

# NAHRO'S PROFESSIONAL DEVELOPMENT COMMITTEE 2021-2023 TRANSITION PLAN

## PROFESSIONAL DEVELOPMENT COMMITTEES' GOALS AND OBJECTIVES

The Professional Development (PD) Committee developed objectives and tasks which were then categorized into goals that were established by the Strategic Planning Advisory Committee (SPAC). Please refer to Appendix A for the 2021-2023 NAHRO Strategic Plan. These objectives and goals guided the work that the PD committee completed through the 2021-2023 term.

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

- Objective #1: 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
- Objective #2: 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.
- Objective #3: By January 31, 2023, increase the number of individuals on the PD Committee who have at least one NAHRO certification from 57% to 86%.

*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.*

- Objective #1: 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.

*GOAL F: Advance diversity, equity and inclusion as crucial to healthy communities.*

- Objective #1: 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.)
- Objective #2: By July 31, 2022, provide NAHRO language to include in all NAHRO trainings regarding the importance of diversity, equity and inclusion.

## EXECUTIVE COMMITTEE

The Executive Committee was established during the 2015-2017 term under Chair Duane Hopkins. It was comprised of the Committee Chair, Vice-Chair, and the Chairs of the three sub-committees. The Executive Committee was not used during the 2017-2019 term but was re-established for the 2019-2021 term. The Executive Committee met monthly to relay information from the Board of Governors as well as information from the individual sub-committees. With multiple Committee goals that crossed into multiple sub-committees, the Executive Committee meetings were an opportunity to ensure tasks moved forward without gaps or duplication of effort. During the 2021-2023 Term, the Executive Committee met monthly for the first year. In the second year, the meetings fell off the calendar and did not occur.

### Recommendations for the 2023-2025 PD Chair and Executive Committee

- Eliminate Quality Assurance as standalone; meld as subcomponent of both Curriculum and Marketing subcommittees
- Work with staff to explore
  - interim meeting schedule alternatives – between in-person at conferences and online
  - options for revenue sharing within states to increase the amount of in person trainings within their state and or region
  - alternatives for individuals to obtain reduced or no-cost training opportunities in lieu of obtaining scholarships
  - ability to require PD Committee members to be NAHRO certified
- Curriculum subcommittee discussions:
  - monitor development of HOTMA training as both standalone and component of Occupancy, Eligibility, Income and Rent Calculation (OEIR)
  - development of Multi-Family curriculum and NAHRO's current capacity (e.g., staff, resources, faculty, technology) to add another category to an already extensive list of training options (35+ offerings).
  - develop refresher courses for NAHRO certified individuals
  - pursue on-demand content as feasible
- Marketing subcommittee discussions:
  - encourage PD members to exhibit at state/regional conferences when NAHRO PD staff are unable to participate
  - explore options and recommend promotion of multi-year contracts with agencies to provide comprehensive training programs
  - explore faculty marketing to enhance training programs

## CURRICULUM SUB-COMMITTEE

During the 2021-2023 term, the primary purpose of the curriculum sub-committee was to assist the Director of Professional Development and Certification with piloting new training programs. Additionally, the curriculum sub-committee audited trainings and provided feedback. Throughout the term, the sub-committee tried a variety of meeting schedules, however attendance remained low. Ultimately, meetings were added to full committee meetings. Towards the end of the term, the entire committee pivoted back to in-person meetings with one sub-committee meeting occurring in between.

### Tasks and Status

| Objective                                                                                                                                                                                     | Status             | Notes                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
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| By June 30, 2023 provide feedback on training content outlines, power points and participant guides for at least two brand new training programs piloted during the term.                     | <b>In Progress</b> | <p>Feedback was provided on the Visionary Leadership training. Due to the many changes from HUD (i.e., HOTMA, NSPIRE) faculty time and attention has been dedicated to revising trainings and developing new ones.</p> <p>The pilot of the other training will be a transition item for the 2023-2025 PD Committee. This training is focused on supportive housing and had a tentative title of: Supportive Housing: Overcoming Challenges to Housing Stability. The training proposal, including feedback from the committee and members is included in Appendix B.</p> |
| 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. | <b>In Progress</b> | <p>Training evaluations were reviewed for the Visionary Leadership training. The feedback was very positive but the training had low attendance. In general, the individuals from PD who audited felt that the training would benefit from more housing related examples.</p> <p>The pilot of the other training will be a transition item for the 2023-2025 PD Committee. This training is focused on</p>                                                                                                                                                               |

