

2021-2023 NAHRO Strategic Plan

Sept. 2022

G O A L A

**Goal 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 (Keeping in mind NAHRO's 501(c)3 status parameters).**

OBJECTIVES	MEASURABLE OUTCOME	ASSIGNMENT	STATUS
A1. Develop an annual advocacy work plan in 2022 and 2023 with the Legislative Network Leadership Team.	Complete plan.	Legislative Network	Advocacy plan is complete; held first August Advocacy Virtual Hill Day in conjunction with the Summer Symposium; 225 members attended 141 meetings. 2022 Advocacy campaign is underway, on track to exceed more than 25,000 letters; 50,000 goal will not be met.
A2. Discuss, review, and analyze housing, revitalization and development issues through legislative, administrative, and judicial, and DEI 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	<p>a. Also worked closely with other CD and Housing organizations, including the Affordable Housing Tax Credit Coalition, LISC, DreamLive Hope Foundation, HOPICS, Pride in Truth, Mentors Inc., Los Angeles Regional Reentry Partnership, and Root Policy.</p> <p>b/c. Worked closely with NAHRO staff to help draft comments on CR Act, BABA Act, NSPIRE Standards, FSS Regs., SHPE Act, VAW Act, BBB, the administration's Housing Supply Action Plan.</p>

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<p>A3. Discuss, review, and analyze housing, revitalization, and development issues through legislative, administrative, judicial, and equity lenses. This includes exploring innovative programs, methodologies, and policies that will increase affordable housing stock/community development initiatives and improve program efficiencies.</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 housing- related topics.</p> <p>b. Continue assisting NAHRO staff in communicating to the administration and Congress via comment letters and other policy correspondence, while considering other mechanisms to further promote NAHRO policy positions.</p>	<p>Housing</p>	<p>a. Will begin identifying individuals after the 2022 National Conference.</p> <p><b>b. Sent letters to HUD:</b> ideas to increase voucher utilization; structuring Fair Use vouchers; Physical Needs Assessment; <b>comment letters:</b> NSPIRE protocol and Build America Buy America.</p> <p><b>Held discussions on:</b> NSPIRE protocol, Build America, Buy America, Emergency Housing Vouchers, and Physical Needs Assessment.</p> <p><b>Discussed bills</b> to increase PVB portfolio cap and to deconcentrate vouchers in areas of poverty.</p>

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Sept. 2022

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<p>A4. Advocacy Subcommittee works with Legislative Network Advisory Committee (LNAC) and Congressional Relations to establish measurable goals and all Commissioners to meet goals.</p>	<p>a. Actively engage in development of an annual advocacy work plan 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>b. Send letters to Congress and The White House for additional funding for universal vouchers, emergency housing vouchers, resident services, etc. Ensure letters are sent by Commissioners from each region. Seeking 95% participation by committee members.</p> <p>c. Work to provide Advocacy training for Commissioners, whether online, in person, or through other resources.</p>	<p>Commissioners</p>	<p>a. Work will begin on the annual advocacy plan after the 2022 National Conference.  b.Participating in the August Advocacy Campaign.  c. Course overview submitted to NAHRO PD committee, expected launch Fall 2022.</p>
<p>A5. 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.</p> <p>b. Promote new, innovative legislation to assist small agencies better serve their communities</p>	<p>Small Agency</p>	<p>a./b.During monthly meetings, members discuss small agency housing issues with the NAHRO policy and legislative affairs teams to provide their perspectives.</p>

2021-2023 NAHRO Strategic Plan

Sept. 2022

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<p>A6. Develop an advocacy work plan to guide the advocacy efforts of the Small Agency Advisory Committee.</p>	<p>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.</p>	<p>Small Agency</p>	<p><b>a./b.</b>Received a small agency advocacy guide from a NAHRO member; working on distilling the recommendations in the document to share broadly with NAHRO membership and small agencies; members are actively participating in the August Advocacy campaign.  <b>c.</b> Will discuss this item at the meeting held in San Diego.</p>
<p>A7. Use both a national and international perspective to increase awareness among the general public of the importance of affordable housing and community development activities to everyone's everyday quality of life and wellbeing.</p>	<p>a. Work with the NAHRO Comms team to publish at least one article in a mainstream publication authored by a committee member.                      b. Recognize contributions to international housing and urban revitalization through the international award.                      c. Create a page on the NAHRO website where members and nonmembers can learn about what we do.</p>	<p>IRGE</p>	<p><b>a.</b> Will discuss at the meeting in San Diego.  <b>b.</b>Will present the International Award at the National Conference.  <b>c.</b> Currently editing IRGE webpages to make them more accessible to other NAHRO members and the general public.</p>

