-governmental Organization (UN NGO) status to form strategic relationships for learning and impacting the United Nations Millennial Development goals.</p>	<p>a. Attend one or more convenings per calendar year.</p> <p>b. Re-appoint five NAHRO representatives to the UN for credentialing.</p> <p>c. Submit proposals to INTA for contributions to their international newsletter and post-pandemic papers.</p>	<p style="text-align: center;">IRGE</p>	<p>(a) Convenings on hold due to COVID-19. President Shaw has appointed committee members to participate on the planning committee for CHRA's 2021 International Forum. 10/19/020: In September 2020, CHRA decided against planning an International Forum for 2021 due to the unknown with the Pandemic.</p> <p>(b) Submitted re-appointment request to UN in March; approval pending.</p> <p>10/19/2020: Inquiry has been made on the re-appointments with the UN, approval letter is still pending. 3/15/2021: We have requested a UN Grounds Pass for five members, who were approved by President Shaw.</p> <p>c. Have initiated conversations with INTA to discuss what a post-pandemic paper might entail in the future.</p> <p>10/19/2020:Still pending re-engagement with INTA on the topic outside of our initial initiated conversation in July 2020. 3/15/2021: Still pending re-engagement, have not managed to connect again.</p>

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<p>4. Internally develop new courses or services proactively vs. reactively for existing and new target markets (homeless, Indian housing, PBCAS) through existing means or new partnerships.</p>	<p>a. Identify at least three new topics and request calls for presentations from faculty.</p> <p>b. Approve at least one e-Learning and one in-person proposal submitted by faculty for the new topics.</p> <p>c. Conduct and complete competitor analysis.</p> <p>d. Begin phased implementation of iNAHRO (posting e-Learning recordings for purchase).</p>	<p style="text-align: center;">PD</p>	<p>Created comprehensive workplan around tasks/outcomes for term. Subcommittees will be reviewing the workplan within the first two weeks of July with members and the full committee will vote on it by end of the month.</p> <p>10/19/2020: (a) call for presentations has been developed and finalized. The PD needs assessment survey will be programmed by the end of October and will need to be sent to the BOG and committees. (b) will happen in 2021. (c) competitors have been identified. The workgroup is meeting in October to determine the template for collecting information. (d) the one hour webinars have been posted to the store. The committee is working on identifying other e-learning sessions that could be posted.</p> <p>3/15/21: (a) the needs assessment survey was analyzed and the topics identified were 1) leadership 2) diversity, equity and inclusion 3) Fair housing and 4) mixed finance. The call for training proposals launched and will close on 3/31/21. (b) This will occur once the call for training proposals closes. (c) the committee has been trying to determine the best way to handle this task. First, they wanted to reach out to the Committee for info but did not receive the response they had hoped for. The competitor analysis workgroup will be meeting with the Chair of the Member Services committee on 3/16/21 to learn about their bench mark study and how PD can build off of it. (d) to date, there are two e-Learnings available for purchase. PD will be exploring an on-demand series focused on the intro to affordable housing. This way, housing agencies can use it as a way to onboard new staff.</p>

