

2017-2019 NAHRO GOALS AND OBJECTIVES - 7.23.18

GOAL A: Position NAHRO as the preeminent organization for the development and implementation of responsible housing and community development policy by vigorously advocating legislation, regulations, and programs that benefit NAHRO members and the people they serve.			
OBJECTIVES	ASSIGNMENTS	MEASURABLE OUTCOME	STATUS
<p>1. Support NAHRO's Advocacy Action Center (Spot On Advocacy) and the Commissioners Mentors at all NAHRO Conferences to involve and encourage advocacy among veteran and new commissioners.</p>	<p>Commissioners</p>	<p>1. Ensure at least one commissioners committee mentor volunteer at the Commissioners Mentors table that will include Spot On Advocacy efforts during the Washington and Summer Conferences. Mentors can also encourage use of advocacy action center by having commissioners complete a sign on letter. Goal: Sign up 200 mentees by end of term).</p> <p>2. During the National Conference, Spot On Advocacy will have a booth to continue advocacy action center sign up efforts. Goal: 1500 completed sign on letters by end of term).</p>	<p>1. Commissioners Mentors staff the table at the Wash. and Summer Conferences and the booth during the National Conference and Exhibition.</p> <p>2. Commissioners Mentors will staff the booth during the National Conference and Exhibition.</p>
<p>2. Discuss, review, and analyze housing, revitalization and development issues through legislative, administrative, and judicial lens. Historically, the CR&D and Housing Committees have analyzed various housing-related issues through the lens of two branches of the federal government: legislative and executive (administrative).</p> <p>For the 2017-2019 term, the CR&D and Housing Committees would like to begin thinking about certain housing-related issues through a judicial lens as well as legislative and administrative lens.</p>	<p>CR&D/Housing</p>	<p>1. CR&D & Housing – Identify and engage legal and policy experts along with CD practitioners to speak and provide presentations to Hsg. & CR&D Cmtes. members at in-person mtgs.</p>	<p>1. During Washington Conference Housing and CR&D had joint meeting where guest speaker Attorney Amy Glassman spoke about current litigation based on HUD Regulation.</p>

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<p>2. Discuss, review, and analyze housing, revitalization and development issues through legislative, administrative, and judicial lens. Historically, the CR&D and Housing Committees have analyzed various housing-related issues through the lens of two branches of the federal government: legislative and executive (administrative).</p> <p>For the 2017-2019 term, the CR&D and Housing Committees would like to begin thinking about certain housing-related issues through a judicial lens as well as legislative and administrative lens.</p>	CR&D/Housing	<p>2. CR&D & Housing – Engage with legal and policy experts (possibly Housing and (HDLI) and/or agency general counsels) along with affordable H/CD practitioners on certain housing and development topics as appropriate.</p>	<p>2. NAHRO spoke at the HDLI Spring moderating the Ask a Lawyer session.</p> <ul style="list-style-type: none"> During Washington Conference Housing and CR&D had joint meeting where guest speaker Attorney Amy Glassman spoke about current litigation based on HUD Regulation. NAHRO staff worked with coalition partners and attorney on HUD disparate impact rule comments.
		<p>3. CR&D & Housing – Continue assisting NAHRO staff in communicating to the administration and Congress via comment letters and other policy corresp., while considering other mechanisms to further promote NAHRO policy positions judicially (amicus briefs, etc.)</p>	<p>3. Rec'd. Hsg. Cmte. feedback on the following comment letters:</p> <ul style="list-style-type: none"> FSS EnVision Centers Renewal Funding Inflation Factor Provided feedback on Admin Fee and portability. CR&D members discussed RAD with NAHRO staff. NAHRO staff with coalition partners and attorney on HUD disparate impact rule comments.
		<p>4. CR&D – Explore opportunities to incorporate funding resources for programs such as Low (LIHTC), New Markets Tax Credit (NMTC), and Historic Preservation. Tax Credit (HPTC) into policy & program discussions.</p>	<p>4. Not yet begun</p>