2021-2023 NAHRO Strategic Plan

Sept. 2022

G O A L B

**Goal 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	ASSIGNMENT	STATUS
<p>B1. Act as a community development program and operations expert resource to the NAHRO membership and public. Increase internal accountability to NAHRO by disseminating up-to-date information on community development topics to membership.</p>	<p>a. Engage with National, Regional, and State conference planning staff on community development sessions.</p> <p>b. Promote and develop tools to help agencies with resident engagement.</p> <p>c. Increase community development topics covered by NAHRO.</p>	<p>CR&amp;D</p>	<p>a. Helped NAHRO staff with the 2022 Summer Symposium.</p> <p>b. Helped NAHRO staff complete a one-pager on housing for individuals impacted by the criminal justice system.</p> <p>c. Focused on a variety of development topics including: how Notice 2022-14's changes to funding for TPVs for vacant units impact development, land use and planning for equitable housing, taxing equity firms that purchase single-family homes, the Biden Admin.'s Housing Supply Action Plan, the 15% global tax's impact on LIHTC, the CR Act, and serving populations impacted by the criminal justice system.</p>
<p>B2. Participate / represent the US and NAHRO in international conferences and convenings both virtually and in-person when possible.</p>	<p>a. Attend one or more convenings per calendar year.</p> <p>b. Submit proposals to INTA for contributions to their international newsletter and post- pandemic papers.</p>	<p>IRGE</p>	<p>a. Participated in and helped advertise several international conferences, including a South African symposium, the annual Australian Housing conference, and the World Urban Forum.</p> <p>b. Will discuss at the meeting in San Diego.</p>
<p>B3. Maintain NAHRO's United Nations Non-Governmental Organization (UN NGO) status to form strategic relationships for learning and impacting the United National Sustainable Development Goals.</p>	<p>Re-appoint five NAHRO representatives to the UN for credentialing.</p>	<p>IRGE</p>	<p>NAHRO representatives have been approved; one representative plans to visit the UN in New York to pick up entry pass.</p>

**2021-2023 NAHRO Strategic Plan**

**Sept. 2022**

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OBJECTIVES	MEASURABLE OUTCOME	ASSIGNMENT	STATUS
B4. By June 30, 2023, provide feedback on training content outlines, power points and participant guides for the two programs selected to be piloted during the term	Provide Feedback.	PD	Curriculum sub-committee has reviewed and provided scores on training proposals. QA sub-committee is expected to provide scores end of August. Top two trainings will be selected and development will be able to begin.
B5. By June 30, 2023, review training evaluations for the two programs selected to be piloted during the term and provide feedback for improvement/refinement of content and faculty performance.	Complete review.	PD	The two training pilot programs have not been selected due to the delay in getting proposals approved. New target date for completion is August 31, 2023.
B6. By January 31, 2023, increase the number of individuals on the PD Committee who have at least one NAHRO certification from 57% to 86%.	Increase the number.	PD	Data challenges with the installation of the new AMS system. Team is double checking baseline number of members who have active certifications. Committee leadership will communicate with members who are not certified and encourage them to pursue certification.
B7. Develop a modern program to train and educate NAHRO members on advocacy basics and explore a partnership with Professional Development.	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.	LEGNET	Training materials are completed; recordings need to be scheduled.
B8. By Sept. 30, 2022, evaluate and reflect on the findings from the SeaCrest Gap Analysis and provide recommendation to BOG and NAHRO CEO on how to proceed.	Provide recommendation.	BECT	Completed. At the request of the BECT, BOG approved resolution to no longer pursue accreditation (July 19 mtg.).

**2021-2023 NAHRO Strategic Plan**

**Sept. 2022**

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OBJECTIVES	MEASURABLE OUTCOME	ASSIGNMENT	STATUS
B9. By June 30, 2022 review and revise the pre-requisite requirements for ALL certifications to improve clarity and increase the pool of eligible candidates.	Review and revise by date.	BECT	Due to the level of revisions needed, it is taking more time than anticipated to finalize. New completion date is Feb. 28, 2023.
B10. By March 31, June 30 September 30 December 31 of 2022 and 2023 review the current certification statuses and work with staff to ensure proper follow up occurs to direct individuals towards recertification.	Review and follow up by date.	BECT	Due to challenges with new AMS system, staff has focused on correcting certification errors. As a result, was unable to report to BECT in March and June. Staff will provide an update at the BECT meeting in San Diego.

