I am honored to present you with the 2013-2015 NAHRO Report, which provides an overview of the association and details some of its achievements over the last two years. Despite a sometimes adversarial regulatory environment and an often unfavorable funding and appropriations environment, both we and our association have remained strong and continued to work harder, better and more effectively. In addition to the accomplishments enumerated in this report, NAHRO has also continued to focus on the basics: ensuring a strong financial foundation, increasing professional development opportunities and expanding the roles of all associates – including commissioners and community revitalization and redevelopment officials.

At the start of my tenure, I outlined three themes that would guide my administration:

- Leadership – enhance both resident and diverse associate leadership so that NAHRO and its members are forging the path, not reacting to Congress and HUD;

- Policy – lead in the creation of an equitable national housing policy that guides federal investment in our communities; and

- Relevance – convey the important role that housing has within our communities.

As this report shows, NAHRO continues to work hard on several fronts to provide us with the tools, resources and knowledge we need in order to do the very important work that we do: provide our nation’s most vulnerable citizens with safe, decent and affordable homes in sustainable communities. I would like to thank every one of you who has helped make these achievements possible – NAHRO members and staff alike – and wish you continued success in your endeavors.

—Preston Prince, CME
NAHRO is a professional membership organization with more than 19,000 members in the housing and community development field. Currently there are more than 2,800 member agencies, which are comprised of public housing and community development agencies, non- and for-profit organizations and manufacturers and suppliers, as well as 17,000 associates and allied individual members.

NAHRO members continue to be engaged with the association to share their best practices. They have risen to the challenge to address the needs of income-challenged people and improve their neighborhoods and communities through vision and perseverance. NAHRO recognizes our members’ good work through the Agency Awards of Merit.

Not only do the awards provide an opportunity to let the public know about the best in affordable housing and community development, they also provide a resource bank of information to help make communities a better place to live and work.

More importantly, the awards help strengthen NAHRO’s position with HUD and on the Hill so that we can continue to advocate for regulations that give our members the flexibility and resources they need to implement their own innovative programs.

During the past two years, 373 Agency Awards of Merit were given, bringing the total in the Solutions Database to more than 4,000.
NAHRO READS AND WATCHES

In each of his monthly columns in the NAHRO Monitor, President Prince spotlighted a thought-provoking book and/or documentary film. They are:

- **My Soul Is Rested: Movement Days in the Deep South Remembered** (Howell Raines)
- **Long Walk to Freedom** (Nelson Mandela)
- **Good to Great and the Social Sectors: Why Business Thinking Is Not the Answer** (Jim Collins)
- **Forest Hills Diary: The Crisis of Low-Income Housing** (Mario Cuomo)
- **Stewardship: Choosing Service over Self-Interest** (Peter Block)
- **How the Mighty Fall: And Why Some Companies Never Give in** (Jim Collins)
- **The Source: Twelve Principles of Governance that Power Exceptional Boards** (BoardSource)
- **Rebound: An Inspiring Comeback Story that Explores the Mystery of the Human Spirit** (Karl Johnson and Samantha Bauer)
- **The Reward Society** (Dr. Thomas Manion)
- **Their Eyes Were Watching God** (Zora Neale Hurston)
- **Falling into Place: A Memoir of Overcoming** (Hattie Kauffman)
- **Rebuilding a Dream** (Andre Shashaty)
- **Not in My Neighborhood: How Bigotry Shaped a Great American City** (Anetro Pietila)
- **White Like Me: Reflections on Race from a Privileged Son** (Tim Wise)
- **Rachel and Her Children and Fire in the Ashes** (Jonathan Kozol)
- **Leading from the Emerging Future** (Otto Scharmer and Katrin Kaufer)
- **(VIDEO) TED Talk: How Childhood Trauma Affects Health Across a Lifetime** (Nadine Burke-Harris)
- **Critical Perspectives on Housing** (Rachel Bratt, Chester Hartman and Ann Meyerson)
- **(FILM) Brick by Brick: A Civil Rights Story**
- **Mind in the Making: the Seven Essential Life Skills Every Child Needs** (Ellen Galinsky)
- **(FILM) The Homestretch**
- **Between the World and Me** (Ta-Nehisi Coates)
- **Climbing Mount Laurel: The Struggle for Affordable Housing and Social Mobility in an American Suburb** (Douglas Massey)
AWARDS & HONORS

AWARDS OF MERIT

2014 = 186
2015 = 187

AWARDS OF EXCELLENCE

2014 = 19
2015 = 21

M. JUSTIN HERMAN MEMORIAL AWARD WINNERS

2015

ROBERT PEARSON
Executive Director/CEO
Housing Authority of the City of Santa Barbara
Santa Barbara, Calif.

