

2019-2021
NAHRO Strategic Plan
G O A L A (6/2020)

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 is participating in campaign.
2. Discuss, review, and analyze housing, revitalization and development issues through legislative, administrative, and judicial lenses.	<p>a. Identify and engage legal and policy experts in topics as appropriate.</p> <p>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.</p> <p>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.</p>	CR&D	The Committee invited Cat Vielma from Redstone Equity to discuss LIHTC prices in light of the current economic situation. The committee also discussed Congress's \$100 billion emergency rental assistance included in the HEROES Act, and assisted in determining CARES Act asks. The Committee provided assistance in drafting NAHRO's comment letter on the Community Reinvestment Act (CRA) and the AFFH.
3. Discuss, review and analyze housing, revitalization and development issues through legislative, administrative and judicial lenses.	<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>	Housing	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; Discussion on funding up to a PHA's ACC units number; Discussion on HEROES Act Voucher proposal for new vouchers; Discussion on Federal Evictions moratorium; and Multiple discussions around COVID-19 topics (waivers, use of funds, etc.).

2019-2021
NAHRO Strategic Plan
G O A L A (6/2020)

OBJECTIVES	MEASURABLE OUTCOME	ASSIGNMENTS	STATUS
<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>Member Services</p>	<p>Will schedule by the 4th quarter.</p>
<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 Leadership Team finalized 2020 Advocacy Plan, going to full Leg Net for adoption in June.</p>

2019-2021
NAHRO Strategic Plan
G O A L A (6/2020)

OBJECTIVES	MEASURABLE OUTCOME	ASSIGNMENTS	STATUS
6. Discuss, review, and analyze housing issues and their impact on small agencies throughout the country through legislative, administrative, and judicial lenses.	<ul style="list-style-type: none"> 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. 	Small Agency	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. SAAC contributed to NAHRO's AFFH comments.
7. Develop an advocacy work plan to guide the advocacy efforts of the Small Agency Advisory Committee.	<ul style="list-style-type: none"> 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. 		Discussed advocacy work plan as a committee, in process of drafting, will be finalized by July.

2019-2021
NAHRO Strategic Plan
G O A L B (6/2020)

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>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>

2019-2021
NAHRO Strategic Plan
G O A L B (6/2020)

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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>Housing Committee provided suggestions for E-briefing topics on call on May 14, 2020 to policy staff.</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 Millennium 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.</p> <p>b. Submitted re-appointment request to UN in March; approval pending.</p> <p>c. Have initiated conversations with INTA to discuss what a post-pandemic paper might entail in the future.</p>

2019-2021
NAHRO Strategic Plan
G O A L B (6/2020)

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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>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.</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.</p>

2019-2021
NAHRO Strategic Plan
G O A L B (6/2020)

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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>No work done on this item yet.</p>

**2019-2021
NAHRO Strategic Plan
G O A L C (6/2020)**

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.	<ul style="list-style-type: none"> 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	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.
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.	<ul style="list-style-type: none"> a. Make contact with all Regions to encourage international discussions. 	IRGE	Working to develop a communication strategy to engage with the Regions.
3. Increase marketing and outreach, integrating with NAHRO's regions and chapters to promote NAHRO's certification programs.	<ul style="list-style-type: none"> 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. 	BECT	BECT Marketing subcommittee formed and in process of creating new and modifying historical promotion of NAHRO's certification programs.
4. Promote academic achievements of public housing residents through the Merit Scholarship. Increase participation in Poster Contest by regions and chapters.	<ul style="list-style-type: none"> a. Develop 12 photos/profiles of each winner included on NAHRO website and in conference materials. Increase posters collected/tracked in each region. 	Housing America	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.

**2019-2021
NAHRO Strategic Plan
G O A L C (6/2020)**

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>Working to develop Leg Net's social media reach prior to August recess.</p>

2019-2021
NAHRO Strategic Plan
G O A L D (6/2020)

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.
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.
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.
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.