2021-2023 NAHRO Strategic Plan

Sept. 2022

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OBJECTIVES	MEASURABLE OUTCOME	ASSIGNMENT	STATUS
<p>B11. DEI Subcommittee to work with DEIAC and Professional Development (PD) to develop additional external relationships with "non-traditional" organizations and establish measurable goals for all Commissioners to meet.</p>	<p>a. Reach out to sectors/organizations outlined in the NAHRO Diversity, Equity, and Inclusion Policy Framework (ex: criminal justice; education, such as TK-12, colleges, universities, non-traditional higher ed institutions; access points for healthy food, dental and medical care)</p> <p>b. Develop talking points regarding NAHRO and PHAs to share with non-traditional partners.</p> <p>c. Ask each committee member to conduct outreach to at least one non-traditional to share information on NAHRO/PHAs and identify opportunity for collaboration.</p> <p>d. Send letters to Congress and The White House regarding additional funding for universal vouchers, emergency housing vouchers, resident services, etc.) a. Reach out to sectors/organizations outlined in the NAHRO Diversity, Equity, and Inclusion Policy Framework (ex: criminal justice; education, such as TK-12, colleges, universities, non-traditional higher ed institutions; access points for healthy food, dental and medical care). Seeking 95% participation of committee members.</p>	<p>Commissioners</p>	<p>a./b./c./d. In progress. Developing a survey to collect information and set baseline regarding partnerships and talking points. Fall 2022 - Jan. 2023.</p>
<p>B12. Advocacy Subcommittee to work with LNAC to develop a modern program to train and educate NAHRO members on advocacy basics, and to establish measurable goals.</p>	<p>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>Commissioners</p>	<p>In progress. Developing survey to collect information and set baseline regarding partnerships and talking points. Fall 2022 - Jan. 2023.</p>

2021-2023 NAHRO Strategic Plan

Sept. 2022

G O A L C

**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
C1. Communicate and engage with the external community development industry. This includes industry experts, federal agencies that engage in community development programs, and membership within the committee and NAHRO more broadly.	<p>a. Actively work to improve connections between PHAs and CD agencies.</p> <p>b. Outreach and build partnerships efforts with program funders.</p> <p>c. Work closely with other NAHRO committees, staff, and partners to promote relevant community development policies.</p>	CR&D	<p>a. Hosted outside organizations to strengthen NAHRO's ties to CD organizations, including Root Policy, LISC, the Affordable Housing Tax Credit Coalition.</p> <p>b. Will discuss at the meeting in San Diego.</p> <p>c. Works closely with the Housing Committee and DEI Advisory Committee.</p>
C2. Build stronger regional and state-level communication networks to share, coordinate, and expand NAHRO's legislative work and advocacy campaigns.	Higher regional participation in advocacy campaigns.	LEGNET	Staff has increased materials and direct communication with regions during August Advocacy.
C3. Expand NAHRO's reach, improve advocacy effectiveness and sphere of influence by building and reinforcing outside partnerships through joint advocacy and social media campaigns.	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.	LEGNET	Staff capacity for social media has been focused on advocacy campaigns and regional marketing materials for August Advocacy.
C4. By August 31, 2023, increase the awareness of the NAHRO regional revenue sharing program by working with regional RSOs to complete deliverables.	Amount of regional referrals; amount of revenue generated by each region.	PD	Marketing Subcommittee has conducted a SWOT analysis of engagement and will develop a plan to increase awareness of the program.

