

2017-2019 NAHRO Goals and Objectives 6/2019 (BOLD)

G O A L 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
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.	Commissioners	1. Ensure at least one committee mentor will volunteer at Commissioners Mentors table during the Washington and Summer Conferences. Mentors will encourage use of Advocacy Action Center by having commissioners complete a sign on letter. Goal: Sign up 200 mentees by end of term.	As of 10/2018, 79 mentee visitors; 62 signed up. The table was staffed at both the Washington and Summer Conference. During 2019, there will be a table at the Summer Conference.
1. Continued	Commissioners	2. During National Conference and Exhibition, have mentors man booth to continue advocacy action center sign up efforts and pair mentors up with mentees. Goal to secure 1500 sign on letter by commissioners by end of term.	Approximately 47 commissioners completed sign on letters for the August Advocacy Campaign in 2018 and helped to exceed goal of 3,000 - actual letters submitted 3,622. During 2019, expect to set up a booth at the National Conference and Exhibition in San Antonio.

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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). 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 align="center">CR&D/ Housing</p>	<p>1. CR&D/Housing - Identify an engage legal and policy experts along with CD practitioners to speak and provide presentations to Housing and CR&D Committee members at in-person meetings.</p>	<p>During the 2018 Washington Conference joint meeting, guest speaker Attorney Amy Glassman spoke about current litigation based on HUD Regulation.</p> <p>During the 2018 Summer Conference, the CR&D committee guest speakers were Issac Dozier from Urban Strategies to discuss the Bay area community development programs that are helping residents to be stable and thrive and Liz Glenn representing the Diversity, Equity, and Inclusion task force to discuss how the committee and task force can work together to address common goals. CR&D did not have an outside speaker at the National conference.</p> <p>2019: During the 2019 Washington Conference, the CR&D committee had the following guest speakers: Mike Koprowski of the National Low-Income Housing Coalition spoke on their initiative of Opportunity Starts at Home; Vicki Watson of the National Community Development Association discussed the CDBG and HOME programs; and Molly Bryson of Ballard Spahr LLP spoke of the current status of Opportunity Zones. CR&D will ramp-up its focus and information sharing on PHAS involvement in Opportunity Zones.</p>
<p>2. Continued</p>	<p align="center">CR&D/ Housing</p>	<p>2. CR&D/Housing - Engage with legal and policy experts (possibly Hsg. and (HDLI) and/or agency general counsels) along with affordable H/CD practitioners on certain H/CD topics as appropriate.</p>	<p>NAHRO staff spoke at the 2018 HDLI Spring Conf; moderated the Ask a Lawyer session. As of December 2018, NAHRO staff engaged with attorneys from HDLI, ABA Affordable Housing Forum, and local Affordable Housing attorneys to discuss next steps to address the Public Housing ACC contract issue. NAHRO Staff attended the Ballard Spahr affordable housing conference with a focus on opportunity zones.</p> <p>2019: NAHRO staff continued to communicate with the affordable housing legal profession by attending and presenting at the HDLI 2019 Spring conference.</p>

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<p>2. Continued</p>	<p align="center">CR&D</p>	<p>4. Explore opportunities to incorporate funding resources for programs such as Low-Income Housing Tax Credits (LIHTC), New Markets Tax Credit (NMTC), and Historic Preservation Tax Credit (HPTC) into policy and program discussions.</p>	<p>NAHRO Staff and the Finance subcommittee of CR&D began the discussion of how Block chain may be used in the affordable housing context. Further discussion will be had in the coming months. In Q4, CR&D and NAHRO staff focused a discussion on Opportunity Zones by engaging Enterprise Community Partners and submitting to the Treasury Department comments on Opportunity Zone regulations. 2019: NAHRO staff is actively discussing with the Small agency Task Force, Housing and CR&D committees Opportunity Zones in order to prepare comments to a HUD request for information and the Treasury Department's Proposed Rule.</p>

