

2017-2019 NAHRO GOALS AND OBJECTIVES – 10/2018

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>	Commissioners	<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>	Commissioners Mentors staffed table at the Wash. and Summer Conferences.
		<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>	Commissioners Mentors will staff the booth during the 2018 National Conference and Exhibition.
<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>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>During the 2018 Washington Conference Housing and CR&D had joint meeting where guest speaker Attorney Amy Glassman spoke about current litigation based on HUD Regulation.</p> <p>During the 2018 Summer Conference, the CR&D committee had a guest speaker, Issac Dozier from Urban Strategies to discuss the Bay area community development programs that are helping residents to be stable and thrive</p> <p>During the 2018 Summer Conference, the CR&D committee had a guest speaker, 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.</p>

2017-2019 NAHRO GOALS AND OBJECTIVES – 10/2018

GOAL A: Cont'd 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>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>NAHRO spoke at the HDLI Spring Conference; moderated the <i>Ask a Lawyer</i> session.</p> <p>During Washington Conference, Housing and CR&D had a joint meeting where guest speaker Attorney Amy Glassman spoke about current litigation based on HUD Regulation.</p>
		<p>3. CR&D & Housing – 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 judicially (amicus briefs, etc.)</p>	<p>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 along with Small Agency Task Force. • CR&D members discussed RAD with NAHRO staff. • NAHRO staff met and drafted with coalition partners and attorneys comments on HUD disparate impact rule comments. • AFFH – along with CR& D and Small Agency Task Force
		<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>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.</p>

2017-2019 NAHRO GOALS AND OBJECTIVES – 10/2018

GOAL A: Cont'd 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>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	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 Hsg. Solutions."
		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. 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 Washington and Summer conferences to pick and discuss topics that they are interested in working on.
<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	A written document with input from the Leadership Team and the full Legislative Network that will guide advocacy work.	Exceeded Q3 Advocacy Plan goal of sending 3,000 letters to Congress during the August recess, sent 3,622 in total. Final plan adopted in May. Leg Net will discuss updates to Q4 in Atlanta.

2017-2019 NAHRO GOALS AND OBJECTIVES – 10/2018

GOAL B: Sustain NAHRO's leadership in developing the **professional expertise and credibility** of affordable housing and community development (HCD) practitioners and the industry as a whole.

OBJECTIVES	ASSIGNMENTS	MEASURABLE OUTCOME	STATUS
<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>	CR&D members have made updates to the RAD Toolkit, which will be reviewed and discussed at the 2018 National Conference CR&D meeting.
		<p>2. Engage with National, Regional, and State conference planning staff on community development sessions.</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 have designed concurrent sessions for the 2018 National Conference.
		<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>	The updated RAD Toolkit addresses specific situations and will be downloadable. It is being reviewed at the 2018 National Conference CR&D meeting.
<p>2. Participate and represent the United States and NAHRO in international conferences and convenings.</p>	IRGE	Attend the following: INTA42 Congress, Rostock, Germany, Sept. 19-20, 2018.	IRGE committee member Betsy Morris presented at the INTA Congress.
		CHRA Congress, Victoria, BC April 2-4, 2019	Delegation will be identified in 2019.
		AHURI Conference, Darwin, Australia, Aug. 28-30, 2019.	Delegation will be identified in 2019.
		Secure credentials for NAHRO members to UN ECOSOC and attend meetings.	Completed. In May, Pres. Richie approved NAHRO members who could seek UN passes and members have requested their passes.

2017-2019 NAHRO GOALS AND OBJECTIVES – 10/2018

GOAL B – Cont'd: Sustain NAHRO's leadership in developing the professional expertise and credibility of affordable housing and community development (HCD) practitioners and the industry as a whole.			
OBJECTIVES	ASSIGNMENTS	MEASURABLE OUTCOME	STATUS
3. Review & make recommendations, if needed, to improve all NAHRO awards, including indiv. & agency Awards -- paying close attention to the application and review process, as well as 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 4 th quarter 2018	The Awards of Merit & Excellence have been reviewed & suggested changes in pricing & presentation have been recommended. A new presentation format to be unveiled at the 2018 National Conf. The subcommittee also reviewed the Wells, Lange & Herman Awards and suggested ways to increase their exposure and reviewed/approved the changes to the current MSC award so it better reflects the group's focus on partnerships between businesses & H/CD agencies. The new award is called the BPC Partnership Award & will take effect in 2019.
		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.
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.	Preliminary stage <ul style="list-style-type: none"> In discussion assembling a team researching platforms
		2. Pilot on-demand version of e-Learning seminar (likely Ethics for Specialists).	Preliminary stage <ul style="list-style-type: none"> In discussion Possible content to reflect Affordable Hsg. ABCs (develop 'how to' & best practices).
		3. Roll out additional on-demand e-Learning sessions/ online training modules beginning.	Preliminary stage <ul style="list-style-type: none"> in discussion will need to develop a curriculum schedule