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|                                                                                                                                                                                                                                                              |                   | supportive housing and had a tentative title of: Supportive Housing: Overcoming Challenges to Housing Stability. The training proposal, including feedback from the committee and members is included in Appendix B.                                                                                                                                                                                                                                                        |
| 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.) | <b>Completed</b>  | <p>The PD committee decided that it did not make sense to have DEI incorporated into HUD related trainings until more guidance came from NAHRO's Diversity Equity and Inclusion Advisory Committee (DEIAC).</p> <p>Instead, the PD committee recommended that trainings specific to the topic be developed. This was achieved during the term with the development and pilot of the DEI &amp; Community Readiness Series developed through the Wells Fargo grant.</p>       |
| By July 31, 2022, provide NAHRO language to include in all NAHRO trainings regarding the importance of diversity, equity and inclusion.                                                                                                                      | <b>Completed</b>  | Same as above.                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| By January 31, 2023, increase the number of individuals on the PD Committee who have at least one NAHRO certification from 57% to 86%.                                                                                                                       | <b>Transition</b> | There have been some certification challenges that need to be discussed with the 2023-2025 BECT, specifically regarding PHM, CS-PHM, C-PHM and the impacts HOTMA has on them. This is an item that the 2023-2025 BECT will be informed about. There was little increase in the number of PD members certified during the 2021-2023 term. At the start of the term, 15 individuals were identified as never having a NAHRO certification. At the end of the term, 14 do not. |

### Recommendations for the 2023-2025 PD Curriculum Sub-Committee

- Continue the previous term's goal to provide feedback on training content, outlines & PowerPoint and participant guides for a brand-new training piloted during the term
  - Specifically, do not lose sight of the supportive housing training. This is a needed topic with not a lot of resources around it.
- Set goals to increase the number of individuals on PD committee with more than one NAHRO certification
- Place emphasis placed on development of multi-family curriculum
- Incorporate requirement of PD members to audit at least 2 trainings, providing feedback during term
- Discuss and explore options for greater participation in full and sub-committee meetings. Inconsistent and low attendance continues to be an ongoing challenge.

### **QUALITY ASSURANCE SUB-COMMITTEE**

Quality Assurance (QA) Sub-Committee was established to review NAHRO Professional Development products and their delivery to ensure they meet the highest standards for quality, accuracy, and consistency. Throughout the term, the sub-committee tried a variety of meeting schedules, however attendance remained low. Ultimately, meetings were added to full committee meetings. Towards the end of the term, the entire committee pivoted back to in-person meetings with one sub-committee meeting occurring in between. However, attendance from QA committee members was low at the Washington and Summer Symposium 2023 meeting.

### Tasks and Status

| Objective                                                                                                                                                                                     | Status      | Notes                                                                                                                                                                                                                                                                                                                                                                                               |
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| 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. | In Progress | Training evaluations were reviewed for the Visionary Leadership training. The feedback was very positive but the training had low attendance. In general, the individuals from PD who audited felt that the training would benefit from more housing related examples.<br><br>The pilot of the other training will be a transition item for the 2023-2025 PD Committee. This training is focused on |

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|                                                                                                                                                                                                                                                              |                   | supportive housing and had a tentative title of: Supportive Housing: Overcoming Challenges to Housing Stability. The training proposal, including feedback from the committee and members is included in Appendix B.                                                                                                                                                                                                                                                        |
| 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.) | <b>Completed</b>  | <p>The PD committee decided that it did not make sense to have DEI incorporated into HUD related trainings until more guidance came from NAHRO's DEIAC.</p> <p>Instead, the PD committee recommended that trainings specific to the topic be developed. This was achieved during the term with the development and pilot of the DEI &amp; Community Readiness Series developed through the Wells Fargo grant.</p>                                                           |
| By January 31, 2023, increase the number of individuals on the PD Committee who have at least one NAHRO certification from 57% to 86%.                                                                                                                       | <b>Transition</b> | There have been some certification challenges that need to be discussed with the 2023-2025 BECT, specifically regarding PHM, CS-PHM, C-PHM and the impacts HOTMA has on them. This is an item that the 2023-2025 BECT will be informed about. There was little increase in the number of PD members certified during the 2021-2023 term. At the start of the term, 15 individuals were identified as never having a NAHRO certification. At the end of the term, 14 do not. |

#### Recommendations for the 2023-2025 PD QA Subcommittee

- There is merit to the dissolution of Quality Assurance as a standalone committee. It is recommended that QA merge with curriculum. This committee would be responsible for the development of timely and relevant programming while at the same time being able to evaluate all aspects of the quality of the program content and instruction. The QA element of the PD committee work should not be lost and is critical to the success of NAHRO's training programs.