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OBJECTIVES	ASSIGNMENTS	MEASURABLE OUTCOME	STATUS
3. Update structure and governance of the Hsg. Committee subcmtes. As affordable housing changes and evolves, so does the work that NAHRO members perform. The Housing Committee strives to become more nimble to address new and innovative housing policies & solutions.	Housing	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.	Completed. Hsg. Committee members have been asked to sign up for the new subcommittee, "Innovative Housing Solutions."
3. Continued	Housing	2. Revisit the overall structure of how members of the committee report out to improve internal committee communication.	Completed. Chair John Mahon welcomes reports from each region at the conferences. Chair and Vice-Chair have increased communications with subcommittees (conference calls.)
3. Continued	Housing	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.	Completed. Each Housing Subcommittee met during the 2018 Washington and Summer conferences to pick and discuss topics that they are interested in working on.
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	LEGNET	A written document with input from the Leadership Team and the full Legislative Network that will guide advocacy work.	Exceeded Lame Duck goal of 3,400; nearly 4,300 letters were sent. Additionally, we sent another 3,700 letters during the first three weeks of January 2019 during the government shutdown. The 2019 advocacy plan was adopted at the Washington conference and recommends sending 10,000 letters in 2019 and outlines an ambitious August advocacy agenda. The rapid response team will be outlined at the 2019 Summer Conference.

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Sustain NAHRO's leadership in developing the **professional expertise and credibility** of affordable housing and community development (H/CD) practitioners and the industry as a whole.

OBJECTIVES	ASSIGNMENTS	MEASURABLE OUTCOME	STATUS
<p>1. Act as Program and Operations Expert Resource.</p> <p>CR&D 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>	<p>CR&D</p>	<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>In Q3: CR&D members made updates to the RAD Toolkit, which were reviewed and discussed at the 2018 National Conference CR&D meeting. In Q4, CRD members discussed the RAD Toolkit at the National Conference and continued to make edits based on feed back with the final version to be completed in Q1 of 2019.</p> <p>The RAD Toolkit was completed and published on the NAHRO website. NAHRO also presented an e-Briefing that shared the details of the RAD Toolkit. The CR&D committee has begun work on a Mixed Finance Toolkit, an Asset Management Toolkit, and has begun discussing various deliverables related to Opportunity Zones.</p>

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<p>1. Act as Program and Operations Expert Resource.</p> <p>CR&D 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>	<p align="center">CR&D</p>	<p>2. Engage with National, Regional, and State conference planning staff on community development sessions.</p>	<p>NAHRO staff continues to work 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 and designed concurrent sessions for the 2018 National Conference. In Q4, NAHRO Staff discussed with NAHRO RSOs conference session opportunities for 2019.</p> <p>In 2019, NAHRO staff has presented at numerous regional and state conferences, with a focus on options for PHAs to reposition their Public Housing through various programs.</p>
<p>1. Continued</p>	<p align="center">CR&D</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>The updated RAD Toolkit addresses specific situations and will be downloadable. It was reviewed at the 2018 National Conference CR&D meeting. In Q4, CRD members discussed the RAD Toolkit at the National Conference and continued to make edits based on feed back with the final version to be completed in Q1 of 2019.</p> <p>The RAD Toolkit was completed and published on the NAHRO website. NAHRO also presented an e-Briefing that shared the details of the RAD Toolkit.</p>

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2. Participate and represent the United States and NAHRO in international conferences and convenings.	IRGE	1. Attend the following: INTA42 Congress, Rostock, Germany, Sept. 19-20, 2018. Attend one or more convening per calendar year.	IRGE committee member Betsy Morris presented at the 2018 INTA Congress. In St. Fons, France, in March 2019, Laurie Putcher represented NAHRO on a panel of expert advisors who addressed how to recreate value and renew residential attractiveness of St. Fons. She reported on her experience during a Brown Bag session at the 2019 Washington Conference.

