NATIONAL ASSOCIATION OF HOUSING AND REDEVELOPMENT OFFICIALS

2009-2011 REPORT

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NAHRO OFFICERS: 2009-2011

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A Message from the President

First of all, I would like to thank you for allowing me the privilege of serving as your President. It has been a great and humbling honor for me. One of the best parts of the job was meeting and speaking with so many of you, my fellow NAHRO members, learning about your success stories and brainstorming about ways to further improve the housing and community development (HCD) industry.

Throughout my term, I have placed emphasis on improving the NAHRO experience. Here are some of the ways in which we have accomplished this during the past two years:

- NAHRO’s website has been fully redesigned. In addition to the valuable content that we all rely on, it also features additional material such as an expanded Professional Development calendar, more resources for committee members, an Information Center and Policy and Program Development blogs. It also provides more functionality, including online job submission and enhanced registration capacity.

- Since its creation in 2008, the NAHRO Professional Development System (NPDS) has made considerable progress, having trained more than 2,000 people in 2010 and increased certifications from three to 12.

- The NAHRO pilot intern program will be completed at the end of this year, with 12 graduates.

- In order to further enhance the NAHRO conference experience and maximize learning opportunities, NAHRO conference attendees can now access the new NAHRO Live Learning Center, which provides them with audio synchronized to the PowerPoint presentations of all conference breakout sessions.

You may read about these achievements, and many more, in this report.

My friends, we have weathered a challenging two years together—a time filled with difficulties, and yet also with opportunities to excel. Together, we improve lives and strengthen communities. I am proud of what we have achieved together, and look forward to continuing to learn from and work with you as we continue to serve our nation’s most vulnerable citizens and better our neighborhoods and communities. Thank you for doing what you do.

Regards,
Akinola Popoola, PHM
President, NAHRO
The State of NAHRO

Despite a tough economy and cuts to housing and community development programs, NAHRO membership remains stable at more than 23,000 members, consisting of more than 3,000 member agencies and almost 20,000 associate members. MSC member companies have increased 11% since 2009.

Due to a concerted effort to reduce waste and paper use, Member Services now has email addresses for over 80% of NAHRO members, up from 70% in 2009.
NAHRO members continue to be engaged with the association and to share their best practices. In the past two years, 524 Agency Awards of Merit were given, bringing the total in the Solutions Database to over 3,500.

NAHRO has continued a positive financial performance trend during these challenging times, posting net revenues in each of the past two fiscal years. Our strong financial stewardship has allowed us to invest in much-needed improvements to our IT infrastructure, the NAHRO Professional Development System (NPDS), and our headquarters building. Through sound financial management and oversight, the majority of the costs of these investments were covered by operating cash flow, requiring minimal resources from the Capital Fund investment account.

In September 2009, NAHRO significantly increased the organization’s IT capacity with the hiring of its first full-time IT director. Since then, we have modernized and streamlined the association’s website and back-end operations. These include:

- A ground-up redesign and re-launch of the NAHRO website, which includes online award entry submission, online job ad submission and enhanced online conference and professional development registration capacity
- An upgrade of the Association Management System
- Renegotiation of all IT hardware, software and maintenance contracts that decreased operating and overhead cost

NAHRO has certainly improved over the years in terms of program content, leadership and mission. I have enjoyed the conferences [I] attended and have gained much information to bring back to our team of executives.

—A NAHRO member
In the past 30 years, NAHRO has provided members and non-members alike with professional education and designations. NAHRO recognizes that the HCD industry needs training opportunities that provide technical knowledge, skills, and abilities with federal regulations and rules, as well as guidance and mastery in the critical thinking associated with program, portfolio, and grants management. However, before the advent of the NAHRO Professional Development System (NPDS) in 2008, there was no cohesive or comprehensive industry-recognized system to chart the levels of learning, knowledge, and career development.

For that reason, certifications have been organized into levels or categories. The categories are:

- Specialists
- Operational Managers
- Executives
- Commissioners

NAHRO also believes that the NPDS allows candidates to experience career growth through and during certification. The NPDS is about growing technicians, managers, executives, and leaders through a comprehensive and thoughtful series of certifications. The NPDS expansion will lead to full accreditation for the exams. NAHRO is committed to professional and career development and, since Fall 2009, NAHRO programs are very effective for my growth and development in the industry.