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<p>3. Update structure and governance of the Hsg. Committee subcommittees. As affordable housing changes and evolves, so does the work that NAHRO members perform.</p> <p>The Housing Committee strives to become more nimble to address new and innovative housing policies and solutions.</p>	Housing	<p>1. Determine the feasibility of creating a new subcommittee that focuses on research and innovative housing solutions with an emphasis on preserving and expanding quality affordable housing options and services that fall outside of the Section 8 or Public Housing framework.</p> <p>2. Revisit the overall structure of how members of the committee report out to improve internal committee communication.</p> <p>3. Have each subcommittee determine the top three issues and solutions the subcommittee would like to work towards during the term once the subcommittee rosters are established.</p>	<p>1. Hsg. Committee members have been asked to sign up for the new subcommittee. The new subcommittee will determine its name and scope at its first meeting at the Washington Conference. New subcommittee is called "Innovative Housing Solutions."</p> <p>2. Chair John Mahon will welcome reports from each region at the conferences. Chair and Vice-Chair have increased communications with subcommittees (conference calls.)</p> <p>3. Each Housing Subcommittee met during the Washington Conference and picked topics that they are interested in working on.</p>
<p>4. Develop an annual advocacy work plan that includes targeted quarterly legislative campaigns, a focus on expanding partnerships, a "rapid response" strategy, and measurable outcomes that will guide the work of the Legislative Network and inform NAHRO's advocacy.</p>	Legislative Network	<p>1. A written document with input from the Leadership Team and the full Legislative Network that will guide advocacy work.</p>	<p>1. Reviewed draft of plan during Washington Conference.</p>

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<p>1. Act as Program and Operations Expert Resource.</p> <p>The Community Revitalization Committee strives to be the subject matter expert for National, Regional and State chapters of NAHRO by acting as a resource for professional development, conference and ad-hoc sessions.</p>	CR&D	<p>1. Develop or expand upon specialty trainings such as the Rental Assistance Demonstration (RAD) Toolkit, Finance Toolkit, Operational Management topics for non-PHAs.</p> <p>2. Engage with National, Regional, and State conference planning staff on community development sessions.</p> <p>3. Develop downloadable and regionally specific case studies and handrail materials for RAD best practices, mixed finance, other affordable housing preservation tools, and other PHA focused areas.</p>	<p>1. CR&D Member have begun review of the RAD Tool Kit in an effort to update.</p> <p>2. NAHRO staff works with Regional and State conference planning staff to attend conferences and share current CR&D information. CR&D members and NAHRO staff serve on the NAHRO National Conference Planning Committee designing and selecting the concurrent session for the National Conference in Atlanta.</p> <p>3. Not Yet Begun</p>
<p>2. Participate and represent the United States and NAHRO in international conferences and convenings.</p>	IRGE	<p>Attend the following:</p> <p>1. INTA42 Congress, Rostock, Germany, Sept. 19-20, 2018.</p> <p>2. CHRA Congress, Victoria, BC April 2-4, 2019</p> <p>3. AHURI Conference, Darwin, Australia, Aug. 28-30, 2019.</p> <p>4. Secure credentials for NAHRO members to UN ECOSOC and attend meetings.</p>	<p>1, 2 and 3. Working to secure delegates.</p> <p>4. Members are working to submit appropriate documentation to complete process.</p>
<p>3. Review and make recommendations, if needed, to improve all NAHRO awards , including individual and agency Awards -- paying close attention to the application and review process, as well as the presentation of the awards to provide more exposure and recognition of our members' achievements.</p>	Member Services	<p>1. All agency and individual awards applications, scoring criteria and presentations will be reviewed by 4th quarter 2018.</p> <p>2. Changes, if any, will be implemented to the applications, scoring criteria, and presentations in 2019.</p>	<p>1. The Awards of Merit and Excellence have been reviewed and suggested changes in pricing and presentation have been recommended.</p> <p>2. Other awards to follow.</p>