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2. Participate and represent the United States and NAHRO in international conferences and convenings.	IRGE	2. Attend: CHRA Congress, Victoria, BC April 2-4, 2019	Delegation will be identified in 2019. IRGE VP Saeed Hajarizadeh attended CHRA in April 2019.
2. Continued	IRGE	3. Attend: AHURI Conference, Darwin, Australia, Aug. 27- Sept. 3, 2019.	Delegation will be identified in 2019. Delegation still being determined.
2. Continued	IRGE	4. Secure credentials for NAHRO members to UN ECOSOC and attend meetings.	Completed. In May 2018, President Richie approved NAHRO members who could seek UN passes and members have requested their passes. In January 2019, President Richie approved renewal of the annual passes.
3. Review & make recommendations, if needed, to improve all NAHRO awards, including individual & agency Awards -- paying close attention to the application and review process and the presentation of the awards-- to provide more exposure & recognition of our members' achievements.	Member Services	1. All agency and individual awards applications, scoring criteria and presentations will be reviewed by 4th quarter 2018.	The Awards of Merit & Excellence have been reviewed & suggested changes in pricing & presentation have been recommended. A new presentation format was unveiled at the 2018 National Conf. The subcommittee also reviewed the Wells and Lange Awards and suggested ways to increase their exposure and reviewed/approved the changes to the current Business Partners Council (formerly Manufacturers and Suppliers Council) award so it better reflects the group's focus on partnerships between businesses & H/CD agencies. 2019: The Herman Award is currently being reviewed for possible name and criteria changes.

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3. Review & make recommendations, if needed, to improve all NAHRO awards, including individual & agency Awards -- paying close attention to the application and review process and the presentation of the awards-- to provide more exposure & recognition of our members' achievements.	Member Services	2. Changes, if any, will be implemented to the applications, scoring criteria & presentations in 2019.	The late fee for the Awards of Merit has been raised from \$100 to \$150 for 2019. The Awards of Excellence were presented at both opening and middle plenary sessions at the 2018 National Conference to provide better focus on the awards. The new BPC Partnership Award will take effect in 2019.
4. Enhance training delivery methods to reach a broader spectrum of practitioners.	PD	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.	Completed. Launched the first webcast on January 29, 2019 in a new, shorter format. On-demand courses are already available. New CFO / Financial Management offering is being released in a comprehensive mutli-format model. First webcast is expected to take place in mid-June; first e-learning session launches in late summer; first classroom launches in October.
		2. Pilot on-demand version of e-Learning seminar (likely Ethics for Specialists).	Completed. Affordable Hsg. ABCs (develop 'how to' & best practices) and target topics directed towards small agencies launched in April.
		3. Roll out additional on-demand e-Learning sessions/ online training modules beginning.	Completed - see B.4.1

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4. Enhance training delivery methods to reach a broader spectrum of practitioners.	PD	4. Review requirements for and ensure compliance with any applicable accessibility requirements (disability, ESL, etc.), especially for online training (visual impairment, closed captioning, etc.).	In Progress. Learning materials - 3PlayMedia-integration with GoToWebinar, costly closed captions, looking into alternative options Website - will coordinate change requests with the website redesign project slated for 4Q roll-out.
		5. Pilot Spanish language version of on-demand e-Learning Seminar.	Determining market demand for accurate pricing and marketing.
5. Increase training offerings across the country to facilitate access to NAHRO Certification.	PD	1. Exceed budgeted number of Training Center deliveries featuring Certification Exam administration.	While training center offerings were below the FY19 goal for Q1, (4 actual compared to 9 budgeted), net income far exceeded 1Q targets.
		2. Exceed budgeted number of on-site deliveries.	Exceeded. By end of 1Q 2019, 31 actual compared to 20 budgeted.

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6. Roll out new live and online trainings focused on multifamily programs.	PD	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.	Completed.
		2. Develop and begin delivery of a new RAD: PBRA seminar with corresponding NAHRO Certification Examination to support a new RAD: PBRA Certification.	Completed.
		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.	RAD PBRA training is being developed. First delivery was in April 2019.