2021-2023 NAHRO Strategic Plan

Sept. 2022

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OBJECTIVES	MEASURABLE OUTCOME	ASSIGNMENT	STATUS
<p>C5. Promote academic achievements of public housing residents through the Merit scholarship application to make it clearer and more accessible for students to complete. The committee also redesigned the <i>What Home Means to Me</i> calendar.</p>	<p>a. Routinely feature previous scholarship winners in JOHCD articles with the newly launched "Student Spotlight" series.</p> <p>b. New for 2023: Updating the What Home Means to Me calendar design.</p> <p>c. Utilizing new refined application for scholarship and improving judging process to ensure students from all backgrounds have a chance to win the LDG scholarship.</p> <p>d. Share stories of students and calendar winners on social media to encourage participation in the program and share success stories.</p>	<p>Housing America</p>	<p>a. NAHRO has featured three students in our <i>Student Spotlight</i> series in the JOHCD and will continue to do so every other month.</p> <p>b. New calendar design for 2023 and expedited plan to produce calendar.</p> <p>c. Reviewed judging process of scholarships to be more equitable.</p> <p>d. NAHRO continues to share stories of calendar and scholarship winners on social media.</p>
<p>C6. Assist in the development of relationships and study exchange opportunities in neighboring and other countries and territories.</p>	<p>Make contact with all Regions to encourage international discussions.</p>	<p>IRGE</p>	<p>Developing stronger partnerships with Ireland Housing and Alaska/Native American communities (NAIHC). Working on updating MOUs with partner organizations and following the guidelines of the MOUs that are already in place.</p>
<p>C7. Communications Subcommittee to work with LNAC to establish measurable goals. Work with LNAC to 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. Focus on Commissioners Resources webpage</p> <p>b. Help develop communications to Federal &amp; State legislators (Commission-specific language for action center templates, and to encourage robust funding for supportive services)</p> <p>c. Develop communications to engage more Commissioners (talking points for local Commission meetings)</p> <p>d. Incorporate House America efforts into communications and advocacy.</p>	<p>Commissioners</p>	<p>a. Completed. Reviewed webpage and will upload updated <i>Commissioner at Work</i> video and showcase at the 2022 National Conference.</p> <p>b./c./d. In progress. Developing survey to collect information and set baseline regarding partnerships and strengthening communication networks re: advocacy. Fall 2022 - Jan. 2023.</p>

2021-2023 NAHRO Strategic Plan

Sept. 2022

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OBJECTIVES	MEASURABLE OUTCOME	ASSIGNMENT	STATUS
<p>C8. DEI Subcommittee to work with Housing America to establish measurable goals. Promote academic achievements of public housing residents through connections with non-traditional partners, based on NAHRO Diversity, Equity, and Inclusion Policy Framework.</p>	<p>a. Improve internet/digital access in low-income areas</p> <p>b. Universal access to preschool</p> <p>c. Highlight the impact that under-resourced schools have on education gaps and upward mobility, and advocate for equitable funding for neighborhood schools.</p> <p>d. Establish formal partnerships with continuing/higher education institutions to ensure residents (children and heads of household/parents/guardians) have access to educational opportunities and resources.</p>	<p>Commissioners</p>	<p><b>a./b./c./d.</b> In progress. Developing survey to collect informaton and set baseline regarding DEIAC partnrships and talking points. Fall 2022 - Jan. 2023.</p>

**2021-2023 NAHRO Strategic Plan**

**Sept. 2022**

**G O A L D**

**Goal D – Ensure NAHRO's continued financial stability by expanding revenue sources, exploring new business opportunities and maximizing efficiency.**

OBJECTIVES	MEASURABLE OUTCOME	ASSIGNMENT	STATUS
D1. Be a nimble and responsive resource to support staff in exploring new and emerging revenue sources.	Sustainable revenue and resources to achieve NAHRO mission.	B&A	Work is being done on enhancing reporting to more clearly communicate current position and operational results.
D2. Be conscientious of and transparent with the annual budget to ensure needed resources, tools and outcomes to achieve the strategic plan.	Connect budget resources to achieving strategic plan goals.	B&A	2023 budget planning cycle being designed to allow transparent communication to B&A committee and reporting to the Board of Governors.
D3. Be a good steward and follow fiduciary responsibility of using NAHRO's resources wisely.	Resources are used appropriately and as intended.	B&A	Enhanced reporting on financial results and investment activities are being implemented to better inform the B&A of all aspects of NAHRO financial operations. Outside professional services have been engaged to assure integrity of financial systems during time of NAHRO staff transition.
D4. Sustain the scholarship programs by encouraging and supporting strategic funding partnerships and fundraising activities.	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.	B&A and Housing America	Online Auction will be held during National Conference in San Diego -- Dollars for Scholars.
D5. Optimize, monitor, and strengthen internal fiscal operations, compliance and policies for maximum value and efficiency.		B&A	Use of outside professional services to support and enhance internal day-to-day accounting and financial operations has been put in place. New accounting systems are being considered to strengthen operations.

2021-2023 NAHRO Strategic Plan

Sept. 2022

G O A L D

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OBJECTIVES	MEASURABLE OUTCOME	ASSIGNMENT	STATUS
D.6. By the end of the term, approve at least one new certification program.	Approve a new certification by term end.	BECT	BECT has worked on revising and refining the requirements for NAHRO's 22 certification programs. Will begin work in this area in 2023.