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4. Enhance training delivery methods to reach a broader spectrum of practitioners.	PD	<p>1. Drawing from existing live seminars and e-Learning seminars, repurpose content to create specialized training modules of varying lengths (90 minutes/2.5 hours/0.5 days/1 day) to be marketed as conference sessions, customized on-site deliveries, and/or provided as on-demand online content.</p> <p>2. Pilot on-demand version of e-Learning seminar (likely Ethics for Specialists).</p> <p>3. Roll out additional on-demand e-Learning sessions/ online training modules beginning.</p> <p>4. Review requirements for and ensure compliance with any applicable accessibility requirements (disability, ESL, etc.), especially for online training (visual impairment, closed captioning, etc.).</p> <p>5. Pilot Spanish language version of on-demand e-Learning Seminar.</p>	<p>1. Preliminary stage</p> <ul style="list-style-type: none"> In discussion assembling a team researching platforms <p>2. Preliminary stage</p> <ul style="list-style-type: none"> In discussion Possible content to reflect Affordable Housing ABCs (develop 'how to' and best practices. <p>3. Preliminary stage</p> <ul style="list-style-type: none"> in discussion will need to develop a curriculum schedule <p>4. Preliminary stage</p> <ul style="list-style-type: none"> Research and Demo companies 3PlayMedia- integration with GoToWebinar, costly closed captions Website redesign RFP <p>5. Preliminary Stage</p> <ul style="list-style-type: none"> In discussion Active recruitment
5. Increase training offerings across the country to facilitate access to NAHRO Certification.		<p>1. Exceed budgeted number of Training Center deliveries featuring Certification Exam administration.</p> <p>2. Exceed budgeted number of on-site deliveries.</p>	<p>1. Completed -Stats: Proposed <u>28</u>. Actual <u>30</u>. All <u>36</u>. Completed -Commissioners Guide to Monitoring & Oversight – in circulation July 2018</p> <p>2. On Track - Stats: Proposed <u>70</u>. To Date: <u>61</u>.</p>

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6. Roll out new live and online trainings focused on multifamily programs.	PD	<p>1. Work with Certification staff and BECT to convert RAD: Project-Based Vouchers proficiency test offering to a NAHRO Certification Examination to support a new RAD: PBV Certification.</p> <p>2. Develop and begin delivery of a new RAD: PBRA seminar with corresponding NAHRO Certification Examination to support a new RAD: PBRA Certification.</p> <p>3. Develop (in house) and begin delivery of two new e-Learning seminars focused on multifamily programs and related issues (e.g. financing, program management).</p> <p>4. Extend partnership with Enterprise Community Partners to allow for the development and delivery of additional online training content (as well as continued delivery of Tax Credit 101 e-Learning).</p>	<p>1. Completed To date: <u>7</u>.</p> <p>2. In development (expected for delivery – August/September 2018)</p> <p>3. Not started</p> <p>4. In discussion</p>
7. Development of a Product Maintenance Schedule to facilitate timely updates of current offerings/curriculum to ensure the accuracy and quality of all products.		<p>1. Finalize immediate and ongoing schedule/process for product maintenance and updating by July 2018 PD Committee meeting.</p> <p>2. Create staff-driven monitoring/reporting process, in conjunction with PD committee, to keep PD Committee updated on actions taken in compliance with schedule.</p>	<p>1. To be completed by 7/24/18</p> <p>2. To be completed by 7/24/18</p>

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8. Evaluate the pros and cons of continuing to pursue third-party accreditation of NAHRO Certification Programs and draft a statement establishing the BECT's position, which will be provided to NAHRO's CEO and leadership in advance of its spring 2018 meeting.	BECT	1. Statement on BECT's position provided to NAHRO CEO and President prior to NAHRO Board of Governors meeting April 22, 2018.	1. Statement of support – BECT for continuing to pursue 3 rd party accreditation for some NAHRO Certification™ programs delivered to NAHRO President Riche and CEO Todman, April 22, 2018.
9. Further the idea of NAHRO's ethical leadership by increasing promotion of and education regarding existing NAHRO ethics initiatives including the Code of Professional Conduct and increasing information to stakeholders including members, other industry professionals, the media and general public of enforcement processes and outcomes.		<p>1. Expand and update comprehensive listings of current NAHRO Certification holders and any sanctions on www.nahro.org. Create streamlined online ethics complaint submission process. Continue to encourage the NAHRO CEO to utilize response to negative media statement and other media outreach regarding NAHRO ethics initiatives.</p> <p>2. Create working group with members from the Professional Development and Member Services cmtes. Prepare report to BECT and any other appropriate groups regarding revisions to existing ethics initiatives/ programs/products as well as any new initiatives by Summer Conference 2019.</p>	<p>1. Update of website in progress. Discussion initiated with NAHRO CEO regarding use of negative media statement.</p> <p>2. Working group with members from BECT, PD and Member Services committees formed.</p>
10. Create an equity framework for the development of training protocols, professional development opportunities, and technical assistance for NAHRO members and member agencies that teach the principles of being diverse and being inclusive.	Diversity	1. Creation of an equity framework to develop training protocols, PD opportunities and technical assistance for NAHRO members and member agencies.	1. In progress. Draft has been created and is being worked on. DEITF are on track to present draft framework by National Conference.