2014

CURTIS O. LAW
Executive Director
Housing Authority of the City of Norwalk
Norwalk, Conn.
AWARDS & HONORS

JOHN D. LANGE INTERNATIONAL AWARD WINNERS

2015

KERRON BARNES
Inter-Agency Coordinator
Town of Mamakating
Westboro, N.Y.

2014

BOB KEMPINK
Chief Executive
FLOW
Almere-Haven, The Netherlands

ELIZABETH B. WELLS AWARD WINNERS

2015

WILBERT JONES
Board Chairman
Meridian Housing Authority
Meridian, Miss.

2014

ALAN STYLES
Former Commissioner
Housing Authority of the County of Monterey
Salinas, Calif.

NAHRO FELLOWS

2014

DIANNE HOVDDESTAD, PHM, CMMO, CMPO
Deputy Director
Sioux Falls Housing and Redevelopment Commission
Sioux Falls, SD

CARL S. RICHIE, JR., NCC
Chairman
Austin Housing Authority
Austin, TX

ROLL OF ACHIEVERS

2015

DONNIS LONGINO
Housing Authority of the City of Greenville

MEGAN MANN
Bristol Redevelopment & Housing Authority

TOWANA WILLIAMS
Winnebago County Housing Authority

JOHNNEISHA WHITE
Church Point Housing Authority

2014

CRYSTAL DUENEZ
Housing Authority of the City of Freeport

PAMELA FIERST
Longview Housing Authority

RICHARD FRAZIER
Housing Authority of the City of Freeport

DORIS V. JONES
Cuyahoga Metropolitan Housing Authority

JOHN R. LIBURD JR.
Housing Authority of the City of Freeport

ERICA PUGH
Housing Authority of the City of Freeport

SHERRY PURDY
Housing Authority of the City of Freeport

ELIZABETH WHITE HAT
Mitchell Housing Authority

For more information about NAHRO awards, please visit www.nahro.org/services.
PROFESSIONAL DEVELOPMENT

Providing professional education opportunities to the housing and community development industry continues to be an essential component of NAHRO’s mission. With continued support and input from the Professional Development Committee, NAHRO’s Professional Development division has initiated new partnerships, accelerated efforts to transition our products to the most up-to-date technological platforms, and refreshed and expanded staff capacity. Over the last two years, NAHRO Professional Development has done the following:

- Launched a partnership to deliver co-branded offerings of Quadel Consulting’s Tax Credit Compliance Systems (TaCCs) training and certification examinations at NAHRO Training Centers. This partnership will provide NAHRO members with affordable access to a well-regarded training product that offers comprehensive guidance on Low-Income Housing Tax Credit (LIHTC) compliance requirements. The partnership also features a favorable revenue-sharing arrangement that will benefit NAHRO Professional Development’s bottom line.
- Successfully implemented a new initiative to embed full versions of NPDS seminars aimed at commissioners within national NAHRO conferences. An offering of NAHRO’s Commissioner’s Fundamentals seminar scheduled to take place during the blocks of time reserved for concurrent sessions at the 2015 Summer Conference sold out over a month before the conference. Commissioners were able to attend the seminar without extending their hotel stays or missing any of the main events, such as plenaries and receptions.
- Strengthened our commitment to providing more e-Learning offerings to better address practitioners’ needs, including Lease and HAP Termination, Section 3, Procurement, Customer Service, and Grant Writing. Additional e-Learning programs are coming soon, including new offerings aimed at commissioners.
- Dramatically increased on-site training deliveries.
- Continued to expand our technical assistance lines, with growth in the areas of NAHRO Salary Comparability Studies, Administrative and Management Plans, and Executive Mentoring.
- Continued to offer Continuing Education Units (CEUs) at NAHRO summer and national conferences.
- Launched in earnest an effort to transition all NAHRO training materials to digital publishing in order to better serve customers, significantly reduce printing and shipping expenses, and support our organizational commitment to green practices.
- Continued the Licensing Initiative for commissioners’ training and provided a new roadmap to allow Regional Councils to obtain licenses.
- Strengthened NAHRO’s relationship with NeighborWorks America by continuing to expand training opportunities in the area of community and economic development.
- Improved staff capacity by installing a new Chief Program Officer with significant housing and community development policy experience, adding an Operations Manager with a strong background in project management in the higher education sector, and by utilizing NAHRO’s RSO Advantage initiative to enhance sales efforts on the West Coast.