2021-2023 NAHRO Strategic Plan

Sept. 2022

G O A L E

Goal 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	ASSIGNMENT	STATUS
E1. By August 31, 2022, provide NAHRO a list of features that would be beneficial to include in a member center that would enhance the networking and knowledge transfer among members.	Provide list by August 31, 2022	PD	Committee has not had a chance to begin work on this objective. Thus, the deadline will shift to Jan. 31, 2023.
E2. Share knowledge gained through research with NAHRO members and incorporate key messaging to convey the relevance and expertise of IRGE work.	<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>	IRGE	<p>a. National Conference events: exhibition booth, concurrent panel session, and lunch and learn session.</p> <p>b. This item will be discussed at the meeting in San Diego.</p> <p>c. Article published in the Jan./Feb. 2022 JOHCD.</p>
E3. Improve peer to peer networking.	At least one virtual or in-person roundtable is held by the end of the term and the first-timer attendees overview is re-vamped to include a networking component, such as a meet and greet the Fellows opportunity.	Member Services	Held virtual networking event on Aug. 1, 2022. First-time attendee event at National Conference will feature a networking component.
E4. Convene regular roundtable discussions with national standing committee and advisory committee leadership members to discuss ways to advance DEI, to increase participation by Next Gen Professionals, and to encourage cross committee goal alignment.	<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>b. Encourage all standing and advisory committee chairs to attend at least one DEIAC meeting and discuss opportunities for partnership and shared work, and to appoint/recognize a representative to DEIAC.</p>	DEIAC	<p>a. The EIEA subcommittee has been working with VP-Commissioners to advance DEI and to undertake shared work.</p> <p>b. Standing and committee chairs have attended DEI meetings.</p>
E5. Plan events and activities in collaboration with Educate, Innovate, Elevate and Act subcommittee, Emerging Leaders and national standing committees, to include film screenings, community development tours that focus on DEI plenary speakers, webinars, etc.	The collaborative creation of both virtual an in- person events—sessions, film screenings, tours, discussions, webinars, etc., focused on diversity, equity and inclusion.	DEIAC	EIEA continues to produce webinars for NAHRO members on DEI-related topics. In July, hosted first Pride Month webinar; other sessions are being planned. DEIAC will present a concurrent session at the National Conference on creating an equity agenda.

2021-2023 NAHRO Strategic Plan

Sept. 2022

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OBJECTIVES	MEASURABLE OUTCOME	ASSIGNMENT	STATUS
E6. Increase participation and visibility of Housing America month and campaigns through and by local state and regional social media platforms and events.	Develop more news stories/photos that are shared on the NAHRO website and in NAHRO- affiliated publications.	Housing America	Preparing a revamped media kit for Housing America month.

2021-2023 NAHRO Strategic Plan

Sept. 2022

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OBJECTIVES	MEASURABLE OUTCOME	ASSIGNMENT	STATUS
<p>E7. Strengthen communication and small agency representation with NAHRO’s Housing and CR&amp;D committees, Legislative Network, and Member Services’ Emerging Leaders to ensure small agency perspectives are considered at all levels of NAHRO policymaking.</p>	<p>a. Have Small Agency Advisory Committee representatives join Housing, CR&amp;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>a./b. Several members are also members of other NAHRO committees. They often report on the work of those other committees and represent the interests of small agencies.</p> <p>c. The committee will discuss this item at the meeting in San Diego.</p> <p>d. The committee will engage with the Emerging Leaders Subcommittee to seek out new small agency leaders for the future.</p>
<p>E8. Engage with small agencies across NAHRO’s membership by providing resources, knowledge, best practices, and networking opportunities specific to their needs.</p>	<p>a. Increase Commissioner involvement by contributing to or offering training sessions geared toward Commissioners.</p> <p>b. Create a small agency resource guide and distribute it to other small agencies across NAHRO membership.</p> <p>c. Hold at least one small agency round table or webinar within the term.</p>	<p>Small Agency</p>	<p>a. The committee will discuss this item at the meeting in San Diego.</p> <p>b. The <i>Small Agency Resource Guide</i> is in process. Working on adding it to the NAHRO website.</p> <p>c. Hosted a webinar on <i>Small Agency Communication Best Practices</i>; more than 115 attended. Planning another webinar soon.</p>
<p>E9. Improve communication and outreach between Housing Committee members, with other NAHRO committees and task forces, (including the Professional Development committee by providing recommendations for training and capacity building), 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>Housing</p>	<p>a. Will establish after first in-person meeting at the 2022 National Conference.</p> <p>b. First meeting summary will be distributed after first meeting at the 2022 National Conference.</p>
<p>E10. Communications Subcommittee (Commissioner of the Year Group) - work with regions to ensure nominees for Commissioner of the Year Award.</p>	<p>Ensure there is at least one nominee from each region.</p>	<p>Commissioners</p>	<p>Completed in early July. Requested Regional Senior Vice Presidents for Commissioners to submit entries and to post flyer on regional websites.</p>