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<p>5. External develop additional relationships with "non-traditional" organizations. Examples provided by the faculty are: universities, colleges, trades school, real estate agencies, mental health organizations and substance misuse organizations.</p>	<p>a. Develop talking points regarding NAHRO and specifically NAHRO PD to share with non-traditional partners.</p> <p>b. Ask each member of the PD committee to conduct outreach to at least one non-traditional to share information on NAHRO and identify opportunity for collaboration.</p>	<p style="text-align: center;">PD</p>	<p>Created comprehensive workplan around tasks/outcomes for term. Subcommittees will be reviewing the workplan within the first two weeks of July with members and the full committee will vote on it by end of the month. 10/19/2020: (a) A brief survey was sent to all of the PD committee members to help with drafting the talking points. (b) The PD committee members are working on identifying who they will conduct outreach to. Categories were established by the Executive Committee and a tracking sheet will be available by the end of November. 3/15/21: (a) The marketing subcommittee developed talking points and are in the process of finalizing. (b) each PD committee member has been tasked with identifying one individual from a non-traditional agency/organization to conduct outreach to. Once the talking points are finalized, a leave behind document will be developed and outreach will begin.</p>
<p>6. Continue to encourage NAHRO to pursue third-party accreditation of some of NAHRO's Certification Programs.</p>	<p>a. Provide the NAHRO Board of Governors, President and CEO with information regarding actions needed to achieve accreditation including any NAHRO governance and policy changes required by NAHRO's 2021 annual meeting.</p>	<p style="text-align: center;">BECT</p>	<p>BECT Certification subcommittee formed and reviewing current status of NAHRO Certifications regarding accreditation standards. 10/19/2020: Subcommittee and full BECT discussing revisions required to BECT By-Laws and planning on presenting information to the Board of Governors of the governance changes required to meet accreditation standards. 3/15/2021: BECT is finalizing proposed revisions to BECT By-Laws to satisfy third-party accreditation standards. BECT Trustees will inform and educate the Board of Governors of the structure and rationale for any revisions prior to any request for action by the Board of Governors.</p>

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<p>7. Develop a modern program to train and educate NAHRO members on advocacy basics. This will include training for Leg Net Leadership team who represent all NAHRO regions and other Leg Net members, allowing these members to not only be experts in advocacy, but to act as mentors and trainers for their colleagues.</p>	<p>a. Development of advocacy training programs and materials. Present materials at regional and state chapter meetings (in person if possible, remotely, if necessary), as well as to Leg Net members.</p>	<p>Legislative Network</p>	<p>10/19/2020: NAHRO staff working to update train the trainer materials to publish on website before beginning of 117th Congress. 3/15/2021: NAHRO staff will schedule a train the trainer webinar in March or April (depending on org-wide webinar schedule).</p>

C. Expand NAHRO's reach and improve its effectiveness by building and reinforcing traditional and non-traditional partnerships, both with NAHRO's regions and chapters, and with outside organizations.			
OBJECTIVES	MEASURABLE OUTCOME	ASSIGNMENT	STATUS
1. Improve communication and outreach related to topics pertinent to the committee between CR&D committee members with other NAHRO committees within the general membership and with the public.	a. Actively work to improve connections between PHAs and CD agencies. b. Outreach and build partnerships efforts with program funders. c. Work closely with other NAHRO committees, staff, and partners to promote relevant community development policies.	CR&D	(c) CR&D provides critical information to NAHRO staff, especially as it pertains to preparing for and preventing the coronavirus at the agency level, and Congressional and HUD asks for agencies during the coronavirus crisis. Committee members have also participated and spoke on NAHRO webinars, including ESG and COVID-19 preparedness. Committee members also attend weekly Leg Net COVID-19 calls and a committee member acts as a liaison for the Housing Committee. 10/19/2020: (b & c) Members of the committee have worked with the Housing Committee and the Vera Institute of Justice on issues related to housing for individuals impacted by the criminal justice system. Members of the committee have also worked with Root Policy and the City of Westminster, CO on issues pertaining to Fair Housing. 3/15/2021: (a) The Committee has worked to connect PHAs with affordable housing developers from WNC and Kutak Rock to better understand the implications of the 4% tax credit and the bond volume cap. (b) The Committee continues working with the Vera Institute of Justice on housing for individuals impacted by the criminal justice system. The Committee has also worked with the Affordable Housing Tax Coalition, Kutak Rock, and WNC. (c) The Committee continues to work closely with DEI on NAHRO's DEI Framework. The Committee also works with Housing and Leg net on relevant policies. CR&D has assisted Housing in contacting landlords for the Landlord Testimonial Video that NAHRO is creating for HUD through the American Institute of Research grant.

