

**2021-2023 NAHRO Strategic Plan**

July 2022

**G O A L A**

**Goal A - Maintain NAHRO's position as the preeminent organization for the development and implementation of responsible housing and community development policy by vigorously advocating for legislation, regulations, core programs and innovative initiatives (Keeping in mind NAHRO's 501(c)3 status parameters).**

OBJECTIVES	MEASURABLE OUTCOME	ASSIGNMENT	STATUS
A1. Develop an annual advocacy work plan in 2022 and 2023 with the Legislative Network Leadership Team.	Complete plan.	Legislative Network	
A2. Discuss, review, and analyze housing, revitalization and development issues through legislative, administrative, and judicial, and DEI lenses.	<p>a. Identify and engage legal and policy experts in topics as appropriate.</p> <p>b. Leverage existing strengths to proactively respond to community revitalization and development issues including those related to the COVID-19 crisis through the promotion of new, innovative legislation on topics like LIHTC and homelessness.</p> <p>c. Continue assisting NAHRO staff in communicating to the administration and Congress via comment letters and other policy correspondence to further promote NAHRO policy positions.</p>	CR&D	
A3. Discuss, review, and analyze housing, revitalization, and development issues through legislative, administrative, judicial, and equity lenses. This includes exploring innovative programs, methodologies, and policies that will increase affordable housing stock/community development initiatives and improve program efficiencies.	<p>a. Identify and engage legal and policy experts along with public and affordable housing practitioners to speak and provide information to Housing Committee members on housing- related topics.</p> <p>b. 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.</p>	Housing	

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OBJECTIVES	MEASURABLE OUTCOME	ASSIGNMENT	STATUS
<p>A4. Advocacy Subcommittee works with Legislative Network Advisory Committee (LNAC) and Congressional Relations to establish measurable goals and all Commissioners to meet goals.</p>	<p>a. Actively engage in development of an annual advocacy work plan that includes targeted legislative campaigns with measurable outcomes, a focus on updated social media and effective visuals, and a rapid response team ready to respond to media, Congressional, and administration inquiries. The work plan will also include targets for action alert campaigns, an expanded August recess, and a working group to position NAHRO to connect with Presidential campaigns to influence their housing platforms and build relationships with potential transition teams and HUD staff.</p> <p>b. Send letters to Congress and The White House for additional funding for universal vouchers, emergency housing vouchers, resident services, etc. Ensure letters are sent by Commissioners from each region. Seeking 95% participation by committee members.</p> <p>c. Work to provide Advocacy training for Commissioners, whether online, in person, or through other resources.</p>	<p>Commissioners</p>	
<p>A5. Discuss, review, and analyze housing issues and their impact on small agencies throughout the country through legislative, administrative, and judicial lenses.</p>	<p>a. Assist NAHRO staff by providing small agency perspectives for regulatory comment letters and other policy correspondence to further promote and refine NAHRO policy positions.</p> <p>b. Promote new, innovative legislation to assist small agencies better serve their communities</p>	<p>Small Agency</p>	

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OBJECTIVES	MEASURABLE OUTCOME	ASSIGNMENT	STATUS
<p>A6. Develop an advocacy work plan to guide the advocacy efforts of the Small Agency Advisory Committee.</p>	<p>a. Advocacy trainings.                      b. Targeted advocacy campaigns.                      c. Engagement with small agencies that do not regularly attend NAHRO conferences utilizing webinars, go-to meetings, and other means to minimize cost to small agencies.</p>	<p>Small Agency</p>	
<p>A7. Use both a national and international perspective to increase awareness among the general public of the importance of affordable housing and community development activities to everyone's everyday quality of life and wellbeing.</p>	<p>a. Work with the NAHRO Comms team to publish at least one article in a mainstream publication authored by a committee member.                      b. Recognize contributions to international housing and urban revitalization through the international award.                      c. Create a page on the NAHRO website where members and nonmembers can learn about what we do.</p>	<p>IRGE</p>	