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11. Develop a program to train & educate NAHRO members on advocacy basics. This program will include training for trainers to allow at least one Legislative Network member in each region develop the expertise to act as an advocacy trainer in their area, as well as traditional NAHRO staff-led advocacy training for NAHRO members.	Legislative Network	1. Implement a program that includes train the trainer materials and identified trainers in each region.	1. Work not yet begun
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			
1. Improve Communication and Outreach. The Community Revitalization and Development Committee strives to improve communication and outreach efforts related to topics pertinent to the committee between Community Revitalization and Development Committee members, with other NAHRO committees and task forces, within the general membership, and with the public.	CR&D	<p>1. As active leaders of NAHRO, the Community Revitalization and Development Committee should act as ambassadors of National NAHRO.</p> <p>2. Actively work to make better connections to PHAs and CD agencies, especially small PHAs.</p> <p>3. Assist in the public relations of NAHRO to improve public perception of Community development at the local, State and Federal level.</p> <p>4. Reach out and build partnerships with not only program partners but also program funders.</p> <p>5. Work closely with other NAHRO committees, staff, & partners to share the benefits of NAHRO & build relationships with rural & native communities.</p>	<p>1. CR&D members have attended National, Regional, and State NAHRO conferences.</p> <p>2. NAHRO staff discusses CR&D topics with the Small Agency Task Force during conference calls and in-person meetings.</p> <p>3. CR&D members provided RAD and LIHTC project examples from the PHAs to help in the CDBG and HOME funding discussion.</p> <p>4. Not Yet Begun</p> <p>5. CR&D members have attended National, Regional, and State NAHRO conferences. NAHRO staff discusses CR&D topics with the Small Agency Task Force during conference calls and in-person meetings. CR&D members provided RAD and LIHTC project examples from the PHAs to help in the CDBG and HOME funding discussion.</p>

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OBJECTIVES	ASSIGNMENTS	MEASURABLE OUTCOME	STATUS
2. Host an International H/CD Forum.	IRGE	1. IHCDF, Austin, TX, following National Conference & Exhibition October 2019.	1. A draft concept of the theme will be discussed at the Summer Conference.
3. Create a collaboration between the Fellows and the Emerging Leaders to develop a possible mentoring program.	Member Services	1. Identify Fellows and ELs to serve on a task force to explore this idea by July 2018. 2. Develop a recommendation on a possible mentoring program for consideration by Fall 2019.	1. All active ELs and Fellows have agreed to participate and initial discussions have begun. A joint session is planned for the National Conference. 2. Not Yet Begun
4. Promote academic and community achievements through the NAHRO National Merit Scholarship Program.	HATF	1. Award a scholarship to a student in each region & promote the achievements through conf. presentations & digital & print media.	1. All eight regions sent in one finalist each and will receive \$1k. Task force voted to select top two applicants, who will receive extra \$2k and \$5k respectively. Winners will be announced at Summer Conference.
5. Improve the system to register all poster submissions from agencies, chapters and regions for the "What Home Means to Me" calendar contest.		2. Develop a cover sheet for agencies to use when submitting posters to the region. Have the region track their submissions.	2. Cover sheet was developed and provided to Regions.
6. Over the 2017-2019 term, develop a business plan/frame-work to operationalize practices that ensure inclusivity & foster equity down to the PHA level, including tribal housing entities that feed into the state, regional & national leadership.	Diversity	1. Creation of a business plan/framework to operationalize practices that ensure inclusivity and foster equity down to the PHA level.	1. In progress. Draft has been created and is being worked on. DEITF are on track to present a draft framework by National Conference.