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OBJECTIVES	MEASURABLE OUTCOME	ASSIGNMENT	STATUS
<p>2. Encourage and provide technical assistance to NAHRO Regions and Chapters in the establishment of IRGE committees; assist in the development of relationships and study exchange opportunities in border countries/ neighboring countries.</p>	<p>a. Make contact with all Regions to encourage international discussions.</p>	<p>IRGE</p>	<p>Working to develop a communication strategy to engage with the Regions. 10/19/2020: Our communications sub-committee has begun re-establishing relationships with the Regions to effectively work to get information disseminated to those that are interested in international relationships. 3/15/2021: IRGE has committed to inviting incoming regional leadership to our upcoming meeting in May, prior to the appointment process, so they can see the importance of IRGE and see in person how we engage with our international partners. We have invited the National Housing Federation's leadership (UK) to engage with our committee during this meeting to discuss how we can work together in the future on strategic goals for DEI & on Pandemic response.</p>
<p>3. Increase marketing and outreach, integrating with NAHRO's regions and chapters to promote NAHRO's certification programs.</p>	<p>a. Promote new products and methods to supplement or replace NAHRO certification requirements that require in-person execution or other unwarranted burdens via regional and chapter events and communications.</p>	<p>BECT</p>	<p>BECT Marketing subcommittee formed and in process of creating new and modifying historical promotion of NAHRO's certification programs. 10/19/2020: Marketing plan to provide consistent promotion by Trustees at regional and state/chapter conferences of NAHRO Certification including new ability to complete NAHRO Certification requirements online. 3/15/2021: BECT supporting marketing efforts focused on career benefits to NAHRO Certified individuals and organizational benefits of having personnel NAHRO Certified.</p>
<p>4. Promote academic achievements of public housing residents through the Merit Scholarship. Increase participation in Poster Contest by regions and chapters.</p>	<p>a. Develop 12 photos/profiles of each winner included on NAHRO website and in conference materials. Increase posters collected/tracked in each region.</p>	<p>Housing America</p>	<p>HAAC has increased communication with regions and RSOs to promote the Merit Scholarship and Poster Contest. An online submission process was developed for the Poster Contest to encourage participation during COVID-19. 3/15/2021: Updated contest forms for the poster contest and scholarship are posted online. What Home Means to Me 2020 grand prize winner presented a video during NAHRO's Washington Conference this March.</p>

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OBJECTIVES	MEASURABLE OUTCOME	ASSIGNMENT	STATUS
<p>5. Expand NAHRO's reach, improve advocacy effectiveness and sphere of influence by building and reinforcing outside partnerships through joint advocacy and social media campaigns. Build stronger regional and state-level communication networks to share, coordinate, and expand NAHRO's legislative work and advocacy campaigns.</p>	<p>a. Launch or participate in an advocacy and social media campaign that incorporates outside partner organizations. Develop communication maps for regions and states that include official leadership and unofficial leaders and influencers.</p>	<p>Legislative Network</p>	<p>10/19/2020: Encouraged Leg Net members to join Twitter and did Twitter training on weekly COVID call in July. Leg Net Leadership Team discussed the challenges of engaging NAHRO members on Twitter. 3/15/2021: Congressional Relations staff working with Communications staff to develop social media trainings for NAHRO members.</p>

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D. Ensure NAHRO's continued financial stability by expanding revenue sources, exploring new business opportunities and maximizing efficiency.			
OBJECTIVES	MEASURABLE OUTCOME	ASSIGNMENT	STATUS
1. Be a nimble and responsive resource to support staff in exploring new and emerging revenue sources.	a. Sustainable revenue and resources to achieve NAHRO mission.	B&A	\$350,000 PPP forgivable loan achieved. 10/19/2020: CEO and COO receiving guidance from the B & A Committee on pivoting NAHRO conferences from in-person to virtual platforms. 3/15/2021: Achieved 100% forgiveness of NAHRO's \$350,000 Paycheck Protection Program loan on 1/26/21. Awarded a \$110,000 contract to provide services to eight PBCA members.
2. Be conscientious of the annual budget to ensure needed resources, tools and outcomes to achieve the strategic plan.	a. Connect budget resources to achieving strategic plan goals.		B & A will review the 2020 budget forecast mid-year in response to COVID-19 and NAHRO's changed virtual business model. 10/19/2020: 2021 budget preparations underway, mindful of the continued COVID-19 challenges and opportunities. 3/15/2021: Approved 2021 budget connected resources needed to achieve the strategic plan.
3. Be good steward and follow fiduciary responsibility of using NAHRO's resources wisely.	a. Resources are used appropriately and as intended.		Despite COVID-19 and remote working, NAHRO controls are in place. 10/19/2020: Monitor NAHRO investment and cash flow performance monthly. 3/15/21: Successful in minimizing COVID-19 market performance impact on NAHRO investments.
4. Ensure maintenance of scholarship program through strategic funding partnerships and conducting fundraising activities.	a. Maintain the LDG partnership and aim to raise \$26,000 via the 50/50 raffle and the fundraiser to fund three years of the NAHRO Merit Scholarship.	Housing America	Fundraisers are planned for the National Conference. We are maintaining our relationship with the scholarship funder, LDG. 3/15/21: December 2020 an online auction was held to raise money for the scholarship, it raised more than \$25,000.