2021-2023 NAHRO Strategic Plan

Sept. 2022

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OBJECTIVES	MEASURABLE OUTCOME	ASSIGNMENT	STATUS
E11. Advocacy Subcommittee (Commissioners Track Group) - create substantive, relevant topics, and sessions for the national conf. track and other tracks.	a. Propose 3-5 sessions via calls for proposals and/or submissions by the Commissioners Committee. b. Promote NAHRO Certification programs.	Commissioners	a. Submitted proposals for three sessions; two were approved. b. The committee will reach out to NAHRO certification Fall 2022.
E12. DEI Subcommittee collaboration with DEIAC. Assign/delegate representatives to 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 Next Gen professionals in policy discussions relative to advancing DEI. b. DEIAC representatives report to Commissioners committee, Regional representatives, State representatives, and BOG.	Commissioners	a./b. In progress. Developing survey to collect information and set baseline regarding participation with Next Gen professionals and cross committee goal alignment. Fall 2022 - Jan. 2023.
E13. Communications Subcommittee collaboration with Housing America to establish measurable goals. Increase participation and visibility of Housing America month and campaigns through and by local state and regional social media platforms and events by engaging in idea sharing.	a. Develop more news stories/photos that are shared on the NAHRO website and in NAHRO-affiliated publications. b. 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 Next Gen professionals in policy discussions relative to advancing DEI.	Commissioners	a./b. In progress. Developing survey to collect information and set baseline regarding collaborative goals with Housing America and talking points. Fall 2022 - Jan. 2023.

2021-2023 NAHRO Strategic Plan

Sept. 2022

G O A L F

Goal F – Advance diversity, equity and inclusion as crucial to healthy communities.			
OBJECTIVES	MEASURABLE OUTCOME	ASSIGNMENT	STATUS
F1. Align and monitor the annual budget and financial resources to support the tools needed to achieve the strategic plan to advance diversity, equity, and inclusion.	Connect budget and financial resources to achieving strategic plan goal F.	B&A	2023 budget process has been outlined and NAHRO staff is working on aligning financial resource requests and allocations with strategic goals.
F2. 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/b. The committee has ensured a diversity of voices has been included in conversations held by the Committee. This included work toward how land use planning can be used for equitable housing, housing and reentry for individuals impacted by the criminal justice system.
F3. 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	a. Discussed bill to deconcentrate vouchers in areas of poverty. b. Will begin after the 2022 National Conference.
F4. Research and compare how other countries have handled housing vulnerabilities of Indigenous populations and other marginalized populations.	Engage with our international partners with Indigenous populations and prepare findings for NAHRO Board of Governors.	IRGE	Research Subcommittee has started outlining their work; will include some research projects on this objective. Partnership Subcommittee is working to maintain existing partnerships with American Indian/Alaskan Native housing organizations
F5. Review the DEI toolkit suggestions from last term and create a resource page for all members that feature helpful articles, trainings, webinars, etc., that explore/explain DEI topics.	DEI tool kit is created and posted on the website by the end of the term.	Member Services	Scheduled to review recommendations from 2019-2021 term at the meeting held in conjunction with the National Conference or shortly thereafter.