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6. Roll out new live and online trainings focused on multifamily programs.	PD	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).	Exploratory meeting with Community Partners took place in 2019; working on partnership agreement.
7. Development of a Product Maintenance Schedule to facilitate timely updates of current offerings/curriculum to ensure the accuracy and quality of all products.	PD	1. Finalize immediate and ongoing schedule/process for product maintenance and updating by July 2018 PD Committee meeting.	Reboot of topic teams scheduled for Feb 2019; target date for content revision completion (top priority courses) is July 2019.
		2. Create staff-driven monitoring/reporting process, in conjunction with PD committee, to keep PD Committee updated on actions taken in compliance with schedule.	Framework will be defined by 3Q; updates will continue on an ongoing basis (resource-dependent).

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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.	Statement of support by the BECT for continuing to pursue third-party accreditation for some NAHRO Certification™ programs delivered to NAHRO President Carl Richie and CEO Adrienne Todman on April 22, 2018. BECT deliberating possible BECT By-Law revisions needed to apply for accreditation.
9. Further the idea of NAHRO's ethical leadership by increasing promotion of & education regarding existing NAHRO ethics initiatives including the Code of Professional Conduct & increasing info. to stakeholders including members, other industry professionals, the media & general public of enforcement processes & outcomes.		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.	Website updated with all current active NAHRO Certification™ holders. Complaint process under discussion by BECT. NAHRO CEO met with BECT regarding use of negative media statement.
		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.	Working group with members from BECT, and Professional Development and Member Services committees formed. Group has met and discussed group responsibilities and format. Group agreed to review of the NAHRO Code of Professional Conduct for any updates/revisions that may be required due to technology and/or other industry changes.

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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.	DEITF	1. Creation of an equity framework to develop training protocols, PD opportunities and technical assistance for NAHRO members and member agencies.	Draft has been created and is being discussed. DEITF will continue editing. Further discussion during 2019 Summer Conference meeting.
11. Develop a program to train & educate NAHRO members on advocacy basics. This program will include training for trainers to allow at least one LEGNET 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.	LEGNET	1. Implement a program that includes train the trainer materials and identified trainers in each region.	LEGNET has discussed a revival of the Train the Trainer program, including a re-vamp of an NCRC PowerPoint presentation and an implementation plan on how to get trainers up to speed. 2019: The Train the Trainer program was deployed this spring at state and regional conferences, including PNRC and PSWRC.

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G O A L 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	ASSIGNMENTS	MEASURABLE OUTCOME	STATUS
1. Improve Communication and Outreach. The CR&D Committee strives to improve communication and outreach efforts related to topics pertinent to the committee between CR&D Committee members, with other NAHRO committees and task forces, within the general membership, and with the public.	CR&D	1. As active leaders of NAHRO, the Community Revitalization and Development Committee should act as ambassadors of National NAHRO.	CR&D members have attended National, Regional, and State NAHRO conferences. NAHRO staff has also attended regional and state chapter meetings to discuss policy and legislative issues related to community development. In Q4, NAHRO Staff discussed with NAHRO RSOs the conference session opportunities for 2019.
1. Continued	CR&D	2. Actively work to make better connections to PHAs and CD agencies, especially small PHAs.	NAHRO staff continues to discuss CR&D topics with the Small Agency Task Force during conference calls and in-person meetings. In Q4, members of CRD and Housing attended the SATF meeting at the National Conference to ensure that information is shared between the three groups. The SATF is actively engaged in the discussions of Opportunity Zones.
1. Continued	CR&D	3. Assist in the public relations of NAHRO to improve public perception of Community development at the local, State and Federal level.	CR&D members provided RAD and LIHTC project examples from the PHAs to help in the CDBG and HOME funding discussion. CR&D members and NAHRO Staff have been sharing the RAD Toolkit at Regional and State conferences.