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E. Strengthen NAHRO as a thought-leader by improving communication, networking, information exchange, and knowledge transfer with and among members, partners, and stakeholders, and by enhancing the experience of members and next-generation professionals.			
OBJECTIVES	MEASURABLE OUTCOME	ASSIGNMENTS	STATUS
1. Work with regions to ensure there are Commissioner of the Year award nominees each year.	a. Twelve nominees each year.	Commissioners	<p>Chair spoke to Regional Service Officers and encouraged them to advise their region to submit nominations and to also submit the recipients of regional awards. Chair authored an article for the June 15 NAHRO Monitor regarding the award and Elizabeth B. Wells.</p> <p>10/19/2020: Continued reminders in Monitor, regional vice presidents reminders in chapter and region and encouraging regional reminders on website/newsletters. Jury met and selected Commissioner of the Year 2020.</p> <p>3/15/2021: Continue to encourage regions to either begin a commissioners of the year award or encourage chapters to submit nominations and have regions select two for national consideration. Continue to publish promo in the Monitor.</p>
2. Create substantive, relevant topics and sessions for the commissioners track at national conferences and possibly sessions under different tracks.	a. Three to five sessions via calls for proposals and/or submissions by the committee.		<p>Continue to work on session topic list/possible sessions for the National Conference and Exhibition.</p> <p>10/19/2020: Due to change in conference format, will place focus on the alternative objective, which is below.</p> <p>Alternate Objective 2: Work to encourage board members and agencies to submit material for the #HousersAtWork Campaign to showcase the agency, commissioner and community work done during COVID-19 pandemic.</p> <p>3/15/2021: Continue #HousersAtWork campaign. Encourage member testimonials re: NAHRO membership.</p>

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<p>3. Improve communication and outreach between Housing Committee members and with other NAHRO committees, within the general membership, and with the public.</p>	<p>a. Establish formal communication with other committees to share information, determine areas to partner, and increase members' engagement.</p> <p>b. Distribute meeting summaries of Housing Committee members to share with regions and chapters and allocate time at meetings for regional reports and to share innovative best practices.</p>	<p style="text-align: center;">Housing</p>	<p>(a) The Housing Committee created liaisons to attend committee meetings for the following: Legislative Network; Professional Development; Small Agency Advisory Committee; and Community Revitalization and Development Committee. 3/15/2021 - (a) The Housing Committee regularly receives reports on the happenings of the other committees that we have liaisons to. 3/15/2021 - (b) The Housing Committee has regular report outs of what is happening in each region.</p>
<p>4. Share knowledge gained through research with NAHRO members and incorporate key messaging to convey the relevance and expertise of IRGE work with white papers, JOHCD articles, conference sessions and speakers. Specific messaging via NAHRO's social media platforms.</p>	<p>a. Foster engagement activities for booth at the National Conference and Exhibition each October.</p> <p>b. Continue Boston University partnership; continue previously established relationship with the University of Austin from the Forum.</p> <p>c. Write articles for the JOHCD. Hold informational meetings at NAHRO conferences.</p>	<p style="text-align: center;">IRGE</p>	<p>(a) Exploring active ways to engage attendees for October conference, will look to figure out additional methods to engage if determination is made to make the exhibition virtual. 10/19/2020: No update on this at this time. 3/2/2021: We will be looking to put together a new loop of IRGE video content for membership to understand and see how the committee ties into what NAHRO does.</p> <p>(b) Still pending re-engagement of conversations with universities. 10/19/2020: Still pending re-engagement based on NAHRO's needs for assistance for future projects. 3/15/2021: Still pending re-engagement; however, the committee is looking to see how NAHRO's international experiences can assist these institutions in regards to their international studies.</p> <p>(c) Articles for the JOHCD still pending; Informational meetings and "Lunch & Learns" on hold due to pandemic; however, the committee is prepared with a topic that could be presented at an online conference. 10/19/2020: Currently, prepared for a Lunch & Learn that may be presented during our Committee Day #2. 3/15/2021: After the success of the committee's National conference session in November 2020 on our international partners Pandemic response, we plan to write an article recapping the session that we feel would be beneficial, especially to those who could not/did not attend the session or conference. Also, we will look to prepare another session related to November 2020 session.</p>