2021-2023 NAHRO Strategic Plan

Sept. 2022

G O A L F

Goal F – Advance diversity, equity and inclusion as crucial to healthy communities.			
OBJECTIVES	MEASURABLE OUTCOME	ASSIGNMENT	STATUS
F6. By September 30, 2023, have at least two PD members audit and provide recommendations on how to expand/include more diversity, equity and inclusion concepts into the HCVOEIR and PHM training curriculum. (Subject to approval by Curriculum subcommittee.)	Provide recommendations by date.	PD	The committee has not begun work in this area.
F7. By July 31, 2022, provide NAHRO language to include in all NAHRO trainings regarding the importance of diversity, equity and inclusion.	Provide language by date.	PD	The committee has not begun work in this area. Deadline will shift to Dec. 31, 2022.
F8. By Aug. 31, 2023, work with PD staff to ensure DEI concepts are incorporated into all ethics trainings.	Incorporate by date.	BECT	Work has not begun on this objective.
F9. By March 30, 2023, explore an on-demand Ethics training to increase availability, accessibility and affordability to all individuals interested in pursuing NAHRO certification.	Explore by date.	BECT	Work has not begun on this objective.
F10. Examine all small agency policy and program concerns through a diversity, equity and inclusionary lens.	<p>a. Consider a range of perspectives and experiences when discussing small agency issues</p> <p>b. Engage with individuals and professionals with different perspectives and backgrounds.</p>	Small Agency	<b>a./b.</b> The Committee plans to invite a guest speaker--potentially from DEIAC to help them have conversations about small agency issues and DEI perspectives.
F11. Work with PD staff to ensure the curricula for many of our key courses include material related to diversity, equity and inclusion, such as implicit bias.	Create framing toolkit to help public housing authorities implement the equity framework.	DEIAC	Members are working to ensure DEI objectives are reflected in PD management course offering and collaborating on the development of coursework for the Wells Fargo grant training. The chair will co-teach a class on Fair Housing in December.
F12. Promote and increase participation in the scholarship and poster contest.	<p>a. Work with regions and states to ensure process for marketing scholarship and poster contest is more uniform and consistent</p> <p>b. Identify which regions continue to struggle with having applicants apply and try and find solutions.</p>	Housing America	<b>a./b.</b> Committee continues to work on getting more agencies to participate in both the scholarship and poster contest.

2021-2023 NAHRO Strategic Plan

Sept. 2022

G O A L F

Goal F – Advance diversity, equity and inclusion as crucial to healthy communities.			
OBJECTIVES	MEASURABLE OUTCOME	ASSIGNMENT	STATUS
F13. Engage in a facilitated discussion led by outside, paid facilitator of the role LEGNET plays in advancing diversity, equity and inclusion at NAHRO and through the work we do with Congress. Apply those lessons to all the work LEGNET does, including but not limited to its advocacy annual work plan, advocacy campaigns, trainings, and communications.)	Facilitated discussion from outside diversity instructor.	LEGNET	Facilitator not yet identified; could be part of larger staff focus on DEI training.
F14. DEI Subcommittee to work with DEIAC and PD to establish measurable goals.	<p>a. Work with PD staff to ensure the curricula for many of NAHRO’s key courses includes material related to diversity, equity, and inclusion.</p> <p>b. Provide recommendations on how to include diversity, equity, and inclusion e- Learnings and in-person trainings.</p>	Commissioners	<b>a./b.</b> In progress. Developing survey to collect information and set baseline regarding collaborative goals with Housing America and talking points. Fall 2022 - Jan. 2023.
F15. DEI Subcommittee to work with DEIAC to establish measurable goals. 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>a. Make sure best practices are documented and shared (consider size of agency and programmatic and development makeup).</p> <p>b. Collect and share demographics (staff leadership, Commissioners); consider adding optional questions to conference registration, and/or adding to Commissioners committee survey.</p>	Commissioners	<b>a./b.</b> In progress. Developing survey to collect information and set baseline best practices and sharing demographics. Fall2022 - Jan. 2023.
F16. DEI Subcommittee to work with LNAC to establish measurable goals.	<p>a. 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.</p> <p>b. 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>	Commissioners	<b>a./b.</b> In progress. Developing survey to collect information and set baseline regarding how Legislative Network advances DEI at NAHRO and apply that data to advocacy campaigns and trainings. Fall 2022 - Jan. 2023.

2021-2023 NAHRO Strategic Plan

Sept. 2022

GOAL G

<b>GOAL G. Clarify and strengthen relationships between National NAHRO and its partners – the regional councils and state chapters.</b>			
<b>OBJECTIVES</b>	<b>MEASURABLE OUTCOME</b>	<b>ASSIGNMENT</b>	<b>STATUS</b>
G1. Increase regional, state chapter and National NAHRO membership, making sure agencies are members at all three levels.	Regional and Chapter agency members are also members of National NAHRO and vice versa. Membership is increased by 2% at all levels.	Member Services	Discussions to begin at the meeting in San Diego or shortly thereafter.
G2. Create clear responsibilities and roles by BOG members and the partners to advance reciprocal relationships.		SPAC	At the request of President Wells, the Strategic Planning Committee has taken ownership of this objective and discussed briefly at its Aug. 9 meeting. In-depth conversations will commence following the San Diego Conference.
G3. Build and grow two-way participation in National NAHRO and regional councils and partners, so that all succeed together.		SPAC	At the request of President Wells, the Strategic Planning Committee has taken ownership of this objective and discussed briefly at its Aug. 9 meeting. In-depth conversations will commence following the San Diego Conference.
G4. Strengthen and formalize the BOG member roles to support strong, reciprocal relationships between National NAHRO and regional councils and partners.		SPAC	At the request of President Wells, the Strategic Planning Committee has taken ownership of this objective and discussed briefly at its Aug. 9 meeting. In-depth conversations will commence following the San Diego Conference.