—A NAHRO member

NAHRO Certified Training Centers are located in:

Alabama    Massachusetts    Ohio
Arizona     Michigan         Pennsylvania
California  Missouri         Rhode Island
Colorado    North Carolina  Texas
Georgia     Idaho             Illinois
Indiana     Kentucky         Maryland
has invested more than $325,000 in its new curriculum, updates and certification enhancements.

Since its inception, the NAHRO Professional Development System (NPDS) has made considerable progress in being recognized as the premier standard for HCD professional development and displays its emerging popularity with corresponding participant growth. Here are some highlights of our progress:

- Trained over 2,200 people in 2008, and nearly 2,800 in 2010
- Certifications increased from three to 12
- E-Learnings increased from seven to more than 15 topics
- Upgraded faculty list now boasts 26 quality instructors
- Created three peer assessment boards (Specialist, Operations and Executive), each comprised of industry leaders who will review all NAHRO examinations and conduct job analysis (a critical element of certification). Assessment boards are an essential part of the accreditation process
- Pilot intern program scheduled for completion at the end of 2011 with 12 graduates, several of whom have completed at least one certification
- Will develop and implement blended learning—a hybrid of E-learning and live training, which will translate into cost and time savings for the participants by reducing travel time, hotel expenses and time away from work
- Partnered with NeighborWorks America to expand and enhance its current roster of professional development courses and services under the NPDS.

Love NAHRO and love the training and other programs!

—A NAHRO member
Conferences

NAHRO facilitates meeting and networking between members and industry with three conferences: the Legislative Conference in March, the Summer Conference in July and the National Conference in October. The experienced and knowledgeable housing and community development (HCD) professionals who make up NAHRO’s membership are local leaders and experts in the field. Many times they are among the association’s most invaluable national educational resources too. The concurrent sessions at the summer and national conferences provide HCD professionals with the leadership skills, education, information, and tools they need to succeed, while our legislative conference sessions have better prepared members to advocate on Capitol Hill and understand the budget and regulatory process. They also provide an opportunity to meet NAHRO staff and leadership, and to network with and learn from other HCD practitioners.

One key change in the past two years
that has expanded the volume and quality of our session topics is the ability of interested parties to submit session proposals on the web. The newly developed and robust call for session proposals electronic system improved the relevance and timeliness of session topics, and resulted in more than 90% of the sessions offered at both the Summer and National Conferences being developed by skilled HCD professionals and practitioners. We recognize that our conference attendees desire a rich instructional and fruitful networking experience. With limited time to take advantage of all the valuable sessions offered at our conferences, we now have added learning opportunities for attendees when they get back home. The new NAHRO Live Learning Center on the website provides conference-goers with access to audio synchronized to the PowerPoint presentations to all conference breakout sessions, which increases the value of conference registration and attendance.

Over the years, I have attended NAHRO conferences and...learned a lot. On leadership, management [and] even people skills, they are the best.

—A NAHRO member

Live Learning Center on the website provides conference-goers with access to audio synchronized to the PowerPoint presentations to all conference breakout sessions, which increases the value of conference registration and attendance.
Policy and Program Development

NAHRO’s Policy and Program Development staff conducts public policy analysis, formulates regulatory recommendations, and interacts with the U.S. Department of Housing and Urban Development on behalf of the Association’s members. Our policy staff plays a leading role in developing NAHRO’s annual Legislative and Regulatory Agenda and recommended funding levels for federal housing and community development programs. The Policy and Program Development team also provides support to the Congressional Relations team as it works to implement the association’s legislative priorities.

- NAHRO’s Policy and Program Development division has worked throughout 2011 to push back against the Operating Reserves offset proposal included in the administration’s FY 2012 budget. In addition to a steady stream of meetings with HUD officials, NAHRO staff has undertaken significant analysis of the proposal and its potential effects. The policy and program staff in concert with the NAHRO legislative and advocacy team has also engaged in a concerted campaign to educate the staff members of key members of Congress about this issue.