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5. Create a networking program and/or listserv between and for housing authorities, whether in person or through online means.	a. Hold open forums/roundtables in person for participants to share ideas on particular topics and/or investigate and recommend a possible listserv software to purchase in order to start a local online network/information exchange.	Member Services	In person forums/roundtables are on hold due to COVID-19. 10/19/2020: Committee proposes quarterly round table zoom meetings be held on pre-arranged topics. Working with staff, the committee will select topic ideas suggested by members on professional development/conference evaluations and surveys. A subject expert will lead a short discussion on the topic followed by an open Q&A/discussion. The first discussion will hopefully take place in 1st qtr. of 2021.
6. Improve <i>Peer to Peer</i> Networking.	a. Identify additional networking opportunities through NAHRO and develop a plan and implement it by the end of the term.		Collecting ideas to put into place by early to mid-2021. 3/15/2021: Have submitted session ideas to the Director of PD for consideration to be included in their monthly webinar rotation. Am awaiting feedback.
7. Convene (regular, quarterly?) roundtable discussions with national standing committee leadership members to discuss ways to advance DEI, to increase participation by Next Gen Professionals, and to encourage cross committee goal alignment.	a. A minimum of one discussion per year with national standing committees which will produce cross-committee goals and initiatives to advance DEI, and increase participation by Nex Gen professionals in policy discussions relative to advancing DEI.	DEIAC	Currently reaching out to leadership. 10/19/2020: Met with and participated in discussions with Housing, Commissioners, and Strategic Planning Committees. Members of DEI and the Chair participated in panel discussions sponsored by NAHRO's Regions, including PNRC, PSWRC, NCRC, and MARC. Chair facilitated to additional discussions for the MARC leadership. The Chair and DEI members participated in statewide meetings with IN, and TX. Chair convened a training on equity and inclusion for UT NAHRO and recruited an Allied Individual member from Ogden, UT. 3/15/2021: In the past year, members of DEI met with the Commissioners, Housing and CR&D Committees. Members of DEI also met with PSWC, PNRC, NCRC and MARC as well. Chair facilitated DEI discussion with SPAAC.

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OBJECTIVES	MEASURABLE OUTCOME	ASSIGNMENTS	STATUS
<p>8. Plan events and activities in collaboration with Club 21, Emerging Leaders and national standing committees, to include film screenings, community development tours that focus on DEI plenary speakers, webinars, etc.</p>	<p>a. The collaborative creation of both virtual and in-person events--sessions, film screenings, tours, discussions, webinars, etc., focused on diversity, equity and inclusion.</p>	<p>DEIAC</p>	<p>Currently working on DEI plenary for online summer conference. 10/19/2020: Kicked off initial meeting of the newly configured Club 21. A content delivery syllabus is being developed and the leadership has developed an outline for the equity framework under the auspices of Educate Innovate Elevate and Act Subcommittee. The launch of the first offering, Segregation by Design, with accompanying discussion, will occur during a plenary session of the NAHRO Online 2020 National Conference. 3/15/2021: During Nov. 18, 2020 National Conference, convened plenary session: A Discussion on Equity and the Future of Housing with Dr. Destiny Thomas. On Jan. 15, convened "An Encore Discussion with Dr. Destiny Thomas on an Equity Agenda for the Housing Industry." During March 3 Washington Conference, convened Equity Roundtable with Speaker Adrienne Jones. On Feb. 16 and March 9, convened two-part implicit Bias webinar facilitated by Lisa Baker and Senghor Manns. On April 19, will convene "Got Equity" webinar featuring Liz Glenn. Convening monthly EIEA events.</p>
<p>9. Increase participation and visibility of Housing America month and campaigns through and by local state and regional social media platforms and events.</p>	<p>a. Develop more news stories , photos that are shared on the NAHRO website and in NAHRO-affiliated publications.</p>	<p>Housing America</p>	<p>Planning to feature more stories in social media and NAHRO sponsored publications. 3/15/21: Developed a communications calendar to schedule posts on social media/NAHRO publications for Housing America Month. Will plan to host a regional contest for Housing America Month participation again this year during the month of October.</p>