## Overall Themes

- Opportunities for young professionals/next generation of leaders
- Identify professional development opportunities NAHRO can uniquely provide
- Intentionality of DEI
- Evaluate feasibility of hybrid programs
- Increase on-demand resources
- Identify virtual opportunities
- Increase understanding of small agency needs
- Increase partnerships
- Evaluate how to increase scholarship funding
- Examine the best structure for the board of governors

### **Goal 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. (Keeping in mind NAHRO's 501(c)3 status parameters)**

- NAHRO led through the pandemic well
- Reflect on and record the lessons learned from the pandemic, which brought to light housing need
- Continue to be nimble, flexible, and evolve
- Create strategies to enhance advocacy relationships locally/in-district
- Embrace technology: digital and hybrid
- Proactively identify and address issues and opportunities with HUD and emerging issues/needs
- Increase advocacy training opportunities
- Strengthen support/tools for members and states/regions
- Create a more synergistic, multi-disciplinary approach to community development
- Strengthen partnerships – beyond traditional relationships
- Build the next generation of leaders

### **Goal B – Strengthen NAHRO's role as the leading resource in developing the professional expertise and credibility of housing and community development practitioners.**

- Increase on-demand training opportunities
- Develop strategies to increase involvement of young professionals
- Consider creating scholarships or other strategies to support attending NAHRO programs
- Conduct an assessment of member/stakeholder professional development needs
- Conduct interviews with PHAs who are using resources from other organizations to find out why
- Increase focus on re-development
- Better understand needs of smaller agencies
- Develop strategy for ongoing virtual training opportunities
- Consider the optimal size of the board of governors

**Goal 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**

- Revisit underperforming partnerships and look for opportunities for new partnerships
  - Focus on both traditional and non-traditional partnerships
  - Seek new collaboration opportunities with business partners/developers
  - Strengthen relationships with universities
- Identify opportunities to provide more support for regions and chapters and engage them more
- Share best practices from throughout the country
- Increase focus on affordable/workforce housing partnerships
- Increase focus on redevelopment partnerships
- Increase board of governors engagement
- Increase opportunities for maintenance and front-line staff
- Increase understanding of how organization size affects needs and deliver on those needs
- Celebrate accomplishments

**Goal D – Ensure NAHRO's continued financial stability by expanding revenue sources, exploring new business opportunities, and maximizing efficiency**

- Expand on-demand training opportunities and resources
- Evaluate how to leverage partnerships and other opportunities to increase scholarship funding
- Evaluate opportunities to increase sponsorship income
- Increase partnerships
- Diversify revenue streams
- Ensure adequate funding and support to attract and retain high quality NAHRO staff

**Goal 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**

- Facilitate knowledge transfer among generations and among commissioners
- Evaluate frequency of NAHRO emails
- Expand peer-to-peer networking opportunities
- Increase emerging leader involvement (in committees and at conference)
- Create a mentorship/ambassador program
- Develop strategy for increased use of social media
- Evaluate providing a virtual option for in-person conference sessions
- Create on-demand video resources (potentially conference sessions; small agency resource library)
- Incorporate more DEI educational opportunities and resources at conferences
- Better understand needs of small agencies

**Goal F – Advance diversity, equity and inclusion as crucial to healthy communities**

- DEI should be intentional
- Ensure DEI is engrained in all NAHRO does
- Expand partnerships to advance DEI
- Develop new DEI professional development opportunities
- Increase focus on building relationships with and engaging residents

## 2022 NAHRO Virtual Leadership Retreat Summary

- Share best practices from across the organization
- Continual development of DEI tool kit and communications resources
- Create emerging leader opportunities
- Better understand challenges and opportunities based on agency size
- Advocate for additional funding to support DEI efforts

### **Goal G – Advance diversity, equity and inclusion as crucial to healthy communities**

- Goal G endorsed, feedback integrated with Goal C