- Continue to seek pilot programs and continue to review those programs through audit, and measured satisfaction feedback.
- Begin to review and evaluate existing or long-standing programs content and training that have undergone substantial changes due to recent HUD Regulation and Compliance mandates.
- To increase the number of volunteers willing to Audit a program, more effectively communicate the incentive that PD Committee members have (e.g., obtaining a training for free, utilizing the training for certification).

## MARKETING SUB-COMMITTEE

The primary purpose of the marketing sub-committee is to market professional development training across all platforms and to ensure that the availability and pricing the trainings are the best in the industry. Throughout the term, the sub-committee tried a variety of meeting schedules, however attendance remained low. Ultimately, meetings were added to full committee meetings. Towards the end of the term, the entire committee pivoted back to in-person meetings with one sub-committee meeting occurring in between.

### Tasks and Status

| Objective                                                                                                                                                                          | Status            | Notes                                                                                                                                                                                                                                                                                        |
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| By August 31, 2023, increase the awareness of the NAHRO regional revenue sharing program by working with regional RSOs to complete deliverables.                                   | <b>Completed</b>  | The Marketing sub-committee agreed to ask that Regional Revenue Sharing be a standing agenda item on region meetings.                                                                                                                                                                        |
| By August 31, 2023 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. | <b>Completed</b>  | The marketing sub-committee compiled the recommendations and they can be found in Appendix B.                                                                                                                                                                                                |
| By January 31, 2023, increase the number of individuals on the PD Committee who have at least one NAHRO certification from 57% to 86%.                                             | <b>Transition</b> | There have been some certification challenges that need to be discussed with the 2023-2025 BECT, specifically regarding PHM, CS-PHM, C-PHM and the impacts HOTMA has on them. There was little increase in the number of PD members certified during the 2021-2023 term. At the start of the |

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|  |  | term, 15 individuals were identified as never having a NAHRO certification. At the end of the term, 14 do not. |
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#### Recommendations for the 2023-2025 PD Marketing Subcommittee

- Continue to increase the number of certified PD Committee members
- Find new ways to increase awareness of the regional revenue sharing program
- Verify updated PHM, CS-PHM, C-PHM courses include HOTMA updates
  - Have PD members that are certified audit the courses for comparison
- Increase subcommittee and full committee meeting attendance
- Increase awareness of certifications and trainings available
  - Add information to “executive brief” emails
    - “Are you NAHRO certified?”
    - “Does your staff need training?”

#### Recommendations for the Entire 2023-2025 PD Committee

- Emphasize the importance and value of the NAHRO Certification Programs to individuals and the PHA’s. Market that importance and summarize into a few concise and striking bullet statements that makes our message consistent across the board. When we talk at State and Regional levels our message about the importance of Certification Programs should be consistent and bold.
- While virtual trainings have been popular and receive extremely positive feedback, many individuals prefer to learn in person. NAHRO always has and continued to offer in person trainings throughout the height of the pandemic (one of the only providers to do so). However, NAHRO members and PD committee members, remain unaware that this is an option. There may be some confusion that in person training equates to “training center” offerings. The committee should work with PD Staff to better understand the training center model, successes, challenges and alternatives.
- Consider working with Regional and State NAHRO organizations to re-establish in person training at previously utilized training centers.
- Merge the Quality and Curriculum Committees into one Committee. The emphasis on addition of and development of timely and necessary programming and the evaluation of content and instruction and continued quality of all programs that we offer.