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OBJECTIVES	MEASURABLE OUTCOME	ASSIGNMENTS	STATUS
<p>10. Strengthen communication and small agency representation with NAHRO's Housing and CR&D committees, Legislative Network, and Member Services' Emerging Leaders to ensure small agency perspectives are considered at all levels of NAHRO policy making.</p>	<p>a. Have Small Agency Advisory Committee representatives join Housing, CR&D, and Legislative Network meetings when feasible.</p> <p>b. Report back to Small Agency Advisory Committee on topics and conversations being shared across NAHRO leadership.</p> <p>c. Provide small agency perspective to NAHRO leadership.</p> <p>d. Actively seek out Emerging leaders for membership of Small Agency Advisory Committee to ensure the next generation of NAHRO members will be actively engaged, mentored, and placed in positions of leadership.</p>	<p style="text-align: center;">Small Agency</p>	<p>(c) Coordination currently happening at a staff level, coordination at member-level will happen at future in-person conferences.</p> <p>10/219/2020: (b) NAHRO committee liaisons report back to the Advisory Committee about discussion occurring in Leg Net, CR&D, and Housing. (c) Communication between the Small Agencies and President Shaw continues. The Advisory Committee relays small agency perspectives to Standing Committees. 3/15/2021 (a) Small Agency members continue to participate in Housing, CR&D, and Leg Net meetings. (b) NAHRO staff liaisons continue to keep SAAC members informed of the efforts of other NAHRO standing committees. (c) Communication between SAAC and NAHRO leadership and staff continues.</p>

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Goal F (BOLD Text: 3/15/21)**

F. Advance diversity, equity and inclusion as crucial to healthy communities.			
OBJECTIVES	MEASURABLE OUTCOME	ASSIGNMENTS	STATUS
1. Align the annual budget and financial resources to ensure needed resources, tools and outcomes to achieve the strategic plan goal F.	a. Connect budget and financial resources to achieving strategic plan goal F.	B&A	Discussion will begin at the next committee meeting on 06/24/2020. 10/19/2020: 2021 budget preparations underway, mindful of the this goal and objectives. 3/15/2021: Approved 2021 budget allocated resources to achieve this goal. Additionally, NAHRO awarded \$157,000 grant to fund work to achieve this goal.
2. Discuss and create targeted empowerment mini-campaigns to engage agencies, residents and community.	Voting empowerment- encourage residents an community efforts to complete the census form and vote. Education Empowerment - workshops to focus on the importance of the vote, local activism, law enforcement training, careers in law enforcement, legal studies, etc.	Commissioners	Two committee members also serve on the DEIAC, will provide updates on topics the committee can focus their grassroots efforts on. 10/19/2020: Collaborated with IRGE Chair, Alan Zais, to provide diversity, equity and inclusion best practices at his agency. Liz Glenn, spoke to Committee on what the DEIAC is doing and what the new subcommittee has planned. 3/15/2021: Had speakers who work on DEI 100 day challenges to inspire goal setting, levels of innovation, collaboration and execution required to achieve goal. Will add "self-care" speakers to stress the importance of focusing on our care as well as our residents an colleagues in April.
3. Examine all community development issues through a diversity, equity, and inclusionary lens.	a. Consider a range of perspectives and experiences when discussing community development issues. b. Engage with individuals and professionals with different perspectives and backgrounds.	CR&D	(a) The committee has begun conversations on how to expand their efforts to more meaningfully engage in equity issues. The Committee is currently in the process of determining topics related to equity and racial justice to expand upon for the remainder of the term. 10/19/2020: (b) This has included conversations on race and access to housing and services, housing individuals impacted by the criminal justice system, and frank conversations on race, equity, and inclusion with Center for the Study of Social Policy, Urban Strategies Inc., Mixed-Income Strategic Alliance, Root Policy and the Vera Institute of Justice. 3/15/2021: (a) The Committee has continued working closely with DEI on the DEI Framework - this included conversations with Liz Glenn and Tiffany Mangum from DEI. The Committee also helped draft NAHRO's AFFH recommendations to the Biden Administration.