- NAHRO transmitted comments regarding the Interim PHAS rule that went into effect in late March 2011. The program and policy division has also worked directly with REAC to recommend corrections and improvements to the rule and its implementation.

- NAHRO filed a series of public comments in response to HUD’s proposal to collect and publish salary information for the top five compensated employees at every PHA. In addition, NAHRO submitted a FOIA request for comparable information concerning HUD employee compensation.

- NAHRO transmitted a comment letter on HUD’s proposed Capital Fund rule.

- NAHRO submitted extensive comments to the Administration and HUD in response to President Obama’s Executive Order regarding meaningful regulatory reforms in Public Housing, Section 8 and Community Development programs that can be undertaken within the existing statutory framework.

- NAHRO conducted a Section 8 Administrative Fee survey showing the...
impacts on families served as well as agency performance and compliance with voucher program rules.

• NAHRO spearheaded a letter to the HUD Secretary requesting a waiver to allow PHAs to collect developer fees under NSP. The U.S. Conference of Mayors, National League of Cities, National Association of Counties, National Community Development Association, National Association for County Community and Economic Development, and Council of State Community Development Agencies joined NAHRO in signing the letter.

• NAHRO staff has met, on numerous occasions and about multiple issues, with the Assistant Secretaries for Public and Indian Housing and Community Planning and Development in an effort to advance a constructive dialogue with HUD.

• NAHRO members and staff have actively participated in HUD’s Section 8 Admin Fee study process.

• NAHRO filed comments in response to the Housing Trust Fund proposed rule. The comment letter expressed the association’s position that the rehabilitation and preservation of public housing should be an eligible use of HTF dollars.

• NAHRO staff have actively participated with HUD on assessing the problems with the Department’s existing IT systems and offered a comprehensive set of recommendations on improvements to VMS, PIC, FDS.

• NAHRO staff submitted to HUD a comprehensive list of regulatory and administrative reforms in the HCV program including SEMAP and portability reform.

• NAHRO policy and Congressional Relations staff advocated successfully for the restoration of FSS Coordinator funding for PHAs that lost funding the previous year.

• NAHRO policy staff assisted PD in developing training around the new PHAS III rule.

• NAHRO policy staff has actively monitored, provided comments on, and repeatedly met with HUD officials to discuss HUD’s proposed Transforming Rental Assistance and Choice Neighborhoods Initiatives.

[I] appreciate your efforts to keep us informed on legislative and regulatory changes…. [and] your efforts to alleviate the regulatory burden on PHAs.

—A NAHRO member
Congressional Relations

NAHRO continues to be an industry leader in legislative advocacy, both on Capitol Hill and within the HCD community. With help from our members, NAHRO staff continue to build strong relationships with members of Congress and their staff, advising them on appropriations and legislative matters central to the work of housing and redevelopment authorities through written communication, testimony and in-person meetings. During the past two years, NAHRO testified before Congress on Section 8 voucher reform legislation, HUD’s Choice Neighborhoods Initiative, public housing preservation proposals and HUD’s PETRA proposal. NAHRO specifically continued to fight for the passage of a responsible SEVRA bill and played a leading role in opposing efforts to offset housing authority reserves by $1 billion and fought against efforts to further reduce Section 8 administrative fees.

NAHRO has strengthened and enhanced its partnerships with others in the industry, and continues to partner with our industry colleagues at PHADA on Small Housing Authority Reform (SHARP) legislation. Additionally, NAHRO has been an active member of the Campaign for Housing and Community Development Funding (CHCDF), a 72-member housing industry member coalition. NAHRO also recently joined a redevelopment-oriented coalition with several community development organizations focused on CDBG and HOME funding.

Through NAHRO’s Legislative Network, our grassroots network continues to grow and become more proactive. Working with the Housing Authority Insurance Group (HAIG), NAHRO was able to obtain new advocacy software that enhances our ability to send out legislative alerts to the membership and allows members to send out prewritten letters to Congress or Letters to the Editor within seconds. To date, approximately 2,203 letters have been sent on a variety of affordable housing and community development issues using this improved software package. NAHRO also continues to grow its national network of Congressional District Contacts, and is many steps closer to reaching our goal of having a volunteer activist in every congressional district. NAHRO has also worked extensively to produce member-driven sign-on letters, and we have focused

We have surpassed our goal of 2,000 letters sent by members on a variety of affordable housing and community development issues.