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**G O A L B**

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

OBJECTIVES	MEASURABLE OUTCOME	ASSIGNMENT	STATUS
B1. Act as a community development program and operations expert resource to the NAHRO membership and public. Increase internal accountability to NAHRO by disseminating up-to-date information on community development topics to membership.	a. Engage with National, Regional, and State conference planning staff on community development sessions. b. Promote and develop tools to help agencies with resident engagement. c. Increase community development topics covered by NAHRO.	CR&D	
B2. Participate / represent the US and NAHRO in international conferences and convenings both virtually and in-person when possible.	a. Attend one or more convenings per calendar year. b. Submit proposals to INTA for contributions to their international newsletter and post- pandemic papers.	IRGE	
B3. Maintain NAHRO's United Nations Non-Governmental Organization (UN NGO) status to form strategic relationships for learning and impacting the United National Sustainable Development Goals.	a. Re-appoint five NAHRO representatives to the UN for credentialing.	IRGE	
B4. By June 30, 2023, provide feedback on training content outlines, power points and participant guides for the two programs selected to be piloted during the term	Provide Feedback.	PD	
B5. By June 30, 2023, review training evaluations for the two programs selected to be piloted during the term and provide feedback for improvement/refinement of content and faculty performance.	Complete review.	PD	
B6. By January 31, 2023, increase the number of individuals on the PD Committee who have at least one NAHRO certification from 57% to 86%.	Increase the number.	PD	
B7. Develop a modern program to train and educate NAHRO members on advocacy basics and explore a partnership with Professional Development.	a. Development of advocacy training programs and materials. Present materials at regional and state chapter meetings (in-person if possible, remotely, if necessary), as well as to Leg Net members.	LEGNET	
B8. By Sept. 30, 2022, evaluate and reflect on the findings from the SeaCrest Gap Analysis and provide recommendation to BOG and NAHRO CEO on how to proceed.	Provide Recommendation.	BECT	

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OBJECTIVES	MEASURABLE OUTCOME	ASSIGNMENT	STATUS
B9. By June 30, 2022 review and revise the pre-requisite requirements for ALL certifications to improve clarity and increase the pool of eligible candidates.	Review and Revise by Date.	BECT	
B10. By March 31, June 30 September 30 December 31 of 2022 and 2023 review the current certification statuses and work with staff to ensure proper follow up occurs to direct individuals towards recertification.	Review and follow up by date.	BECT	
B11. DEI Subcommittee to work with DEIAC and Professional Development (PD) to develop additional external relationships with "non-traditional" organizations and establish measurable goals for all Commissioners to meet.	<p>a. Reach out to sectors/organizations outlined in the NAHRO Diversity, Equity, and Inclusion Policy Framework (ex: criminal justice; education, such as TK-12, colleges, universities, non-traditional higher ed institutions; access points for healthy food, dental and medical care)</p> <p>b. Develop talking points regarding NAHRO and PHAs to share with non-traditional partners.</p> <p>c. Ask each committee member to conduct outreach to at least one non-traditional to share information on NAHRO/PHAs and identify opportunity for collaboration.</p> <p>d. Send letters to Congress and The White House regarding additional funding for universal vouchers, emergency housing vouchers, resident services, etc.) a. Reach out to sectors/organizations outlined in the NAHRO Diversity, Equity, and Inclusion Policy Framework (ex: criminal justice; education, such as TK-12, colleges, universities, non-traditional higher ed institutions; access points for healthy food, dental and medical care). Seeking 95% participation of committee members.</p> <p>e. Ensure letters are sent by Commissioners from each region.</p>	Commissioners	

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**G O A L B**

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

OBJECTIVES	MEASURABLE OUTCOME	ASSIGNMENT	STATUS
B12. Advocacy Subcommittee to work with LNAC to develop a modern program to train and educate NAHRO members on advocacy basics, and to establish measurable goals.	This will include training for Leg Net Leadership team who represent all NAHRO regions and other Leg Net members, allowing these members to not only be experts in advocacy, but to act as mentors and trainers for their colleagues.	Commissioners	