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1. Improve Communication and Outreach. The CR&D Committee strives to improve communication and outreach efforts related to topics pertinent to the committee between CR&D Committee members, with other NAHRO committees and task forces, within the general membership, and with the public.	CR&D	4. Outreach/building partnership efforts with not only program partners but also program funders.	CR&D and NAHRO staff have begun the gathering information on how Opportunity Zones can be a funding source for affordable housing. We have reached out to experts at Enterprise for further discussion. In Q4, CR&D and NAHRO staff focused a discussion on Opportunity Zones by engaging Enterprise Community Partners and submitting to the Treasury Department comments on Opportunity Zone regulations. NAHRO Staff and CR&D members have begun outreach to Opportunity Zone attorneys and funders to discuss how PHAs can successfully engage Opportunity Zones. The CR&D committee will begin developing Opportunity Zone materials for NAHRO members.
1. Continued	CR&D	5. Work closely with other NAHRO committees, staff, & partners to share the benefits of NAHRO & build relationships with rural & native communities.	CR&D members have attended National, Regional, and State NAHRO conferences. NAHRO staff continues to discuss 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. NAHRO staff has also attended regional and state chapter meetings to discuss policy and legislative issues related to community development. In Q4, NAHRO Staff discussed with NAHRO RSOs the conference session opportunities for 2019. CR&D members and NAHRO Staff have been sharing the RAD Toolkit at Regional and State conferences. NAHRO staff presented at numerous regional and state conferences with a focus on options for PHAs to reposition their Public Housing through various programs.

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OBJECTIVES	ASSIGNMENTS	MEASURABLE OUTCOME	STATUS
2. Host an International H/CD Forum.	IRGE	1. IHCDF, Austin, TX, Oct. 12-14, following National Conference & Exhibition October 2019.	At the July 2018 meeting, IRGE approved event theme, discussed organ. steps and identified potential partners. In September, invitations were sent to 8 potential partners; 4 have committed. In Nov., staff began working with President Richie, VP IRGE and IRGE committee reps. on program content. An "Organizing Committee," comprised of a rep from each country began planning via teleconference in March 2019. The Forum location was secured and the agenda is in final form.
3. (a) 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. Develop a recommendation on a possible mentoring program for consideration by Fall 2019.	All active ELs and Fellows have agreed to participate. Discussion began at 2018 Summer Conference and will continue. In the Fall of 2018, it was decided not to create an officially mentoring program, but to instead create shared learning/information exchange opportunities. The ELs and Fellows plan to submit a session proposal for the 2019 National Conference on Ask the Experts, and they also plan to hold their first information sharing teleconference in June on Developing Your Career Path.

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3. (b) To more fully express diversity of vendors and emphasize their partnerships with housing and community development agencies, change the name of the Manufacturers and Suppliers Council.	Member Services	2. Member Services and Steering approve name change.	In September 2018, the Member Services Committee and Steering Committee approved the name change of the Manufacturers and Suppliers Council to the Business Partners Council (BPC). The Board ratified the Steering Committee's action at its October 2018 meeting.
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.	Eight regional finalists will each receive \$1k; the top two finalists will receive an extra \$2k and \$5k respectively. Working with LDG, the senior leadership of NAHRO is shaping the general parameters of the NAHRO-LDG Scholars program with the goal of selecting the first cohort in July 2019.
5. Improve the system to register all poster submissions from agencies, chapters and regions for the "What Home Means to Me" calendar contest.	HATF	1. Develop a cover sheet for agencies to use when submitting posters to the region. Have the region track their submissions.	After developing a print cover sheet for the regions, we are currently working on an online form for ease of submission.
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.	DEITF	1. Creation of a business plan/framework to operationalize practices that ensure inclusivity and foster equity down to the PHA level.	Draft has been created and is being discussed. DEITF will continue editing and discussion during 2019 Summer Conference meeting.