I find NAHRO to be an excellent advocate for the housing industry.

—A NAHRO member
outreach in this and other ways including national call-in days to inform key members of Congress on HCD concerns and issues. Members of the Network have also received expert training in 2010 and 2011 on legal matters affecting legislative advocacy and, thanks to a new NAHRO membership with the Washington, D.C.-based Public Affairs Council (PAC), training was conducted in 2011 on messaging and advocacy strategies that work.

NAHRO also continues to keep members informed of important legislative matters. Every national NAHRO conference features “This Just in From Washington” and at least one advocacy training session. Additionally, staff has traveled around the country, appearing at state and local conferences to inform members about Washington, D.C. activities and encourage them to be involved in the legislative process. In 2011, NAHRO also established an Advocacy & PR Toolkit webpage to provide its members with resources and effective advocacy strategies that they can use when they communicate with their members of Congress on Capitol Hill and with their local communities; the toolkit also contains member-submitted examples of best practices on advocacy matters.

I love the legislative news articles.
—A NAHRO member
Public Affairs

During the past two years, the Public Affairs team has been ramping up its media efforts in order to ensure that the good work of our member authorities and agencies is recognized. Recognizing the growing interest in housing concerns and based upon the relationships, contacts and recognition we have nurtured over the past past five-ten years, in Spring 2011 we hired a new public affairs professional to join the NAHRO team in an effort to expand and deepen the association’s work in public affairs. NAHRO’s efforts in this area shifted into high gear—and the increased press, social media and public relations outreach are already showing positive results.

To further support these efforts, the association also invested in a new tool that allows the public affairs staff to target and reach out to specific reporters in specific locations; NAHRO has also increased its output of press releases and letters to the editor. These efforts have already borne fruit in the form of increased positive coverage at the local, state and national levels. In 2011 alone, NAHRO sent press releases to all Awards of Merit local media outlets and proactively began to contact press in important media markets. This effort has resulted in numerous media outlets featuring NAHRO stories, including the Pittsburgh Post Gazette, CNBC, Norwalk Citizen News and WXOW News 19.

The Housing America Campaign continues to grow and thrive. In 2010, NAHRO established ties with Habitat for Humanity International to promote October as Housing America month. In honor of Housing America month, we also sponsored and participated in a Habitat-organized luncheon honoring former President Jimmy Carter, which was held in Baltimore (Md.) to raise awareness for the need for safe, decent housing. In 2010, we also held the first Housing America month kick-off event in Baltimore. It was organized and coordinated by the local housing authority’s executive director and staff, and included the governor, mayor, state and many local dignitaries. In 2011 NAHRO is expanding the number of kick-off events from coast to coast.

“A home is a great foundation for the future. Home is where you take the baby steps to prepare for the big world..... Thank you all housing authority organizations!”

— Elisa Murillo
2011 Housing America Poster Contest Winner
For several years, the “What Home Means to Me” poster calendar contest has been central to Housing America activities. This outstanding activity, which involves young people living in public and assisted housing, continues to flourish. Each year, winning poster entries selected in local contests from around the country are featured in a calendar, which is distributed to all member agencies and on Capitol Hill. Since 2009, NAHRO has created videos featuring the national contest winners’ artwork and faces; these have been featured at both local and national conferences and have been shown on Capitol Hill. In February 2011, we flew grand prize contest winner Elisa Murillo and her mother to Washington, D.C. for NAHRO’s Legislative Conference. They spoke at the conference, met with their members of Congress and were even given an enhanced tour of the Capitol. In 2010 the artwork of our national winners was on exhibit on Capitol Hill for staff members of Congress and visitors to view.

Finally, during the critical 2010 midterm elections, HCD issues were brought more to the forefront by a Housing America poll. Conducted by Zogby International, the survey’s subject was the federal government’s role in ensuring responsible funding and programs to meet the nation’s housing and community development needs. Press releases by NAHRO and Zogby International helped expand our messaging on key points found in our survey results.