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GOAL D: Ensure NAHRO's continued <i>financial sustainability</i> by increasing income, expanding revenue sources, and maximizing efficiency.			
OBJECTIVES	ASSIGNMENTS	MEASURABLE OUTCOME	STATUS
1. Develop and implement retention, reclamation, and new member campaigns.	Member Services/B&A	<p>1. MS-Create a retention campaign to keep membership at a 90% or higher retention rate by fall 2018.</p> <p>2. MS-Create a reclamation campaign to gain back past members, concentrating on those that have left in the last five years by fall 2018. Aim for a 3% return rate. Enlist the MS committee to help with outreach.</p> <p>3. MS- Identify new members to contact with the MS committee's help and create a new member campaign to be held fall of 2018 through spring 2019.</p>	<p>1. MS In progress. The Marketing Subcommittee is currently reviewing our list of benefits and suggesting changes to this as well as our outreach to members to suggest improvements.</p> <p>2. MS In progress. The Marketing Subcommittee is reviewing our current marketing materials and offering suggestions. We are also looking to invest in mapping program to pair current members with past members in the hopes to get them to rejoin through peer contact.</p> <p>3. MS. In progress. The Marketing Subcommittee is compiling a list of potential members as well as reviewing current marketing materials.</p>
2. Leverage existing expertise within our membership and leadership in order to offer new consulting and technical assistance opportunities in high-interest subject and program areas.	PD/B&A	<p>1. PD - Create new Commissioner/Board training product (hybrid of on-site training and technical assistance) and recruit new trainers/consultants to deliver product.</p> <p>2. PD- Expand consulting and technical assistance product offerings and build a roster of newly recruited subject matter experts</p>	<p>1. PD In development</p> <p>2. PD Not Started</p>

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GOAL D: Cont'd: Ensure NAHRO's continued financial sustainability by increasing income, expanding revenue sources, and maximizing efficiency.			
MEASURABLE OUTCOME	MEASURABLE OUTCOME	MEASURABLE OUTCOME	MEASURABLE OUTCOME
<p>3. Review current NAHRO Certifications and their Examination Boards to ensure that they are current, relevant and meeting the needs of those we aim to serve, and examine new certification areas to provide the opportunity for a wide range of industry professionals to pursue NAHRO certification.</p>	<p>BECT/ B&A</p>	<p>1. BECT- Solicit recommendations for relevant, fresh & innovative areas not currently offered by NAHRO Certifications from various stakeholders (incl. NAHRO Committees., Leadership, Members & other industry professionals) with initial deliberation & response to each proposal within 90 days.</p> <p>2. BECT -Comprehensively review each of the 10 current NAHRO Certification™ Progs. & recommend any revisions, combining, splitting, other restructuring or eliminations. At least two (2) certifications will be inspected by the BECT quarterly. Final report to the NAHRO President, CEO and (BOG) by summer 2019.</p>	<p>1. New certifications in both Project-Based Vouchers and RAD Project-Based Vouchers approved by BECT 4/21/18.</p> <p>2. Restructuring NAHRO Certified Specialist of Occupancy (CSO-PH, CSO-HCV) approved by BECT 4/21/18.</p>
<p>4. Update NAHRO's financial processes to ensure they encompass current best practices</p>	<p>B&A</p>	<p>1. Complete revision of Personify accounting module manual and ensure all staff adhere to the protocols.</p> <p>2. Working with outside industry and accounting professionals to update NAHRO Accounting Manual.</p>	<p>1. Revisions underway</p> <p>2. In Progress: B&A is reviewing the Investments policy at the Summer meeting. The entire manual is being review by CPA firm to provide suggested revisions to the overall Manual.</p>
<p>5. Increase communication with Professional Development and Member Services Committees to address revenue generating lines of business.</p>	<p>B&A/ PD/ MS</p>	<p>1. PD/MS-Chairs of PD and MS Committees to participate in B&A conference calls and in-person meetings.</p> <p>2. PD – Staff provides B&A and PD Cmte. Exec. Cmte. with quarterly dashboard reporting.</p>	<p>1. PD/MS: Ongoing: VPs of PD & MS are attending B&A Committee meetings.</p> <p>2. PD: Ongoing: The B&A Committee is receiving quarterly PD dashboard updates.</p>