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Ensure NAHRO's continued financial sustainability 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	1. MS -Create a retention campaign to keep membership at a 90% or higher retention rate by fall 2018.	MS- In progress, but may need to extend through fall 2019. The Marketing Subcommittee is still reviewing our list of benefits and suggesting changes to this as well as our outreach to members to suggest improvements.
1. Continued	Member Services/B&A	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.	MS -In progress, but may need to extend through fall 2019. The Marketing Subcommittee is still reviewing the current marketing materials and offering suggestions. They are also looking to invest in a mapping program to pair current members with past members in the hopes to get them to rejoin through peer contact.
1. Continued	Member Services/B&A	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.	MS. In progress. The Marketing Subcommittee is compiling a list of potential members as well as reviewing current marketing materials.
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	1. PD - Create new Commissioner/Board training product (hybrid of on-site training and technical assistance) and recruit new trainers/consultants to deliver product.	PD- In development. Working with faculty to customize 1-1.5 day agenda for Board retreat.

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2. Continued	PD/B&A	2 PD - Expand consulting and technical assistance product offerings and build a roster of newly recruited subject matter experts.	PD-Completed. Added 7 new faculty and completed a virtual orientation as of January 2019.
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.	BECT/B&A	1. BECT- Solicit recommendations for relevant, fresh professionals) with initial deliberation & response to each proposal within 90 days.	New certifications in both Project-Based Vouchers and RAD Project-Based Vouchers, RAD Project-Based Rental Assistance (PRRA) approved by BECT on 4/21/2018. RAD PBRA certification to roll out in near future when Professional Development trainings begin. BECT representatives met with Commissioners Committee at 2018 Summer and National Conferences regarding possible additions or changes to Commissioner Certifications.
3. Continued	BECT/B&A	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 innovative areas not currently offered by NAHRO Certifications from various stakeholders (incl. NAHRO Committees., Leadership, Members & other industry leaders.	Re-structuring of the NAHRO Certified Specialist of Occupancy (CSO-PH, CSO-HCV) approved by BECT on 4/21/2018. Working group established who completed review of 10 of the 15 current NAHRO certifications in 2018. Schedule created to review remaining 5 NAHRO Certifications and investigate additional possible offerings to ensure complete review with recommendations issued to BECT by Summer 2019.

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OBJECTIVES	ASSIGNMENTS	MEASURABLE OUTCOME	STATUS
4. Update NAHRO's financial processes to ensure they encompass current best practices.	B&A	Work with outside industry and accounting professionals to update the Accounting manual. Make revisions in Personify and ensure that all staff adhere to protocols.	Started a "Personify repair list" with interdepartmental collaboration to improve basic business intelligence data. Enhanced internal monthly financial reports for CEO and Department Directors for improved transparency and better business intelligence. Improved the monthly close checklist to ensure accurate data. Started improving the bank and investment reconciliation process to current best practice. Commenced monthly General Ledger account review and reconciliations. Started the review of the Accounting Manual. Implementing a comprehensive PCI Compliance policy and network security.
5. Increase communication with Professional Development and Member Services Committees to address revenue generating lines of business.	B&A/PD/ Member Services	1. PD/MS-Chairs of PD and MS Committees to participate in B&A conference calls and in-person meetings.	PD/MS: Ongoing: VPs of PD & MS are attending B&A Committee meetings.
		2. PD – Staff provides B&A and PD Cmte. Exec. Cmte. with quarterly dashboard reporting.	Ongoing: The B&A Committee is receiving quarterly PD dashboard updates. The quarterly PD Dashboard now ties to the enhanced internal financial statements.