Awards and Honors

NAHRO Fellows
2011: James M. Inglis, CME, Executive Director Livonia Housing Commission, MI
2011: Mary E. Paumen, Senior Program Director, Local Initiatives Support Corporation, Washington, DC
2010: Raymond J. Bender, PHM, Executive Director, Redevelopment Authority of the County of Lebanon, PA
2010: Jane C. W. Vincent, Regional Administrator, HUD Regional Office, Philadelphia, PA

M. Justin Herman Memorial Award
2011: Carol Gore, President and CEO Cook Inlet Housing Authority Anchorage, AK
2010: Michael P. Kelly, Executive Director Philadelphia Housing Authority, PA

John D. Lange International Award
2011: Robert Dubinsky Chair of the Board International Housing Coalition Washington, DC
2010: Sofie Eldor, Director, Urban Planning Department, Ministry of Construction and Housing, Jerusalem, Israel

Elizabeth B. Wells Memorial Award
2011: Casey Wallace, Chairman, Harris County Housing Authority, Houston, TX
2010: Fred Wescott, Chairman, Winnebago County HA, Rockford, IL

MSC Community Service Award
2011: Wind, Water and Energy Conservation, Saint Petersburg, FL
2010: Crews and Associates, Inc., Little Rock, AR

Roll of Achievers
Lois Bryant, Lincoln, RI
Deirdre Sawyer, Suffolk, VA
Mary Brown, High Point, NC
Anthony Green, Austin, TX

Mary K. Nenno Advocacy Awards
2011: California Association of Housing Agencies (CAHA)
James R. Coleman, PHM Executive Director, Camden (AR) Housing Authority
2010: LaVon Holden, Former Deputy Director, Vancouver (WA) Housing Authority

NAHRO Legislator of the Year
2011: Sen. Patty Murray (D-WA)
2010: Sen. Olympia Snowe (R-ME)
Publications

NAHRO continues to keep its members informed via both offline and online channels. Long-standing print publications such as the NAHRO Monitor and the Journal of Housing and Community Development (JoHCD) have their electronic counterparts in the Washington Update, Monitor Online and Associates Advantage email newsletters.

NAHRO is pleased to note that subscription rates for its email products have continued to rise over the past two years. We are currently developing new offerings (including the soon-to-launch JoHCD email) and continuing to improve current products. NAHRO also continues to administer 15 two-way list serves, which allow members to ask questions about and share solutions on a variety of relevant topics, including Section 8, housing and community development-specific administrative issues and housing development and finance.

The newly redesigned NAHRO website also continues to be a valuable resource for our members. New features include:

- Policy and Program Development blogs
- A greatly expanded Congressional Relations resource center
- A new Advocacy resource center
- A Clips webpage that provides daily industry headlines

I think NAHRO does an excellent job of representing our industry to the federal government and provides timely information through newsletters.

—A NAHRO member

- And a more comprehensive online Press Room.
  Advertisers are now also able to request and pay for job and industry ads online. We continue to make improvements and develop additional functionality.
Committees and Task Forces

Commissioners Committee
The Commissioners Committee serves to broaden the constituency supporting the goals and objectives of the association; supports programs to expand the skills of commissioners to effectively discharge their responsibilities; and works with staff, leadership and membership at all levels of the Association in fulfillment of these purposes. Accomplishments include the continuance of the Commissioners Corner feature in the Journal of Housing and Community Development magazine, partnership with the Professional Development Committee to fine-tune Commissioners certification offerings and increasing eligible nominees for the Elizabeth B. Wells Memorial award, NAHRO’s award for Commissioners.

CR&D
NAHRO’s Community Revitalization and Development (CR&D) Committee addresses a broad range of issues related to the economic vitality of cities and the development and conservation of neighborhoods, including administrative, legislative, regulatory, and funding issues of community development programs and operations. The Committee recommends policies to the Board of Governors in support of its primary goal: the achievement of well-planned, socially and economically sound communities.