## **PARKING LOT**

The following are ideas that have been discussed and explored during the term:

- Move away from the sub-committee structure and form workgroups based on the needs identified by the committee and the Director of Professional Development and Certification (e.g., strategies to engage more small agencies in training, marketing at regional/state conferences)
- Explore short, on-demand, self-paced trainings
- Multi-family training needs

# Appendix A

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             |        |

**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 |
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| A4. Advocacy Subcommittee works with Legislative Network Advisory Committee (LNAC) and Congressional Relations to establish measurable goals and all Commissioners to meet goals. | <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> | Commissioners |        |
| A5. Discuss, review, and analyze housing issues and their impact on small agencies throughout the country through legislative, administrative, and judicial lenses.               | <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>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Small Agency  |        |

**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 |
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| A6. Develop an advocacy work plan to guide the advocacy efforts of the Small Agency Advisory Committee.                                                                                                                                 | a. Advocacy trainings.<br>b. Targeted advocacy campaigns.<br>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.                                                                                                            | Small Agency |        |
| 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. | a. Work with the NAHRO Comms team to publish at least one article in a mainstream publication authored by a committee member.<br>b. Recognize contributions to international housing and urban revitalization through the international award.<br>c. Create a page on the NAHRO website where members and nonmembers can learn about what we do. | IRGE         |        |

**2021-2023 NAHRO Strategic Plan**

**July 2022**

**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 |
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| 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.<br><br>b. Promote and develop tools to help agencies with resident engagement.<br><br>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.<br><br>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       |        |

**2021-2023 NAHRO Strategic Plan**

**July 2022**

**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 |
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| 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 |        |

2021-2023 NAHRO Strategic Plan

July 2022

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 |
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| 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 |        |
|                                                                                                                                                                    |                                                                                                                                                                                                                                       |               |        |

**2021-2023 NAHRO Strategic Plan**

**July 2022**

**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 |
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| 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.          | <p>a. Actively work to improve connections between PHAs and CD agencies.</p> <p>b. Outreach and build partnerships efforts with program funders.</p> <p>c. Work closely with other NAHRO committees, staff, and partners to promote relevant community development policies.</p>                                                                                                                                                                                                                                                     | 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. | <p>a. Routinely feature previous scholarship winners in JOHCD articles with the newly launched "Student Spotlight" series.</p> <p>b. New for 2023: Updating the What Home Means to Me calendar design.</p> <p>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.</p> <p>d. Share stories of students and calendar winners on social media to encourage participation in the program and share success stories.</p> | Housing America |        |



**2021-2023 NAHRO Strategic Plan**

**July 2022**

**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 |        |

**2021-2023 NAHRO Strategic Plan**

**July 2022**

**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                |        |

**2021-2023 NAHRO Strategic Plan**

**July 2022**

**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 |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|--------|
| 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 and 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 |        |

**2021-2023 NAHRO Strategic Plan**

**July 2022**

**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 |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|--------|
| E7. Strengthen communication and small agency representation with NAHRO's Housing and CR&D committees, Legislative Network, and Member Services' Emerging Leaders to ensure small agency perspectives are considered at all levels of NAHRO policymaking.                                      | <ul style="list-style-type: none"> <li>a. Have Small Agency Advisory Committee representatives join Housing, CR&amp;D, and Legislative Network meetings when feasible.</li> <li>b. Report back to Small Agency Advisory Committee on topics and conversations being shared across NAHRO leadership.</li> <li>c. Provide small agency perspective to NAHRO leadership.</li> <li>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.</li> </ul> | Small Agency  |        |
| E8. Engage with small agencies across NAHRO's membership by providing resources, knowledge, best practices, and networking opportunities specific to their needs.                                                                                                                              | <ul style="list-style-type: none"> <li>a. Increase Commissioner involvement by contributing to or offering training sessions geared toward Commissioners.</li> <li>b. Create a small agency resource guide and distribute it to other small agencies across NAHRO membership.</li> <li>c. Hold at least one small agency round table or webinar within the term.</li> </ul>                                                                                                                                                                                                                                 | Small Agency  |        |
| 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. | <ul style="list-style-type: none"> <li>a. Establish formal communication with other committees to share information, determine areas to partner, and increase members' engagement.</li> <li>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.</li> </ul>                                                                                                                                                                                                           | Housing       |        |
| E10. Communications Subcommittee (Commissioner of the Year Group) - work with regions to ensure nominees for Commissioner of the Year Award.                                                                                                                                                   | Ensure there is at least one nominee from each region.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Commissioners |        |
| E11. Advocacy Subcommittee (Commissioners Track Group) - create substantive, relevant topics, and sessions for the national conf. track and other tracks.                                                                                                                                      | <ul style="list-style-type: none"> <li>a. Propose 3-5 sessions via calls for proposals and/or submissions by the Commissioners Committee (complete)</li> <li>b. Promote NAHRO Certification programs.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                            | Commissioners |        |

**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 |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|--------|
| 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>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> | Commissioners |        |
| 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>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>       | Commissioners |        |