2017-2019 NAHRO GOALS AND OBJECTIVES – 10/2018

GOAL B –Cont’d: Sustain NAHRO's leadership in developing the **professional expertise and credibility** of affordable housing and community development (HCD) practitioners and the industry as a whole.

OBJECTIVES	ASSIGNMENTS	MEASURABLE OUTCOME	STATUS
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.).	Preliminary stage <ul style="list-style-type: none">Research and Demo companies3PlayMedia- integration with GoToWebinar, costly closed captionsWebsite redesign RFP
		5. Pilot Spanish language version of on-demand e-Learning Seminar.	Preliminary Stage <ul style="list-style-type: none">In discussionActive recruitment
5. Increase training offerings across the country to facilitate access to NAHRO Certification.		1. Exceed budgeted number of Training Center deliveries featuring Certification Exam administration.	1. Completed -Stats: Proposed <u>28</u> . Delivered to date <u>26</u> . On target for <u>31</u> .
		2. Exceed budgeted number of on-site deliveries.	On Track - Stats: Proposed <u>70</u> . Delivered to date: <u>83</u> .
6. Roll out new live and online trainings focused on multifamily programs.		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 To date: <u>8</u> .
		2. Develop and begin delivery of a new RAD: PBRA seminar with corresponding NAHRO Certification Examination to support a new RAD: PBRA Certification.	Completed. Scheduled to kick-off mid/late October or early November 2018. SPAG has discussed and moved to PD for exploration development of a Bootcamp targeted to small- and medium- sized agencies.
		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.	Not started

2017-2019 NAHRO GOALS AND OBJECTIVES – 10/2018

GOAL B –Cont'd: Sustain NAHRO's leadership in developing the professional expertise and credibility of affordable housing and community development (HCD) practitioners and the industry as a whole.			
OBJECTIVES	ASSIGNMENTS	MEASURABLE OUTCOME	STATUS
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).	In discussion.
7. Development of a Product Maintenance Schedule to facilitate timely updates of current offerings/curriculum to ensure the accuracy and quality of all products.		1. Finalize immediate and ongoing schedule/process for product maintenance and updating by July 2018 PD Committee meeting.	Completed 7/24/18 Topic Teams assembled.
		2. Create staff-driven monitoring/reporting process, in conjunction with PD committee, to keep PD Committee updated on actions taken in compliance with schedule.	Completed by 7/24/18
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.

2017-2019 NAHRO GOALS AND OBJECTIVES – 10/2018

GOAL B –Cont'd: Sustain NAHRO's leadership in developing the professional expertise and credibility of affordable housing and community development (HCD) practitioners and the industry as a whole.			
OBJECTIVES	ASSIGNMENTS	MEASURABLE OUTCOME	STATUS
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.	BECT	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 scheduled to meet with BECT regarding use of negative media statement at a BECT meeting after the 2018 National Conference.
		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. BECT has designated Chair to coordinate and discussed group responsibilities and format. Chair will be in discussion with working group members during National Conference with meetings occurring later in 2018 or early 2019.
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.	Draft has been created and is being discussed. DEITF are on track to present draft framework to the BOG at its October 2018 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 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.	Leg Net will be discussing 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.

2017-2019 NAHRO GOALS AND OBJECTIVES – 10/2018

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			
OBJECTIVES	ASSIGNMENTS	MEASURABLE OUTCOME	STATUS
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	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 attend regional and state chapter meetings to discuss policy and legislative issues related to community development.
		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.
		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
		4. Reach out and build partnerships 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
		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.

2017-2019 NAHRO GOALS AND OBJECTIVES – 10/2018

GOAL C: Con't: 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
2. Host an International H/CD Forum.	IRGE	1. IHCDF, Austin, TX, following National Conference & Exhibition October 2019.	At the July meeting, the Committee approved the theme, discussed organizational steps, and identified potential partners. In response to the invitation from CEO Todman, five potential partners have expressed an interest in participating in the event.
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 and initial discussions have begun. A joint session is planned for the 2018 National Conference. Discussion began at Summer Conference and are ongoing.
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.		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).
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.	Seven regional finalists will each receive \$1k; the top two finalists will receive an extra \$2k and \$5k respectively. Winners were announced at the Summer Conference. The Inaugural NAHRO Scholarship Golf Tournament will take place on Oct. 23, before the National Conference. The title sponsor is Gorman & Company, Inc.
5. Improve the system to register all poster submissions from agencies, chapters and regions for the "What Home Means to Me" calendar contest.		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.