Over the past two years, and under the direction of the Committee, NAHRO has continued to play a leading role in larger efforts to preserve funding for HUD’s Community Planning and Development programs, including the Community Development Block Grant (CDBG) and Home Investment Partnerships (HOME) programs. Beyond simply working to preserve key programs as they currently exist, the Committee has worked to develop recommendations to improve HUD’s core programs. For example, the Committee’s recommendations for improving the timeliness of Community Planning and Development funding awards have gained traction with Congress and now look likely to be a part of future HUD appropriations legislation.

The Committee is more than NAHRO’s “community development” committee, as Committee members have remained focused on affordable housing initiatives beyond public housing and the Section 8 voucher program. To that end, the Committee has continued to provide organizational leadership around policy formation related to the Low Income Housing Tax Credit program and the Housing Trust Fund.

Finally, in concert with the Housing Committee, the Committee initiated the formation of two NAHRO working groups dedicated to sustainability. This initiative is a continuation of the Committee’s longstanding interest in issues related to sustainable communities, green building, and energy efficiency.

International Committee
Accomplishments
- In May 2009, a six-member delegation traveled to Israel to witness the leadership role that Israel has taken in the field of affordable housing and community development. The NAHRO Memorandum of Understanding (MOU) with the Israeli Ministry of Construction and Housing was also renewed.
- In July 2009, a delegation went to Mexico for an educational trip. Committee members learned how Mexico approached affordable housing issues; gained a first-hand understanding of Mexico’s housing industry, communities and cultures; and used the opportunity to build ongoing relationships with local government officials.
- NAHRO CEO Saul Ramirez and current committee Chairwoman Elizabeth Morris attended the fifth World Urban Forum, “The Right to the City: Bridging the Urban Divide,” in Rio de Janeiro, Brazil, from May 22-26, 2010. The biennial conference was sponsored by UN-HABITAT, the United Nations Agency for Human Settlements, and with nearly 14,000 participants from 150 countries, the Forum was the largest to date.
- In October 2010, NAHRO sent a delegate to the 34th annual International Urban Development Association (INTA) Congress in San Sebastian,
Spain. The intensive four-day event included a marathon of tours, plenary sessions and workshops.

- In 2011, a NAHRO delegation traveled to South Africa to learn about affordable housing practices in the nation. The Southern African Housing Foundation (SAHF) generously hosted the trip.

Memorandums of Understanding:

- A memorandum of understanding (MOU) was executed in March 2011 with the SAHF at NAHRO’s Legislative Conference in Washington, DC.
- A memorandum of understanding (MOU) was executed in June 2011 with the Canadian Housing & Renewal Association (CHRA) at their Congress in Regina, Canada.

Housing Committee

NAHRO’s Housing Committee addresses a broad range of legislative, regulatory, administrative and funding policy issues for a wide range of housing programs and operations, including but not limited to Public Housing, Section 8 tenant-based and project-based programs. The committee recommends actions and policies to the Board of Governors to further the goal of providing adequate and affordable housing for low- and moderate-income families.

Over the past two years, and under the direction of the Committee, NAHRO has continued to play a leading role in larger efforts to preserve funding for our members’ programs, most of which fall under the purview of HUD’s Office of Public and Indian Housing. Beyond simply working to preserve key programs as they currently exist, the Committee has worked to develop recommendations to improve HUD’s core programs. For example, the Committee’s recommendations formed the policy basis for NAHRO’s testimony on several occasions regarding comprehensive Section 8 voucher program reforms, comprehensive recommendations on regulatory and administrative relief in Public Housing and Section 8 programs, improving HUD’s Section Eight Management Assessment Program (SEMAP), portability reform, improvements to consortia, analysis and recommendations to HUD’s administrative fee study, survey impacts on voucher program due to actual and proposed cuts in administrative fee funding, improvements to Family Self-Sufficiency, improvements to Fair Market Rents, expansion of the Moving-to-Work (MtW) demonstration, better coordination between HUD and Dept. of Veterans Affairs on the HUD-VASH program, improvements to HUD’s IT systems including HUD’s Next Generation Voucher Management System, improvements to HUD’s proposed Physical Needs Assessments, and improvements to the Public Housing Assessment System.