**2021-2023 NAHRO Strategic Plan**

**July 2022**

**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.<br>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.<br>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              |               |

**2021-2023 NAHRO Strategic Plan**

**July 2022**

**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<br><br>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<br><br>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.<br><br>b. Provide recommendations on how to include diversity, equity, and inclusion e- Learnings and in-person trainings. | Commissioners     |               |

**2021-2023 NAHRO Strategic Plan**

**July 2022**

**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     |               |



**2021-2023 NAHRO Strategic Plan**

**July 2022**

**G O A L G**

**GOAL G. Clarify and strengthen relationships between National NAHRO and its partners – the regional councils and state chapters.**

| <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

- 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

## Appendix B

Use this form to document the details of a training course for learner knowledge and marketing purposes.

**Training title:** Supportive Housing: Overcoming Challenges to Housing Stability

**Description:**

The Permanent Supportive Housing (PSH) program provides permanent housing for homeless households with disabilities such as; mental illness, substance abuse, chronic health issues, or other conditions. PSH combines low-barrier affordable housing, health care, and supportive services to help individuals and families lead more stable lives.

We feel that this makes it sound limited to only those agencies with a PSH program

Individuals transitioning from homelessness experience challenges that often create multiple and serious barriers to housing stability. This course focuses on providing an overview of the intent and goals of the program and developing case management strategies, including motivational interviewing and trauma informed practices that will help you to provide effective and supportive services that will help clients overcome barriers and maintain stable housing.

Move this sentence to the end of the first paragraph and then reverse the order of the paragraphs

## **Fun Marketing Description:**

### **Objectives:**

- After completing this training, participants will be able to:
  - Identify important Permanent Supportive Housing regulations
  - Determine basic eligibility for PSH participants
  - Assess supportive service needs and eligible expenses
  - Develop strategies to leverage community resources and supportive services to benefit program participants
  - Develop strategies to improve communication and build strong relationships with the referring agency
  - Effectively use Motivational Interviewing to assess client needs and overcome barriers
  - Develop Trauma Informed practices and approaches to improve client outcome
  - Develop communication strategies to creating a strong support system around our vulnerable clients.

### **What our customers have had to say:**

**NAHRO to complete**

### **Instructor bio:**

**NAHRO to complete**

**Assessment method/criteria:** none

**Level (Foundational, Intermediate, Advanced):** Foundational

## Who should attend?

- Case managers working with vulnerable populations

## Recommended pre-requisites:

## Related courses:

What is the schedule? Online 2.5 hr, in person 2.5-3 hr.

Course format (In-person or Online): Both

Course credits (CEUs): **NAHRO to complete**

Reminder for breaks based on course length and calculating CEUs for each course.

| Length (in hours) | Course Format | Breaks                                                                                                                                       |
|-------------------|---------------|----------------------------------------------------------------------------------------------------------------------------------------------|
| 2.5-3 hr.         | In-Person     | 2.5 or less hours = No breaks.<br>Over 2.5 to 5 hours = One 15-minute break.<br>Over 5 hours = One 60-minute lunch and two 15-minute breaks. |
| 1- 2.5 hours      | Online        | 2.5 or less hours = No breaks.<br>Over 2.5 to 5 hours = One 15-minute break.<br>Over 5 hours = One 60-minute lunch and two 15-minute breaks. |

## Course materials:

### Agenda:

| Module Title               | Module Length (Minutes) | Slide #s | Topics Covered                                                                                                                       | Objectives Covered                                                                                                                            |
|----------------------------|-------------------------|----------|--------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------|
| Background and Regulations | 15                      | 3-8      | ~History of the Continuum of Care, Regulations and background, funding                                                               | ~Identify important Permanent Supportive Housing regulations<br>~Understand funding and grant cycle                                           |
| Eligibility                | 30                      | 9-20     | ~Referrals, working the your continuum of care lead, reporting<br>~Coordinated Entry Systems<br>~Understand key differences from HCV | ~Determine basic eligibility for PSH participants<br>~Identify and apply the calculation and eligibility differences between HCV and COC-PSH. |
| Supportive Services        | 45                      | 21-35    | ~What is your role as a PHA?<br>~What are supportive services?<br>~How to we coordinate care?                                        | ~Assess supportive services needs and eligible expenses<br>~Develop strategies to leverage community                                          |



|  |    |  |                                                                                                                                                                                             |                                                                                                                                                                                                                                                                                     |
|--|----|--|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|  |    |  | ~Working with our referring agencies.<br>~Building and leveraging community partnerships                                                                                                    | resources and supportive services to benefit program participants<br>~Develop strategies to improve communication and build strong relationships with the referring agency                                                                                                          |
|  | 50 |  | ~Motivational Interviewing, basics, overview and practice.<br>~What is trauma informed care and how to incorporate it in our work.<br>~Communication strategies for vulnerable populations. | ~Effectively use Motivational Interviewing to assess client needs and overcome barriers<br>~Develop Trauma Informed practices and approaches to improve outcome for clients<br>~Develop communication strategies to creating a strong support system around our vulnerable clients. |