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G O A L C

**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	MEASURABLE OUTCOME	ASSIGNMENT	STATUS
C1. Communicate and engage with the external community development industry. This includes industry experts, federal agencies that engage in community development programs, and membership within the committee and NAHRO more broadly.	a. Actively work to improve connections between PHAs and CD agencies. b. Outreach and build partnerships efforts with program funders. c. Work closely with other NAHRO committees, staff, and partners to promote relevant community development policies.	CR&D	
C2. Build stronger regional and state-level communication networks to share, coordinate, and expand NAHRO's legislative work and advocacy campaigns.	Higher regional participation in advocacy campaigns.	LEGNET	
C3. Expand NAHRO's reach, improve advocacy effectiveness and sphere of influence by building and reinforcing outside partnerships through joint advocacy and social media campaigns.	Launch or participate in an advocacy and social media campaign that incorporates outside partner organizations. Develop communication maps for regions and states that include official leadership and unofficial leaders and influencers.	LEGNET	
C4. By August 31, 2023, increase the awareness of the NAHRO regional revenue sharing program by working with regional RSOs to complete deliverables.	Amount of regional referrals; amount of revenue generated by each region.	PD	
C5. Promote academic achievements of public housing residents through the Merit scholarship application to make it clearer and more accessible for students to complete. The committee also redesigned the <i>What Home Means to Me</i> calendar.	a. Routinely feature previous scholarship winners in JOHCD articles with the newly launched "Student Spotlight" series. b. New for 2023: Updating the What Home Means to Me calendar design. c. Utilizing new refined application for scholarship and improving judging process to ensure students from all backgrounds have a chance to win the LDG scholarship. d. Share stories of students and calendar winners on social media to encourage participation in the program and share success stories.	Housing America	

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G O A L C

**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	MEASURABLE OUTCOME	ASSIGNMENT	STATUS
C6. Assist in the development of relationships and study exchange opportunities in neighboring and other countries and territories.	Make contact with all Regions to encourage international discussions.	IRGE	
C7. Communications Subcommittee to work with LNAC to establish measurable goals. Work with LNAC to expand NAHRO's reach, improve advocacy effectiveness and sphere of influence by building and reinforcing outside partnerships through joint advocacy and social media campaigns. Build stronger regional and state-level communication networks to share, coordinate, and expand NAHRO's legislative work and advocacy campaigns.	<ul style="list-style-type: none"> <li>a. Focus on Commissioners Resources webpage</li> <li>b. Help develop communications to Federal &amp; State legislators (Commission-specific language for action center templates, and to encourage robust funding for supportive services)</li> <li>c. Develop communications to engage more Commissioners (talking points for local Commission meetings)</li> <li>d. Incorporate House America efforts into communications and advocacy.</li> </ul>	Commissioners	
C8. DEI Subcommittee to work with Housing America to establish measurable goals. Promote academic achievements of public housing residents through connections with non-traditional partners, based on NAHRO Diversity, Equity, and Inclusion Policy Framework.	<ul style="list-style-type: none"> <li>a. Improve internet/digital access in low-income areas</li> <li>b. Universal access to preschool</li> <li>c. Highlight the impact that under-resourced schools have on education gaps and upward mobility, and advocate for equitable funding for neighborhood schools.</li> <li>d. Establish formal partnerships with continuing/higher education institutions to ensure residents (children and heads of household/parents/guardians) have access to educational opportunities and resources.</li> </ul>	Commissioners	



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**G O A L D**

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

OBJECTIVES	MEASURABLE OUTCOME	ASSIGNMENT	STATUS
D1. Be a nimble and responsive resource to support staff in exploring new and emerging revenue sources.	a. Sustainable revenue and resources to achieve NAHRO mission.	B&A	
D2. Be conscientious of and transparent with the annual budget to ensure needed resources, tools and outcomes to achieve the strategic plan.	a. Connect budget resources to achieving strategic plan goals.	B&A	
D3. Be a good steward and follow fiduciary responsibility of using NAHRO's resources wisely.	a. Resources are used appropriately and as intended.	B&A	
D4. Sustain the scholarship programs by encouraging and supporting strategic funding partnerships and fundraising activities.	a. Maintain the LDG partnership and aim to raise \$26,000 via the 50/50 raffle and the fundraiser to fund three years of the NAHRO Merit Scholarship.	B&A/Housing America	
D5. Optimize, monitor, and strengthen internal fiscal operations, compliance and policies for maximum value and efficiency.		B&A	
D.7. By the end of the term, approve at least one new certification program.	Approve a new certification by term end.	BECT	