LEADERSHIP

The Professional Development division continues to expand its offerings, creating new partnerships and new products. Online courses and the ongoing initiative to digitize course material allow members to more easily benefit from our educational offerings.
LEADERSHIP  
NAHRO certification growth averaged over 50 percent last year.

NAHRO CERTIFICATION

As NAHRO continues to further establish NAHRO Certification as the preeminent certification in the industry, many great steps forward were made during 2013-2015. NAHRO is currently seeking third-party accreditation of our certifications. NAHRO Certification is now a separate division within the national office with dedicated staff and resources. Exponential growth continued in the number of persons obtaining NAHRO Certifications; growth averaged more than 50 percent per year.

Average NAHRO Certifications by Year
(current certifications debuted in 2009)

<table>
<thead>
<tr>
<th>Year</th>
<th>Certifications</th>
</tr>
</thead>
<tbody>
<tr>
<td>2009–2012</td>
<td>157</td>
</tr>
<tr>
<td>2013–2014</td>
<td>279</td>
</tr>
<tr>
<td>2015 (current pace)</td>
<td>560</td>
</tr>
</tbody>
</table>

RELEVANCE

The Voices of Housing conference sessions, in which current and former residents of assisted housing share their stories and successes, are an inspiring reminder of how safe, decent and affordable housing can change lives for the better.

CONFERENCES

NAHRO facilitates industry education and member networking with three conferences a year: the Washington Conference (formerly known as the Legislative Conference) in March; the Summer Conference in July; and the National Conference and Exhibition in October. The Summer and National Conferences provide attendees with timely education and the tools they need to succeed in the housing and community development (HCD) industry. The Washington Conference prepares members to advocate on Capitol Hill and better understand the budget and regulatory process. All the conferences provide an opportunity to meet NAHRO staff and leadership and the chance to network and learn from other HCD professionals in attendance.

The Conference Division focuses on conference logistics and program management. Conference registration is handled by NAHRO’s Customer Service and Member Relations team. Exhibit and sponsorship sales are currently handled by The Townsend Group.
POLICY & PROGRAM DEVELOPMENT

NAHRO’s policy team:

• Provided members with robust, detailed analyses of Congressional budget bills and their potential impacts on key appropriations bills in order to enhance member agencies’ ability to develop internal budgets and contingency plans.
• Successfully pushed HUD to finally implement a provision from the annual appropriations act authorizing HUD to provide PHAs with additional flexibility when setting their flat rents.
• Participated in several meetings with high-level HUD officials, including the leadership of the Offices of Public and Indian Housing, Community Planning and Development, Policy Development and Research, and the Real Estate Assessment Center.
• Met with Office of Management and Budget staff to discuss concerns related to HUD’s Affirmatively Furthering Fair Housing rule.
• Delivered keynote remarks and participated on panels at several NAHRO Regional and Chapter meetings and presented at the American Planning Association and National Association of Counties’ legislative conferences.
• Continued to participate in the Expert Industry Technical Review Group informing HUD’s HCV Administrative Fee Study. Staff also coordinated presentations on the study results from HUD at regional and national NAHRO conferences.
• Facilitated participation in an amicus brief filed with the US Supreme Court in the case of Texas Department of Housing and Community Affairs v. Inclusive Communities Project.

RELEVANCE

NAHRO’s policy team continues to expand the association’s offerings for community revitalization and redevelopment members, including specialized newsletters, a CDBG survey research project and organization of the first-ever NAHRO/U.S. Interagency Council on Ending Homelessness Symposium.
NAHRO’s policy team successfully pushed HUD to finally implement a provision providing PHAs with additional flexibility when setting flat rents.

- Conducted a survey cataloging members’ engagement with institutions of higher education.
- Produced a specialized bi-weekly community development Direct News e-newsletter, the Community Development Update, which provides members with a comprehensive overview of the most recent news and latest opportunities related to federal community development programs and policies.
- Organized the first-ever NAHRO/U.S. Interagency Council on Ending Homelessness Symposium in October 2014. At the symposium, homelessness, housing and community development professionals took part in a two-day event devoted to the discussion of a national strategy to eradicate homelessness, with an emphasis on what smaller PHAs can do.
- Worked with the CDBG Coalition to conduct a CDBG survey research project of more than 130 CDBG grantees. NAHRO’s subsequent report suggests that recent formula funding reductions are having a substantial negative effect on the collective ability of states and communities to serve low-income families in need. The report now serves as an important funding advocacy tool on the Hill.
- Filed comments on the following topics:
  » HUD’s Rental Assistance Demonstration
  » HUD’s Fair Market Rents (FMRs) and Small Area FMRs
  » HUD’s Housing Assistance Payment Inflation Factor
  » Violence Against Women Act implementation
  » Section 3
  » Section 8 Management and Occupancy Reviews
  » Public Housing and Section 8 Regulatory Streamlining
  » PHA Consortia
  » Green Physical Needs Assessment
CONGRESSIONAL RELATIONS, FIELD OPERATIONS & ADVOCACY