**NOTE:** Prior to registering, please review NAHRO's [cancellation policy](#).

**For PD Committee Use Only:**

| Question                                                                                | Notes                                                                            |
|-----------------------------------------------------------------------------------------|----------------------------------------------------------------------------------|
| Does the title catch your attention?                                                    | Yes-Too long of a title                                                          |
| Does the title give you an idea of what the training will be about?                     | Allows for adaptation, descriptive                                               |
| Does the Description tell you enough information to make you want to take the class?    | See comments for (the paragraphs should be flip flopped)                         |
| Please identify any outdated information in the description or objectives               | None                                                                             |
| Who do you think (positions) would benefit from this training based on the description? | Case managers, Decision makers, COC agencies and Emergency Voucher agencies      |
| What else do you want to know about this class?                                         | How much is it. Is it worth my time vs the costs                                 |
| What hashtags could be used on social media?                                            | #Housingstability<br>#Homelessness<br>#Supportivehousing                         |
| Any other comments?<br>Recommendations?                                                 | Target emergency voucher programs and COC as well as supportive housing programs |

**Notes from report out:**

- Overall, big emphasis on the conversation the title and the description are at odds. The title needs to be reworked to reflect the intent of the program. When you get into the content it is different than the title,

- The content felt it was too much. Trying to combine too many things into one training. Could spend 2.5 hours on the continuum of care and the history. This could be a supportive housing 101.
- Broadening the role that the PHA can play because that can look different, scattered site vs single, is it about development or is it vouchers and pairing with services, housing first was not mentioned. Agencies haven't wrapped their mind around or embraced. Could be its own training. Trauma informed care could be another training.
- This could become a cert in permanent supportive housing and 5-6 trainings towards cert
- With new vouchers, extraordinary? funds there is a way to do it outside of CoC funding. That is just one mechanism. It can look different all over the country
- Who would benefit it is limited, add decision makers, coc agencies, push out to other groups especially people handling new vouchers like emergency vouchers.

One member of the PD committee is very passionate about this topic and would like to assist Adel in developing. Suggested things to cover (her ideas, not the committee). Her name is Michele Christensen from Housing Catalyst and can be reached at: [mchristensen@housingcatalyst.com](mailto:mchristensen@housingcatalyst.com)

Suggested things to cover (Michele's ideas, not the committees)

- What is Supportive Housing?
- What does it look like (single site, scattered site)
- What are the benefits it brings to your community
- What role can a PHA play, i.e. developer, property manager, voucher administrator, service provider, any one or a combination of all.
- Is your agency on board with Housing First principles, if not how to get there?
- Is your community ready for Housing First, how to build political will, what is the opposition (so much misinformation about what Housing First means)
- Who is the population served and what challenges do they bring, how will your agency need to adapt,
- How to work with partners in your community, (no one does this alone) write MOU's
- How to work within and with the Continuum of Care including history of the CoC role and responsibilities
- Ways to fund Supportive housing and how to use new vouchers with extraordinary fees
- How to staff supportive housing

Separate trainings could address how to help residents stabilize once housed. Those might include:

- Trauma informed care

- Motivational interviewing (Motivational interviewing is a therapeutic technique that requires training and practice, not an assessment tool and not something that can be mastered in a brief introduction)
- Harm Reduction
- The role of property managers and service providers and how to work together
- Supportive housing for individuals, families, youth
- How to support staff

**Who should attend?** Everyone in the PHA could benefit: Exec team, HCV specialists, property managers, Maintenance staff, support staff (everyone in the organization needs to understand what supportive housing is, who it serves, and how it is different)

## **Appendix C**

### **Member Center Features**

- discussion board/listserv/chat feature
- list serv – members, size of agency, position
- small agency resource library
- resource library in general
- target info received from NAHRO to specific to what I need for me and my agency