

**2021-2023 NAHRO Strategic Plan
Commissioners**

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).

Objective(s):

A4. **Advocacy** Subcommittee works with Legislative Network Advisory Committee (LNAC) and Congressional Relations to establish measurable goals and all Commissioners to meet goals.

Measurable Outcome(s):

- a. Actively engage in development of an annual advocacy work plan that includes targeted legislative campaigns with measurable outcomes. This may include a focus on updated social media and effective visuals, and responses to media, Congressional, and administration inquiries.
 - i. **Next steps:** meet with LNAC to set goals.
- 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.
 - i. **Next steps:** determine how to track.
- c. Provide Advocacy training for Commissioners (online, in person, and/or through other resources).
 - i. **Next steps:** **course is completed, expected launch Spring 2023.**

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

Objective(s):

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.

Measurable Outcome(s):

- 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, nontraditional higher ed institutions; access points for healthy food, dental and medical care)
- b. Develop talking points regarding NAHRO and PHAs to share with non-traditional partners.
- c. Ask each committee member to conduct outreach to at least one non-traditional to share information on NAHRO/PHAs and identify opportunities for collaboration.
- d. 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.
 - i. a./b./c./d. In progress. Developing a survey to collect information and set baseline regarding partnerships and talking points. Fall 2022 - Jan. 2023.
 - ii. **Next steps:** Lucille and Zella to propose talking points for DEI in Mar/Apr 2023

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.

Objective(s):

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.

Measurable Outcome(s):

- a. Focus on Commissioners Resources webpage
 - i. Completed. Reviewed webpage and will upload updated Commissioner at Work video and showcase at the 2022 National Conference.
- b. Help develop communications to Federal & State legislators (Commission-specific language for action center templates, and to encourage robust funding for supportive services)
 - i. **Next steps:** align with LNAC.
- c. Develop communications to engage more Commissioners (talking points for local Commission meetings)
 - i. **Next steps:** Commissioner talking points for legislative priorities.
- d. Incorporate House America efforts into communications and advocacy.
 - i. **Next steps:** promote Housing America efforts (poster, scholarship); share HA month media kit; incorporate DEI objectives to ensure accessible opportunities.

Objective(s):

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.

Measurable Outcome(s):

- a. Target efforts to: Improve internet/digital access in low-income areas; Universal access to preschool; Highlight the impact that under-resourced schools have on education gaps and upward mobility, and advocate for equitable funding for neighborhood schools;
- b. 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.
 - i. **Next steps:** use survey responses to target efforts. HA presenting to DEI sub-cmte in December 2022.

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

Objective(s):

*NEW OBJECTIVE: DEI subcommittee to work with DEIAC and B&A to target business opportunities within underserved communities, ensure diverse representation from those businesses, and ensure revenue sources lift up DEI.

Measurable Outcome(s):

Recruit one business from each DEI framework-defined non-traditional partnership, within each region.

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.

Objective(s):

E10. **Communications** Subcommittee (Commissioner of the Year Group) - work with regions to ensure nominees for Commissioner of the Year Award.

Measurable Outcome(s):

- a. Ensure there is at least one nominee from each region.
 - i. **Next steps:** re-visit criteria for Commissioner of the Year in December; promote beginning in early 2023 (request Regional Senior Vice Presidents for Commissioners submit entries and to post flyer on regional websites)
Flyer forwarded to committee members 6/2023 and will forward as attachment for distribution to the RCSAP.

Objective(s):

E11. **Advocacy** Subcommittee (Commissioners Track Group) - create substantive, relevant topics, and sessions for the national conf. track and other tracks.

Measurable Outcome(s):

- a. Propose 3-5 sessions via calls for proposals and/or submissions by the Commissioners Committee.
 - i. **Next steps:** solidify session proposals in Dec/Feb mtg; Lucille to update Google sheet to track proposed sessions; incorporate regional sessions (align regional and national sessions)
Session update - 6/23?
- b. Promote NAHRO Certification programs.
 - i. Next steps: promote certification; ask PD for additional re-certification opportunities (so information is new)

Objective(s):

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.

Measurable Outcome(s):

- 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.
 - i. **Next steps:** in January, Zella and Renee to reconnect with Liz and Tiffany and Lisa Baker to schedule (follow-up to summer 2022 conversation/plan)
- b. DEIAC representatives report to Commissioners committee, Regional representatives, State representatives, and BOG.
 - i. Ongoing task (regularly scheduled)

Goal F: Advance diversity, equity and inclusion as crucial to healthy communities.

Objective(s):

F14. **DEI** Subcommittee to work with DEIAC and PD to establish measurable goals.

Measurable Objective(s):

- a. Work with PD staff to ensure the curricula for many of NAHRO's key courses includes material related to diversity, equity, and inclusion.
 - i. Next steps: Zella reached out to Julz; need to reconnect; invite Julz to full Commissioners mtg in Jan/Mar
- b. Provide recommendations on how to include diversity, equity, and inclusion e-Learnings and in-person trainings.
 - i. b. In progress. Developing survey to collect information and set baseline regarding collaborative goals with Housing America and talking points. Fall 2022 - Jan. 2023.

Objective(s):

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.

Measurable Objective(s):

- a. Make sure best practices are documented and shared (consider size of agency and programmatic and development makeup).
- b. Collect and share demographics (staff leadership, Commissioners); consider adding optional questions to conference registration, and/or adding to Commissioners committee survey.
 - i. a./b. In progress. Developing survey to collect information and set baseline best practices and sharing demographics. Fall2022 - Jan. 2023.

Objective(s):

F16. **DEI** Subcommittee to work with LNAC to establish measurable goals.

Measurable Objective(s):

- 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.
 - i. Next steps: facilitate conversation with DEIAC and LNAC leadership in DC/in-person (invite to Commissioners cmte mtg); include resident commissioners in DEIAJ work
- 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.
 - i. a./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.

Goal G: Clarify and strengthen relationships between National NAHRO and its partners – the regional councils and state chapters.

Objective(s):

*NEW OBJECTIVE: Communicate upcoming issues (events, awards, strategic plans) to Regional Presidents/VPs and Regional Commissioners VPs

Measurable Objective(s):

N/A

- a. Share DEI policy framework from NAHRO
- b. Share other Communications (Housing America, etc.)

COMMS:

Re-add journal/monitor