The committee has also shaped NAHRO policy in response to new legislative initiatives, including the Choice Neighborhoods Initiative, Transforming Rental Assistance, and

Finally, in concert with the Community Revitalization and Development Committee, two working groups dedicated to sustainability were formed regarding longstanding areas of interest to NAHRO members related to sustainable communities, green building, and energy efficiency.

Member Services Committee

Despite these difficult economic times, NAHRO membership continues to remain stable, with over 23,000 total members. Associates Advantage email newsletters continue to be sent out in order to keep members informed about NAHRO products and services. The Member Services Committee also worked with staff in the development of the new website.

Agency Awards and Fellows Program

- 263 Awards of Merit were given in 2010 and 261 in 2011.
- On-line applications were accepted in 2010 and required starting in 2011.
- 24 Awards of Excellence were given in 2011 and 23 were given in 2010.

The Fellows Program continues, with two new fellows being recognized in both 2010 and 2011.

Emerging Leaders Subcommittee

The Emerging Leaders, a diverse group of professionals—especially those new to the field—who are interested in advancement in the HCD industry, are represented by a standing Subcommittee of the Member Services Committee and have a seat on the National
Conference Planning Committee. At most conferences, they have sponsored a social event and participated in session design to make sure there are sessions of special interest to Emerging Leaders.

The Emerging Leaders also worked with the Professional Development Committee to conduct a survey of members. This showed that, while most members are not aware of the Emerging Leaders Subcommittee, they are interested in learning more and finding out how the programs could be of use to themselves or to their staff. Emerging Leaders is making arrangements to work with the Professional Development Committee to ensure that the trainings NAHRO provides meet the needs of Emerging Leaders.

The Subcommittee also worked to increase the appointment of Emerging Leaders to leadership positions at all levels of NAHRO.

Professional Development Committee
The Professional Development Committee spearheaded the development of the NPDS. They also created several subcommittees, each with their own achievements:

- The NPDS subcommittee completed the build out of 12 certification tracks and defined re-certification requirements.
- The marketing subcommittee helped oversee the creation of a marketing plan. It is currently conducting an industry competitors comparison and a member survey regarding training.
- The quality assurance subcommittee is creating a formalized application and selection process for NAHRO faculty.
- The commissioners subcommittee monitors the current commissioners’ certification and offers suggestions where needed. They also help to define new programs for commissioners.

Small Agencies Task Force
The Small Agencies Task Force is singularly committed to the needs of smaller housing authorities and committed to solutions that can support and/or address their concerns. In the past two years, the work of the Task Force has taken on greater importance, based on funding cuts that affect smaller agencies generally unable to weather such cuts in a manner that medium-sized to larger agencies often can. In the past year, the Task Force has played an important role in helping NAHRO concentrate on the impact of the President’s FY 2012 budget request, in particular with respect to funding for the administration of the voucher program and measuring the impact of the public housing reserve offset proposal (the consequences of which fall heavily and disproportionately upon smaller housing authorities).

In addition, the Task Force played an important supporting role in providing input and advocacy support for the NAHRO/PHADA Small Housing Authority Reform Proposal (SHARP), which is now before Congress. Finally, the Task Force continued to be a sounding board for members faced with unique concerns in their small housing authorities, and as a place where they could go for helpful peer-to-peer conversations.

Strategic Plan Task Force
The Task Force, led by Senior Vice President Martens, has developed a “Strategic Framework- Mission, Vision, Value Statement and Strategic Goals,” which will be presented to and adopted by the Board of Governors at its meeting in St. Louis on October 24. The Task Force solicited input from the NAHRO staff, conducted more than 70 member interviews and hosted a well-attended customer listening meeting at the Summer Conference in Louisville. The incoming leadership with be charged with identifying tasks to help implement the Strategic Goals.

Board of Ethics and Credentialing Trustees (BECT)
The Board of Ethics and Credentialing Trustees has complete oversight of NPDS certifications and their associated processes. This overarching Board consistently monitors the entire certification/credentialing system and all of the related components. This board has the responsibility to award certifications to associates and to review any and all infractions, discrepancies and breaches within the system. With recommendations from the PD Committee and the Assessment Boards, the BECT has approved the 12 NAHRO certifications and re-certification requirements.