2017-2019 NAHRO GOALS AND OBJECTIVES – 10/2018

GOAL C: Con't: 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
6. Over the 2017-2019 term, develop a business plan/framework 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.	Draft has been created and is being discussed. DEITF are on track to present a draft framework to the BOG at its October 2018 meeting.

2017-2019 NAHRO GOALS AND OBJECTIVES – 10/2018

GOAL D: 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 spring 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.
		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 spring 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.
		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. Next steps: pilot delivery end 2018 early 2019.
		2. .PD - Expand consulting and technical assistance product offerings and build a roster of newly recruited subject matter experts	PD In development. Added 7 new faculty and completed a virtual orientation 9/21/18.

2017-2019 NAHRO GOALS AND OBJECTIVES – 10/2018

GOAL D: Cont'd: Ensure NAHRO's continued financial sustainability by increasing income, expanding revenue sources, and maximizing efficiency.			
OBJECTIVES	ASSIGNMENTS	MEASURABLE OUTCOME	STATUS
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 approved by BECT on 4/21/2018. RAD PBRA certification to roll out in near future. BECT meeting with Commissioners Committee at 2018 National Conference regarding possible additions or changes to Commissioner Certifications.
		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	Re-structuring of the NAHRO Certified Specialist of Occupancy (CSO-PH, CSO-HCV) approved by BECT on 4/21/2018. Schedule to review NAHRO Certifications created to ensure complete review by Summer 2019
4. Update NAHRO's financial processes to ensure they encompass current best practices	B&A	1. Complete revision of Personify accounting module manual and ensure all staff adhere to the protocols.	Completed August 2017.
		2. Working with outside industry and accounting professionals to update NAHRO Accounting Manual.	In Progress: B&A reviewed the Investments policy at the July meeting and recommended an examination by an expert. The entire manual is being review by CPA firm to provide suggested revisions to the overall Manual.
5. Increase communication with Professional Development and Member Services Committees to address revenue generating lines of business.	B&A/ PD/ MS	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.	PD: Ongoing: The B&A Committee is receiving quarterly PD dashboard updates.

2017-2019 NAHRO GOALS AND OBJECTIVES – 10/2018

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	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 Communications Director for editing.
		2. Draft/submit articles for JOHCD Commissioners Corner feature. Goal: Draft/submit 8 articles by end of term.	1 st article appeared in the July/August JOHCD. A target for article in the Nov/Dec issue.
		3. Review/revise information contained on the commissioners Research Page. Goal: Webpage content review by end of term.	Work will commence now that revisions to the Handbook are completed.
		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 now that revisions to the Handbook are completed.
2. Educate and inform community partners, NAHRO regions and chapters of best practices related to roles and responsibilities of 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.
		2. Create commissioners' best practices sessions for national conference. Goal: Completion 2018	Presented Commissioner/ED session at 2018 summer conference. Will present a session at the 2018 National Conference.
		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 now that revisions to the Handbook are completed.

2017-2019 NAHRO GOALS AND OBJECTIVES – 10/2018

GOAL E – Cont'd: 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
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.	Agenda item for the October 2018 meeting.
		2. Determine the feasibility in creating a Listserv focused on Housing Committee topics and concerns.	Began research and contacted Listserv services.
		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.
		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.
		2. Session proposed during 2018 Nat'l Conf.	Will present session at 2018 Nat'l Conf.
		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.	MARC included sessions at 2017 and 2018 regional conferences. Need to identify other opportunities.
		4. Possibility – NAHSA delegation to MARC and MAHRA	Scheduling conflicts precluded 2018 visit. Working on visit in 2019.

2017-2019 NAHRO GOALS AND OBJECTIVES – 10/2018

GOAL E - Cont'd: 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
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.	Task Force will facilitate a conversation regarding data and data collection at the closing plenary session of the 2018 National Conference.
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 are publicizing each of the 13 winners on Twitter before the Conference and will have a grand reveal of the cover and a national press release at the 2018 conference.
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.	Discussions ongoing, concrete plan still in the works.