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**G O A L E**

<b>Goal E – Strengthen NAHRO as a thought-leader by improving communication, networking, information exchange, and knowledge transfer with and among members, partners, and stakeholders, and by enhancing the experience of members and next-generation professionals.</b>			
<b>OBJECTIVES</b>	<b>MEASURABLE OUTCOME</b>	<b>ASSIGNMENT</b>	<b>STATUS</b>
E1. By August 31, 2022, provide NAHRO a list of features that would be beneficial to include in a member center that would enhance the networking and knowledge transfer among members.	Provide list by August 31, 2022	PD	
E2. Share knowledge gained through research with NAHRO members and incorporate key messaging to convey the relevance and expertise of IRGE work.	<p>a. Foster engagement activities for booth at the National Conference and Exhibition each October.</p> <p>b. Continue Boston University partnership; continue previously established relationship with the University of Austin from the Forum</p> <p>c. Write articles for the JOHCD. Hold informational meetings at NAHRO conferences.</p>	IRGE	
E3. Improve peer to peer networking.	At least one virtual or in-person roundtable is held by the end of the term and the first-timer attendees overview is re-vamped to include a networking component, such as a meet and greet the Fellows opportunity.	Member Services	
E4. Convene regular roundtable discussions with national standing committee and advisory committee leadership members to discuss ways to advance DEI, to increase participation by Next Gen Professionals, and to encourage cross committee goal alignment.	<p>a. A minimum of one discussion per year with national standing committees which will produce cross-committee goals and initiatives to advance DEI and increase participation by Nex Gen professionals in policy discussions relative to advancing DEI.</p> <p>b. Encourage all standing and advisory committee chairs to attend at least one DEIAC meeting and discuss opportunities for partnership and shared work, and to appoint/recognize a representative to DEIAC.</p>	DEIAC	
E5. Plan events and activities in collaboration with Educate, Innovate, Elevate and Act subcommittee, Emerging Leaders and national standing committees, to include film screenings, community development tours that focus on DEI plenary speakers, webinars, etc.	The collaborative creation of both virtual an in- person events—sessions, film screenings, tours, discussions, webinars, etc., focused on diversity, equity and inclusion.	DEIAC	
E6. Increase participation and visibility of Housing America month and campaigns through and by local state and regional social media platforms and events.	a. Develop more news stories/photos that are shared on the NAHRO website and in NAHRO- affiliated publications.	Housing America	

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G O A L E

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OBJECTIVES	MEASURABLE OUTCOME	ASSIGNMENT	STATUS
<p>E7. Strengthen communication and small agency representation with NAHRO’s Housing and CR&amp;D committees, Legislative Network, and Member Services’ Emerging Leaders to ensure small agency perspectives are considered at all levels of NAHRO policymaking.</p>	<p>a. Have Small Agency Advisory Committee representatives join Housing, CR&amp;D, and Legislative Network meetings when feasible.</p> <p>b. Report back to Small Agency Advisory Committee on topics and conversations being shared across NAHRO leadership.</p> <p>c. Provide small agency perspective to NAHRO leadership.</p> <p>d. Actively seek out Emerging leaders for membership of Small Agency Advisory Committee to ensure the next generation of NAHRO members will be actively engaged, mentored, and placed in positions of leadership.</p>	<p>Small Agency</p>	
<p>E8. Engage with small agencies across NAHRO’s membership by providing resources, knowledge, best practices, and networking opportunities specific to their needs.</p>	<p>a. Increase Commissioner involvement by contributing to or offering training sessions geared toward Commissioners.</p> <p>b. Create a small agency resource guide and distribute it to other small agencies across NAHRO membership.</p> <p>c. Hold at least one small agency round table or webinar within the term.</p>	<p>Small Agency</p>	
<p>E9. Improve communication and outreach between Housing Committee members, with other NAHRO committees and task forces, (including the Professional Development committee by providing recommendations for training and capacity building), within the general membership, and with the public.</p>	<p>a. Establish formal communication with other committees to share information, determine areas to partner, and increase members’ engagement.</p> <p>b. Distribute meeting summaries of Housing Committee members to share with regions and chapters and allocate time at meetings for regional reports and to share innovative best practices.</p>	<p>Housing</p>	
<p>E10. Communications Subcommittee (Commissioner of the Year Group) - work with regions to ensure nominees for Commissioner of the Year Award.</p>	<p>Ensure there is at least one nominee from each region.</p>	<p>Commissioners</p>	
<p>E11. Advocacy Subcommittee (Commissioners Track Group) - create substantive, relevant topics, and sessions for the national conf. track and other tracks.</p>	<p>a. Propose 3-5 sessions via calls for proposals and/or submissions by the Commissioners Committee (complete)</p> <p>b. Promote NAHRO Certification programs.</p>	<p>Commissioners</p>	