2019-2021
NAHRO Strategic Plan
G O A L E (6/2020)

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 the there are Commissioner of the Year award nominees each year.	a. Twelve nominees each year.	Commissioners	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.
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.		Continue to work on session topic list/possible sessions for the National Conference and Exhibition.
3. Improve communication and outreach between Housing Committee members and with other NAHRO committees, within the general membership, and with the public.	<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>	Housing	(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.

2019-2021
NAHRO Strategic Plan
G O A L E (6/2020)

OBJECTIVES	MEASURABLE OUTCOME	ASSIGNMENTS	STATUS
<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>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.</p> <p>b. Still pending re-engagement of conversations with BU and U of A.</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.</p>
<p>5. Create a networking program and/or listserv between and for housing authorities, whether in person or through online means.</p>	<p>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.</p>	<p>Member Services</p>	<p>In person forums/roundtables are on hold due to COVID-19; will begin to explore online options.</p>
<p>6. Improve <i>Peer to Peer</i> Networking.</p>	<p>a. Identify additional networking opportunities through NAHRO and develop a plan and implement it by the end of the term.</p>		<p>Collecting ideas to put into place by early to mid-2021.</p>
<p>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.</p>	<p>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.</p>	<p>DEI</p>	<p>Currently reaching out to leadership.</p>
<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>Currently working on DEI plenary for online summer conference.</p>

**2019-2021
NAHRO Strategic Plan
G O A L E (6/2020)**

OBJECTIVES	MEASURABLE OUTCOME	ASSIGNMENTS	STATUS
<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.</p>
<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>Small Agency</p>	<p>Coordination currently happening at a staff level, coordination at member-level will happen at future in-person conferences.</p>

**2019-2021 Strategic Plan
Goal F (6/2020)**

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.
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 who also serve on the DEIAC, will provide updates on topics the committee can focus their grassroots efforts on.
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	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.
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.	a. Focus on advancing diversity, equity and inclusion in the analysis of housing-related issues in public and affordable housing programs. 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.	Housing	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. The Committee provided information related to the definition of human trafficking to NAHRO staff for Senate staffers.
5. Research and compare how other countries have handled housing vulnerabilities of indigenous populations.	a. Engage with our international partners with indigenous populations and prepare findings for NAHRO Board of Governors.	IRGE	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.
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.	a. Emerging Leaders provide discussion topics and/or participate as speakers on DEI conference sessions.	Member Services	Waiting for request/needs from DEI.

**2019-2021 Strategic Plan
Goal F (6/2020)**

OBJECTIVES	MEASURABLE OUTCOME	ASSIGNMENTS	STATUS
7. Work with PD staff to ensure the curricula for many of our key courses includes material related to diversity, equity and inclusion.	a. Audit at least three e-Learnings and three in-person trainings (or distance learnings) for diversity, equity and inclusion. b. Provide recommendations on how to include diversity, equity and inclusion for at least three e-Learnings and three in-person trainings.	PD	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.
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.	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.	BECT	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.
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.	a. Discussion of and creation of tools that help NAHRO members advance DEI in their regions and communities.	DEIAC	Currently in discussion.
10. Promote and increase participation in the scholarship and poster contest.	a. Increase the number of applications by 5%.	Housing America	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.
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	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.	Legislative Network	Leg Net Leadership Team decided to prioritize the conversation and move ahead this summer with a discussion of the role of systemic racism in housing and community development policy. We will still plan to have a facilitated, in-person discussion when possible.

2019-2021 Strategic Plan
Goal F (6/2020)

OBJECTIVES	MEASURABLE OUTCOME	ASSIGNMENTS	STATUS
12. Examine all policy concerns through a diversity equity and inclusionary lens.	a. Consider a range of perspectives and experiences when discussing small agency issues. b. Engage with individuals and professionals with different perspectives and backgrounds.	Small Agency	On the agenda for the July SAAC call.