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OBJECTIVES	MEASURABLE OUTCOME	ASSIGNMENTS	STATUS
<p>4. The Housing Committee will employ a diversity, equity and inclusion lens while discussing, reviewing and analyzing housing, revitalization and development issues and improving communication and outreach.</p>	<p>a. Focus on advancing diversity, equity and inclusion in the analysis of housing-related issues in public and affordable housing programs.</p> <p>b. Create informational materials utilizing the most effective communication methods to explain legislative and regulatory processes to the diverse spectrum of NAHRO members and partners.</p>	<p align="center">Housing</p>	<p>(a) The Committee commented on the administration’s changes to the Affirmatively Furthering Fair Housing rule, including noting that the definition of “affirmatively furthering fair housing” in the proposed rule was too narrow and noting the need for additional funding to ensure robust implementation of the rule.</p> <p>The Committee provided information related to the definition of human trafficking to NAHRO staff for Senate staffers.</p> <p>(a) 10/19/2020: July 2020 Discussion with Elizabeth Glenn of the Diversity, Equity, and Inclusion advisory committee.</p> <p>The Housing Committee heard a presentation from members of the Vera Institute of Justice on increasing access to public housing for people with conviction histories.</p>
<p>5. Research and compare how other countries have handled housing vulnerabilities of indigenous populations.</p>	<p>a. Engage with our international partners with indigenous populations and prepare findings for NAHRO Board of Governors.</p>	<p align="center">IRGE</p>	<p>The committee has begun discussions not only on how our international partners have handled housing vulnerabilities of indigenous populations but also have begun a conversation about how discussions in the U.S. on diversity, equity, and inclusion have triggered a focus on this globally.</p> <p>10/19/2020: Committee took part in an active discussion with our partner CHRA and VERA Institute on some diversity, equity and inclusion aspects in late July for re-entry programs. 3/15/2021: IRGE has invited the National Housing Federation (UK) to our May 2021 meeting to partner with them on discussions related to the WF grant and DEI.</p>
<p>6. Emerging Leaders to work with the DEI Advisory Committee to create engaging plenary sessions at the NAHRO Conferences that provide a space for all groups to come together and share ideas, concerns and solutions.</p>	<p>a. Emerging Leaders provide discussion topics and/or participate as speakers on DEI conference sessions.</p>	<p align="center">Member Services</p>	<p>Waiting for request/needs from DEI. 3/15/2021: Have held internal discussions on possible topics to present if approached by DEI.</p>