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GOAL E: Strengthen NAHRO as a thought-leader by improving communication, networking, information exchange and knowledge transfer with and among members, partners and stakeholders.			
OBJECTIVES	ASSIGNMENTS	MEASURABLE OUTCOME	STATUS
1. Utilize communications platforms to showcase commissioners' activities.	Commissioners	<p>1. Create/publish revised version of the Commissioners' Handbook. Goal: Published the end of 2018</p> <p>2. Draft/submit articles for JOHCD Commissioners Corner feature. Goal: Draft/submit 8 articles by end of term.</p> <p>3. Review/revise information contained on the commissioners Research Page. Goal: Webpage content review by end of term.</p> <p>4. Identify ways to communicate and showcase NAHRO activities, committee work and other efforts to national, regional, state and local agencies. Goal: Track progress and provide report, Fall, 2019.</p>	<p>1. Completed 2/3 review of handbook final review by subcommittee during Summer conf., 2 week review by full Committee then copy to Communications Director by 8/2018.</p> <p>2. 1st article completed by Chair 7/2018</p> <p>3: Communications Subcommittee's main focus is handbook. When completed, work will commence on last two bulleted item</p> <p>4: Communications Subcommittee's main focus is handbook. When completed, work will commence on last two bulleted item</p>
2. Educate and inform community partners, NAHRO regions and chapters of best practices related to roles and responsibilities of commissioners.		<p>1. Work with PD to create new general offerings that could be customized to the organization & allow individual commissioners to pursue NAHRO Certification™ on their own thereafter. Goal: completion end of term.</p> <p>2. Create commissioners best practices sessions for national conference. Goal: Completion 2018</p> <p>3.. Determine how to showcase work done with the Little Libraries program and how to implement the book club. Goal: Plan implementation by end of term</p>	<p>1 Advocacy subcommittee will work with PD to produce more offerings.</p> <p>2. Created Commissioner/ED session for 2018 summer & national conferences.</p> <p>3. Work will begin after handbook input has been completed.</p>

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<p>3. Improve Communication and Outreach. In order for the Housing Committee to vigorously support the efforts of NAHRO's CEO to improve the organization's public relation efforts, the Housing Committee strives to improve communication and outreach efforts related to topics pertinent to the committee between Housing Committee members, with other NAHRO committees and task forces, within the general membership, and with the public.</p>	Housing	<p>1. Provide prioritized public relations material to NAHRO staff for Housing Committee related topic.</p> <p>2. Determine the feasibility in creating a Listserv focused on Housing Committee topics and concerns.</p> <p>3. Establish formal communication with other committees and task forces so as to not only share information and determine areas to partner but increase committee members engagement on a more personal and interactive level.</p> <p>4. Determine suggestions to help distribute and promote the dissemination of NAHRO housing policy documents.</p>	<p>1. Has not begun yet.</p> <p>2. Began research of Listserv services.</p> <p>3. Had call with CR&D and Housing along with Diversity Task Force and Club 21 to discuss working together on diversity issues. Innovative Housing Solution has a list of committees and task forces to work with.</p> <p>4. Has not begun yet</p>
<p>4. Continue discussions related to Sustainable Development Goals and participate in World Urban forums and study exchanges.</p>	IRGE	<p>1. Brown Bag scheduled during 2018 Sum. Conf.</p> <p>2. Session proposed during 2018 Nat'l Conf.</p> <p>3. IRGE RVPs convene panels to present/explain URGE and opportunities, address/implement Sustainable Development goals to members at the regional and state levels who are unable to attend national conferences.</p> <p>4. Possibility – NAHSA delegation to MARC and MAHRA.</p>	<p>1. Set for summer conference</p> <p>2. Approved for 2018 Nat'l Conf.</p> <p>3. MARC included sessions at 2017 and 2018 regional conferences.</p> <p>4. Late summer 2018.</p>

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5. Develop process to better understand the state of diversity within NAHRO membership. Collect data, conduct baseline analysis then develop quantitative goals that will promote equity and inclusion in local, state, & national leadership/representation.	Diversity	1. Data collection standards and procedures are created. Data is collected, then analyzed. Results are used to develop goals to promote equity and inclusion at local, state and national levels.	1. In progress. Leadership are discussing data collection with regards to NAHRO's ability and capacity to collect data.
6. Increase the visibility of Housing America campaign by using a media plan for both print and digital content and have task force members act as spokespersons at their respective chapter, regional and national level events	HATF	1. Develop a Housing America Media Plan that outlines promotional activities monthly with metrics on performance and or outcomes.	1. In progress. Initial media plan with monthly promotions in digital and print publications has been created and is being implemented. Further activities, as well as performance and outcome metrics, are being worked on.
7. Build stronger regional and state-level communication networks to share legislative updates.	Legislative Network	1. Completed organization chart for each region with contact information for legislative liaisons.	1. Not yet begun, but will be integral part of advocacy plan currently being drafted.