

**2023 NAHRO Works
Leadership Retreat Summary
Collaboration -- Intentionality -- Collective Impact
Dec. 7-9 – Atlanta, GA**

At the swearing-in of the 2023-2025 officers during the 2023 National Conference and Exhibition in New Orleans (Oct. 6-8), President George Guy challenged the leadership to transform the association’s two-year strategic plan into a more robust and ambitious five-year plan. President Guy and the team outlined the NAHRO Works strategic plan journey, coupled with the three leadership themes of intentionality, collaboration and collective impact.

NAHRO WORKS

Strategic Plan Journey



George Guy, President; **Sean Gilbert**, SPHM, NAHRO Fellow, Senior Vice President; **Renee Smith NCC**, Vice President - Commissioners; **David S. Gates**, CSO-PH, CSEC-PH, CMPO, C-PHM, CME Vice President - Professional Development **Jeff du Manoir**, Vice President-International Research and Global Exchange; **Duane Hopkins**, CME, Vice President-Budget & Administration; **Shaunté Evans MBA, PHM**, Vice President-Member Services; **Grace Stepter**, Vice President-Community Revitalization and Development; **Lanita Hillen**, Vice President-Housing, **Mark Thiele**, CS-PHM, CME, CMVO, NCC, Chief Executive Officer

The first step in this process was to seek input from the NAHRO Board of Governors and all members who serve on leadership committees about the current strategic plan's goals, their alignment with NAHRO's mission, and how to position NAHRO for success over the next five years. To gather this data from the leadership, Jennifer Keogh, Chair of NAHRO's Strategic Planning Advisory Committee, hosted four virtual town halls and surveyed members. Data from the town halls and survey was collected and provided to attendees of the in-person leadership retreat, which took place on Dec. 7-9 in Atlanta, Ga.

Past President Sunny Shaw kicked off the retreat with a *leadership rumble*, where members shared their leadership journey.

Staff from Atlanta Housing gave a tour of one of their agency's amazing communities. The tour showcased mixed-income rental housing that utilized a variety of funding sources--including Choice Neighborhoods Implementation Grant funding, Moving to Work (MTW) funding, and Community Development Block Grant (CDBG) funding. The properties also included other funding streams, and the development was a collaborative effort of federal, local, and private sector efforts. The tour highlighted beautiful units, a gym, a library, and several community spaces. To say that the tour was inspiring is an understatement.

Guest speakers included David Lipsetz and Jonathan Harwitz (Housing Assistance Council), who addressed small agency and rural issues; Angela Brooks and Deirdre Bolden (Corporation for Supportive Housing) and Sarah Hilton (Atlanta Housing), who addressed the challenges of homelessness with a service prevention focus; and Major Galloway (Everett Housing) and Damon Duncan (Clesia Ventures), who discussed the opportunity to connect with Historically Black Colleges and Universities.

Nearly 100 retreat participants examined the current mission statement and goals and proposed new mission statements and goals that focus on collaboration, intentionality, and collective impact. In keeping with the three core process objectives, the retreat participants were split up into teams by table. Each table, collectively, collaboratively and with intentionality examined and offered their thoughts regarding the mission language, goals, and objectives. President Guy and the team intend for this process to continue and evolve.

Where we are now: Retreat attendees will review three draft mission statements that reflect discussions at the Retreat and then reach consensus on a new NAHRO mission statement, which will be submitted to the NAHRO Board of Governors for consideration.