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G O A L E

**Goal E – Strengthen NAHRO as a thought-leader by improving communication, networking, information exchange, and knowledge transfer with and among members, partners, and stakeholders, and by enhancing the experience of members and next-generation professionals.**

OBJECTIVES	MEASURABLE OUTCOME	ASSIGNMENT	STATUS
<p>E12. DEI Subcommittee collaboration with DEIAC. Assign/delegate representatives to roundtable discussions with national standing committee leadership members to discuss ways to advance DEI, to increase participation by Next Gen Professionals, and to encourage cross committee goal alignment.</p>	<p>a. A minimum of one discussion per year with national standing committees which will produce cross-committee goals and initiatives to advance DEI and increase participation by Nex Gen professionals in policy discussions relative to advancing DEI.</p> <p>b. DEIAC representatives report to Commissioners committee, Regional representatives, State representatives, and BOG.</p>	<p>Commissioners</p>	
<p>E13. Communications Subcommittee collaboration with Housing America to establish measurable goals. Increase participation and visibility of Housing America month and campaigns through and by local state and regional social media platforms and events by engaging in idea sharing.</p>	<p>a. Develop more news stories/photos that are shared on the NAHRO website and in NAHRO-affiliated publications.</p> <p>b. A minimum of one discussion per year with national standing committees which will produce cross-committee goals and initiatives to advance DEI and increase participation by Next Gen professionals in policy discussions relative to advancing DEI.</p>	<p>Commissioners</p>	

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**G O A L F**

<b>Goal F – Advance diversity, equity and inclusion as crucial to healthy communities.</b>			
<b>OBJECTIVES</b>	<b>MEASURABLE OUTCOME</b>	<b>ASSIGNMENT</b>	<b>STATUS</b>
F1. Align and monitor the annual budget and financial resources to support the tools needed to achieve the strategic plan to advance diversity, equity, and inclusion.	a. Connect budget and financial resources to achieving strategic plan goal F.	B&A	
F2. Examine all community development issues through a diversity, equity, and inclusionary lens.	a. Consider a range of perspectives and experiences when discussing community development issues. b. Engage with individuals and professionals with different perspectives and backgrounds.	CR&D	
F3. Employ a diversity, equity, and inclusion lens while discussing, reviewing and analyzing housing, revitalization and development issues and improving communication and outreach.	a. Focus on advancing diversity, equity and inclusion in the analysis of housing-related issues in public and affordable housing programs. b. Create informational materials utilizing the most effective communication methods to explain legislative and regulatory processes to the diverse spectrum of NAHRO members and partners.	Housing	
F4. Research and compare how other countries have handled housing vulnerabilities of Indigenous populations and other marginalized populations.	a. Engage with our international partners with Indigenous populations and prepare findings for NAHRO Board of Governors.	IRGE	
F5. Review the DEI toolkit suggestions from last term and create a resource page for all members that feature helpful articles, trainings, webinars, etc., that explore/explain DEI topics.	DEI tool kit is created and posted on the website by the end of the term.	Member Services	
F6. By September 30, 2023, have at least two PD members audit and provide recommendations on how to expand/include more diversity, equity and inclusion concepts into the HCVOEIR and PHM training curriculum. (Subject to approval by Curriculum subcommittee.)	Provide recommendations by date.	PD	
F7. By July 31, 2022, provide NAHRO language to include in all NAHRO trainings regarding the importance of diversity, equity and inclusion.	Provide language by date.	PD	
F8. By Aug. 31, 2023, work with PD staff to ensure DEI concepts are incorporated into all ethics trainings.	Incorporate by date.	BECT	

