

PSWRC NAHRO

STRATEGIC PLAN DRAFT 4/28/25



Vision Statement

Thriving communities with affordable homes for all.



Mission Statement

To advance strong, sustainable, equitable, and affordable communities by seeking innovative housing solutions, providing comprehensive advocacy training, and equipping and empowering future leaders with the knowledge, skills, and confidence to drive meaningful change.

Core Values

1. Empowering Leadership – We cultivate strong leadership by investing in our members, developing future leaders, and fostering a culture of mentorship.
2. Advocacy for Change – We equip individuals with the knowledge and tools to advocate effectively at the local level, ensuring that voices are heard and communities thrive.
3. Commitment to Training & Growth – We embrace innovation in training, offering accessible learning opportunities for emerging leaders, small agencies, and professionals through new tools like regional video webinars.
4. Resident-Centered Service – We prioritize the well-being of families by focusing on meaningful outcomes, addressing their needs, and driving impactful change in the communities we serve.



PSWRC NAHRO Strategic Goals

LEADERSHIP GOALS DISCUSSION

DRIVEN BY OUR VISION: THRIVING COMMUNITIES WITH AFFORDABLE HOMES FOR ALL.

1. Expand Access to Affordable Housing

- ▶ Support local and regional efforts to develop, preserve, and increase affordable housing.
- ▶ Track and share updates on policy changes at all levels.
- ▶ Highlight and replicate successful housing solutions across the region.

2. Strengthen Leadership and Advocacy

- ▶ Train and equip members to advocate effectively.
- ▶ Launch a mentorship and succession planning initiative.
- ▶ Engage policymakers to amplify regional voices.

3. Advance Training and Professional Growth

- ▶ Deliver relevant, accessible training across platforms.
- ▶ Promote participation in scholarship and poster contests.
- ▶ Empower committees to lead tailored professional development.

4. Champion Resident-Centered Service

- ▶ Support programs that prioritize resident stability and success.
- ▶ Encourage resident involvement in shaping services.
- ▶ Celebrate success stories to inspire innovation.

5. Build Inclusive and Engaged Membership

- ▶ Recruit new members and expand PHA representation.
- ▶ Increase participation through frequent, engaging meetings.
- ▶ Foster an inclusive, collaborative culture across committees.

PSWRC NAHRO Measurable Outcomes

- ▶ Driven by our Vision: 'Thriving communities with affordable homes for all.'

Goal 1: Expand Access to Affordable Housing

- ▶ • 1.1 Support the creation or preservation of 1,500 affordable housing units across the region by December 2027.
- ▶ • 1.2 Provide quarterly updates to members on key policy changes impacting housing at local, state, and federal levels, starting July 2025.
- ▶ • 1.3 Highlight 6 innovative housing solutions from regional agencies annually (2 per triannual newsletter).

Goal 2: Strengthen Leadership and Advocacy

- ▶ 2.1 Train 100 PSWRC members in advocacy skills by April 2026.
- ▶ 2.2 Pair at least 20 mentees with experienced mentors by June 2026.
- ▶ 2.3 Facilitate 10 advocacy meetings with policymakers and stakeholders annually starting 2025.

Goal 3: Advance Training and Professional Growth

- ▶ 3.1 Host 4 major trainings annually with 80% attendee satisfaction.
- ▶ 3.2 Increase participation in the PSWRC Scholarship and Poster Contests by 50% by December 2026.
- ▶ 3.3 Ensure each committee delivers at least one professional development session annually by December 2025.

Goal 4: Champion Resident-Centered Service

- ▶ 4.1 Increase the number of residents receiving supportive services by 25% within 2 years (by April 2027).
- ▶ 4.2 Share 3 resident success stories annually via PSWRC newsletters and website.
- ▶ 4.3 Include resident input in 75% of member agency programs by December 2026.

Goal 5: Build Inclusive and Engaged Membership

- ▶ 5.1 Recruit 15 new active committee members by December 2025, aiming for 50% racial/ethnic diversity.
- ▶ 5.2 Secure Commissioner representation from every PSWRC PHA, with at least 3 resident Commissioners, by December 2028.
- ▶ 5.3 Hold 2 interactive meetings per committee annually beginning FY25.