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<p>7. Work with PD staff to ensure the curricula for many of our key courses includes material related to diversity, equity and inclusion.</p>	<p>a. Audit at least three e-Learnings and three in-person trainings (or distance learnings) for diversity, equity and inclusion.</p> <p>b. Provide recommendations on how to include diversity, equity and inclusion for at least three e-Learnings and three in-person trainings.</p>	<p align="center">PD</p>	<p>Created comprehensive workplan around tasks/outcomes for term. Subcommittees will be reviewing the workplan within the first two weeks of July with members and the full committee will vote on it by end of the month. 10/19/2020: (a) The PD Curriculum sub-Committee suggested that the diversity committee be included in audits and will explore this by the end of the year. (b) Auditing is underway and the form is being updated to include this element. 3/15/2021: (a) auditing continues to occur. The QA subcommittee would like to engage the Diversity, Equity and Inclusion advisory committee to audit and provide insight into what needs to be looked at during training events (b) similar to above, the QA subcommittee would like collaborate with DEIA.</p>
<p>8. Explore the role BECT plays in advancing diversity, equity and inclusion at NAHRO in all the work BECT does, including but not limited to ethics initiatives and NAHRO Certification programs.</p>	<p>a. Report to the NAHRO Board of Governors, President and CEO on any measures implemented in NAHRO's ethics initiatives or revisions in NAHRO Certification requirements pertaining to the objective by NAHRO's 2021 annual meeting.</p>	<p align="center">BECT</p>	<p>BECT Ethical Leadership subcommittee formed and is in process of exploring the role BECT plays in advancing diversity, equity and inclusion in NAHRO Certification programs and reviewing existing and future ethics initiatives. 10/19/2020: BECT participating in NAHRO promotion of the updated NAHRO Code of Professional Conduct including additions regarding harassment, discrimination, and bias. 3/15/2020 BECT considering including Diversity, Equity and Inclusion training as part of the ethics trainings requirements for all NAHRO Certifications.</p>
<p>9. Provide tools for our members to use to advance diversity, equity and inclusion in their communities including HR recruitment tools, board and staff development tools, communication tools, and DEI planning for succession and sustainability.</p>	<p>a. Discussion of and creation of tools that help NAHRO members advance DEI in their regions and communities.</p>	<p align="center">DEIAC</p>	<p>Currently in discussion. 10/19/2020: A draft housing policy reform document has been created. A training on "How racial and economic inequity creates disparities and restricts access to opportunities" has been developed and has been provided to UT NAHRO. 3/15/2021: Policy Subcommittee crafted a DEI policy framework, which the NAHRO BOG passed a resolution to adopt on Feb. 22. Speaking engagements and workshops include: Got Equity presentation to UT NAHRO and TX NAHRO; served as panelist at IN NAHRO state conference, and facilitated two sessions with MARC Exec. Board and the MARC region.</p>
<p>10. Promote and increase participation in the scholarship and poster contest.</p>	<p>a. Increase the number of applications by 5%.</p>	<p align="center">Housing America</p>	<p>HAAC has increased communication with regions and RSOs to promote the Merit Scholarship and Poster Contest. An online submission process was developed for the Poster Contest to encourage participation during COVID-19. 3/15/21: Applications are online and were emailed to presidents and RSOS last month. Will meet as a committee this week to set targets for this year's applications.</p>

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OBJECTIVES	MEASURABLE OUTCOME	ASSIGNMENTS	STATUS
<p>11. Engage in facilitated discussion of the role Leg Net plays in advancing diversity, equity and inclusion at NAHRO and through the work we do with Congress. Apply those lessons to all the work Leg Net does, including but not limited to its advocacy annual work plan, advocacy campaigns, trainings, and communications</p>	<p>a. Engage the Leg Net Leadership Team in an in-person conversation that is facilitated by a professional who is trained in leading diversity discussions. Apply the outcomes of that conversation to the annual work plan and other Leg Net work.</p>	<p>Legislative Network</p>	<p>Leg Net Leadership Team had a conversation in June on the role of systemic racism in housing and community development policy. We also discussed how to partner with the DEIAC to bring diversity and inclusion into the daily work of Leg Net. We will still plan to have a facilitated, in-person discussion when possible. 3/15/2021: Leadership Team discussed how to continue to incorporate equity in our work- focus on partnering with DEI and the committees on their policy work, schedule a facilitated conversation with an outside equity trainer later in the year.</p>
<p>12. Examine all policy concerns through a diversity equity and inclusionary lens.</p>	<p>a. Consider a range of perspectives and experiences when discussing small agency issues. b. Engage with individuals and professionals with different perspectives and backgrounds.</p>	<p>Small Agency</p>	<p>10/19/2020: The committee discussed race, equity, and inclusion and how systemic barriers to housing impact their communities in July. 3/15/2021: The SAAC continues to examine its work through a DEI lens.</p>