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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	1. Create/publish revised version of the Commissioners' Handbook. Goal: Published the end of 2018.	Committee completed its review in September and have submitted text to NAHRO. NAHRO staff have updated text and now, selected PD faculty are reviewing. Handbook release still scheduled for 2019 Summer Conference.
1. Continued	Commissioners	2. Draft/submit articles for JOHCD Commissioners Corner feature. Goal: Draft/submit 8 articles by end of term.	1st article appeared in the 2018 July/August JOHCD. Communications Subcommittee will discuss during Summer Conference Article published in May/June 2019 JOHCD, draft being reviewed for July/August 2019 JOHCD.
1. Continued	Commissioners	3. Review/revise information contained on the commissioners Research Page. Goal: Webpage content review by end of term.	Work will commence in 2019.
1. Continued	Commissioners	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.	Work will commence in 2019. Communications Subcommittee will discuss during 2019 Summer Conference.
2. Educate and inform community partners, NAHRO regions and chapters of best practices related to roles and responsibilities of commissioners.	Commissioners	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.	Advocacy subcommittee will work with PD to produce more offerings. Advocacy Subcommittee will discuss during 2019 Summer Conference.
2. Continued	Commissioners	2. Create commissioners' best practices sessions for national conference. Goal: Completion 2018.	Completed Commissioners/ED relationship session at Summer and National Conferences, 2018. May be repeated in 2019. Commissioners/ED session will be repeated at the 2019 Summer Conference.
2. Continued	Commissioners	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.	Work will commence in 2019. Advocacy Subcommittee will discuss during the 2019 Summer Conference.

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OBJECTIVES	ASSIGNMENTS	MEASURABLE OUTCOME	STATUS
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.	Housing	1. Provide prioritized public relations material to NAHRO staff for Housing Committee related topic	Housing Committee members responded to questions from NAHRO staff via surveys, were available for media outreach when needed, and provided stories to NAHRO staff to use for pertinent topics including, immigration, Section 3, the government shutdown, and other topics.
3. Continued	Housing	2. Determine the feasibility in creating a Listserv focused on Housing Committee topics and concerns.	Began research and contacted Listserv services. List serve was found to be feasible pricewise, but it is still unclear if the benefits of operating a list serve will outweigh the capacity needed to maintain it.
3. Continued	Housing	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.☐	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. Worked with CR&D on Opportunity Zones. Had guest speaker at April 2019 Conference through IRGE. Housing Committee members also attend Small Agency Task Force meetings.
3. Continued	Housing	4. Determine suggestions to help distribute and promote the dissemination of NAHRO housing policy documents.	NAHRO staff has been reviewing current systems to determine how to distribute information more efficiently including through the use of Informz, the NAHRO Blog, the NAHRO website resource centers, and other mechanisms.
4. Continue discussions related to Sustainable Development Goals and participate in World Urban forums and study exchanges.	IRGE	1. Brown Bag scheduled during 2018 Sum. Conf.	Completed. Brown Bag held at 2018 Summer Conference.
4. Continued	IRGE	2. Session proposed during 2018 Nat'l Conf.	Presented session at 2018 Nat'l Conf. Presenting session at 2019 Summer Conference on "How Your Housing Work Impacts the Global Community."

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OBJECTIVES	ASSIGNMENTS	MEASURABLE OUTCOME	STATUS
4. Continued	IRGE	3. IRGE RVPs convene panels to present/explain IRGE and opportunities, address/implement Sustainable Development goals to members at the regional and state levels who are unable to attend national conferences.	MARC included sessions at 2017 and 2018 regional conferences. Need to identify other opportunities. Still identifying additional opportunities.
4. Continued	IRGE	4. Possibility – NAHSO delegation to MARC and MAHRA	Scheduling conflicts precluded 2018 visit. Working on visit in 2019. Liz Glenn is participating in a professional exchange July 22-August 2, 2019.
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.	DEITF	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.	Task Force facilitated a conversation regarding data and data collection at the closing plenary session of the 2018 National Conference. Scheduling conflicts precluded 2018 visit. Working on visit in 2019. Liz Glenn is participating in a professional exchange July 22-August 2, 2019. "Diversity in Congress" panel presented at 2019 Washington Conference with Dr. Elsie Scott, the Congressional Black Caucus Director, as guest of honor. Planning for closing session at 2019 Summer Conference underway.
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.	The Media Plan is being modified to increase reach and scope of the campaign. We publicized each of the 13 winners on Twitter before the 2018 National Conference and had a grand reveal of the cover and a national press release at the conference.
7. Build stronger regional and state-level communication networks to share legislative updates.	LEGNET	1. Completed organization chart for each region with contact information for legislative liaisons.	Priority work item for 2019. Will be completed by the end of the year.