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G O A L F

<b>Goal F – Advance diversity, equity and inclusion as crucial to healthy communities.</b>			
<b>OBJECTIVES</b>	<b>MEASURABLE OUTCOME</b>	<b>ASSIGNMENT</b>	<b>STATUS</b>
F9. By March 30, 2023, explore an on-demand Ethics training to increase availability, accessibility and affordability to all individuals interested in pursuing NAHRO certification.	Explore by date.	BECT	
F10. Examine all small agency policy and program concerns through a diversity, equity and inclusionary lens.	a. Consider a range of perspectives and experiences when discussing small agency issues b. Engage with individuals and professionals with different perspectives and backgrounds.	Small Agency	
F11. Work with PD staff to ensure the curricula for many of our key courses include material related to diversity, equity and inclusion, such as implicit bias.	Create framing toolkit to help public housing authorities implement the equity framework.	DEIAC	
F12. Promote and increase participation in the scholarship and poster contest.	a. Work with regions and states to ensure process for marketing scholarship and poster contest is more uniform and consistent b. Identify which regions continue to struggle with having applicants apply and try and find solutions.	Housing America	
F13. Engage in a facilitated discussion led by outside, paid facilitator of the role LEGNET plays in advancing diversity, equity and inclusion at NAHRO and through the work we do with Congress. Apply those lessons to all the work LEGNET does, including but not limited to its advocacy annual work plan, advocacy campaigns, trainings, and communications.)	Facilitated discussion from outside diversity instructor.	LEGNET	
F14. DEI Subcommittee to work with DEIAC and PD to establish measurable goals.	a. Work with PD staff to ensure the curricula for many of NAHRO's key courses includes material related to diversity, equity, and inclusion. b. Provide recommendations on how to include diversity, equity, and inclusion e- Learnings and in-person trainings.	Commissioners	

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**G O A L F**

<b>Goal F – Advance diversity, equity and inclusion as crucial to healthy communities.</b>			
<b>OBJECTIVES</b>	<b>MEASURABLE OUTCOME</b>	<b>ASSIGNMENT</b>	<b>STATUS</b>
F15. DEI Subcommittee to work with DEIAC to establish measurable goals. Provide tools for our members to use to advance diversity, equity and inclusion in their communities including HR recruitment tools, board and staff development tools, communication tools, and DEI planning for succession and sustainability.	<p>a. Make sure best practices are documented and shared (consider size of agency and programmatic and development makeup).</p> <p>b. Collect and share demographics (staff leadership, Commissioners); consider adding optional questions to conference registration, and/or adding to Commissioners committee survey.</p>	Commissioners	
F16. DEI Subcommittee to work with LNAC to establish measurable goals.	<p>a. Engage in facilitated discussion of the role Leg Net plays in advancing diversity, equity, and inclusion at NAHRO and through the work we do with Congress.</p> <p>b. Apply those lessons to all the work Leg Net does including, but not limited to, its advocacy annual work plan, advocacy campaigns, trainings, and communications.</p>	Commissioners	

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GOAL G

<b>GOAL G. Clarify and strengthen relationships between National NAHRO and its partners – the regional councils and state chapters.</b>			
<b>OBJECTIVES</b>	<b>MEASURABLE OUTCOME</b>	<b>ASSIGNMENT</b>	<b>STATUS</b>
G1. Increase regional, state chapter and National NAHRO membership, making sure agencies are members at all three levels.	Regional and Chapter agency members are also members of National NAHRO and vice versa. Membership is increased by 2% at all levels.	Member Services	
G2. Create clear responsibilities and roles by BOG members and the partners to advance reciprocal relationships.			
G3. Build and grow two-way participation in National NAHRO and regional councils and partners, so that all succeed together.			
G4. Strengthen and formalize the BOG member roles to support strong, reciprocal relationships between National NAHRO and regional councils and partners.			



## Overall Themes

- Opportunities for young professionals/next generation of leaders
- Identify professional development opportunities NAHRO can uniquely provide
- Intentionality of DEI
- Evaluate feasibility of hybrid programs
- Increase on-demand resources
- Identify virtual opportunities
- Increase understanding of small agency needs
- Increase partnerships
- Evaluate how to increase scholarship funding
- Examine the best structure for the board of governors

### **Goal A – Maintain NAHRO's position as the preeminent organization for the development and implementation of responsible housing and community development policy by vigorously advocating for legislation, regulations, core programs and innovative initiatives. (Keeping in mind NAHRO's 501(c)3 status parameters)**

- NAHRO led through the pandemic well
- Reflect on and record the lessons learned from the pandemic, which brought to light housing need
- Continue to be nimble, flexible, and evolve
- Create strategies to enhance advocacy relationships locally/in-district
- Embrace technology: digital and hybrid
- Proactively identify and address issues and opportunities with HUD and emerging issues/needs
- Increase advocacy training opportunities
- Strengthen support/tools for members and states/regions
- Create a more synergistic, multi-disciplinary approach to community development
- Strengthen partnerships – beyond traditional relationships
- Build the next generation of leaders

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

- Increase on-demand training opportunities
- Develop strategies to increase involvement of young professionals
- Consider creating scholarships or other strategies to support attending NAHRO programs
- Conduct an assessment of member/stakeholder professional development needs
- Conduct interviews with PHAs who are using resources from other organizations to find out why
- Increase focus on re-development
- Better understand needs of smaller agencies
- Develop strategy for ongoing virtual training opportunities
- Consider the optimal size of the board of governors

**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**

- Revisit underperforming partnerships and look for opportunities for new partnerships
  - Focus on both traditional and non-traditional partnerships
  - Seek new collaboration opportunities with business partners/developers
  - Strengthen relationships with universities
- Identify opportunities to provide more support for regions and chapters and engage them more
- Share best practices from throughout the country
- Increase focus on affordable/workforce housing partnerships
- Increase focus on redevelopment partnerships
- Increase board of governors engagement
- Increase opportunities for maintenance and front-line staff
- Increase understanding of how organization size affects needs and deliver on those needs
- Celebrate accomplishments

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

- Expand on-demand training opportunities and resources
- Evaluate how to leverage partnerships and other opportunities to increase scholarship funding
- Evaluate opportunities to increase sponsorship income
- Increase partnerships
- Diversify revenue streams
- Ensure adequate funding and support to attract and retain high quality NAHRO staff

**Goal E – Strengthen NAHRO as a thought-leader by improving communication, networking, information exchange, and knowledge transfer with and among members, partners, and stakeholders, and by enhancing the experience of members and next-generation professionals**

- Facilitate knowledge transfer among generations and among commissioners
- Evaluate frequency of NAHRO emails
- Expand peer-to-peer networking opportunities
- Increase emerging leader involvement (in committees and at conference)
- Create a mentorship/ambassador program
- Develop strategy for increased use of social media
- Evaluate providing a virtual option for in-person conference sessions
- Create on-demand video resources (potentially conference sessions; small agency resource library)
- Incorporate more DEI educational opportunities and resources at conferences
- Better understand needs of small agencies

**Goal F – Advance diversity, equity and inclusion as crucial to healthy communities**

- DEI should be intentional
- Ensure DEI is engrained in all NAHRO does
- Expand partnerships to advance DEI
- Develop new DEI professional development opportunities
- Increase focus on building relationships with and engaging residents

## 2022 NAHRO Virtual Leadership Retreat Summary

- Share best practices from across the organization
- Continual development of DEI tool kit and communications resources
- Create emerging leader opportunities
- Better understand challenges and opportunities based on agency size
- Advocate for additional funding to support DEI efforts

### **Goal G – Advance diversity, equity and inclusion as crucial to healthy communities**

- Goal G endorsed, feedback integrated with Goal C