The division has a broad mandate and addresses a number of priorities for the association, including but not limited to educating the membership on the work and direction of the Congress, and informing members of Congress about the work of local housing authorities. We work with traditional media to ensure our story is being told properly and we have expanded the association’s social media footprint, most notably by using Twitter. We also staff the Housing America Campaign, the International Research and Global Exchange Committee, the Legislative Network and the Small Agencies Task Force. We produce the NAHRO Monitor every other week and the Journal of Housing and Community Development every other month. We also organize voluntary efforts to inform public policy, including Congressional District Contacts and other groups.

Policy

The division’s staff:

- Informed staff and members of Congress about the impact of a new policy requiring Flat Rents to be set at 80 percent of area median and successfully recommended language regarding the establishment of flat rents in smaller, rural, non-metro areas.
- Recommended that Congress establish a reserve for replacement in public housing communities. This recommendation was included in the Senate’s FY 2016 Transportation-HUD appropriation.
- Elevated understanding about the need for responsible funding for the Section 8 Administrative Fees within the Administration and Congress.
- Worked with a coalition of states, the “Gang of 13,” to educate members of Congress and their staff on regulatory reform. This effort established a platform for discussion which led to appropriations report language mandating a 2015 HUD report on regulatory reform.
- Organized a five-week August Advocacy effort, which resulted in over 1,000 letters being sent to Congress on important issues such as regulatory reform, the Low Income Housing Tax Credit and the FY 2016 budget.

Legislative Network (Leg Net)

- Over the past two years, the Legislative Network (Leg Net) focused on providing education and information to clarify the concerns and needs of local housing and redevelopment agencies primarily with regard to concerns related to the federal budget and sequestration, highlighting the likely impact on the work of local HCD agencies and their efforts to assist the most vulnerable.
- The Leg Net informed decision makers working to develop the Transportation-HUD (T-HUD) about the effects of insufficient dollars to support the administration of the Section 8 voucher program, public housing capital needs and the impact of cuts to the CDBG and HOME programs.
- Over the past two years, the Leg Net increased efforts to educate and inform decision-makers on the use of the Low Income Housing Tax Credit (LIHTC) by HCD agencies and specifically the importance of a permanent 9 percent and 4 percent LIHTC rate.
- Based on the NAHRO Strategic Plan, the Leg Net also developed a new and improved work plan that better defines its roles and responsibilities going forward; sharpens its work vis à vis coalitions, training and education; and more clearly defines the relationship between Leg Net and NAHRO staff.
Coalitions

- NAHRO is a steering committee member of the Campaign for Housing and Community Development Funding. As a member of CHCDF, we have played a major role for several years in creating and marketing a T-HUD sign-on letter supported by over 3,000 housing and transportation organizations.
- NAHRO has been a pro-active steering committee member of the ACTION Coalition, which advocates for responsible policies in support of the ongoing use and long term viability of the LIHTC. We have shown the significant successes of housing authorities using the LIHTC within ACTION.
- We worked with Boys and Girls Clubs of America on funding policies that would sustain clubs within public housing.
- We continued to better define the role of NAHRO Congressional District Contacts (CDCs) in relation to the Legislative Network and the NAHRO staff.

RELEVANCE

NAHRO is actively involved in several industry coalitions and has worked with organizations such as the Boys and Girls Club of America.
The communications presence of NAHRO has increased in the past two years with a strong social media presence, video tools and the creation of a legislative news blog.

NAHRO members continue to have access to daily news clips about housing and community development (HCD) issues that help keep readers aware of the pulse of public perception. NAHRO also has sent press releases to local and regional press about Awards of Merit, Awards of Excellence and member-related news. Because of these efforts, NAHRO staff has been contacted by outlets such as the Philadelphia Inquirer and the Washington Post to offer comments about HCD issues.

NAHRO’s Twitter account continues to be a vibrant and active source for news about NAHRO and the good work our members do. NAHRO’s Twitter following grows each day – with more than 2,400 followers, a 1,500-follower growth in two years. The hashtag #WHAAAT – What Has Your Housing Authority Accomplished Today? – was created to showcase the good work of affordable housing on a weekly basis.

Other communication outlets include our legislative news blog, NAHRO on the Hill, which keeps readers up to date on news from Congress. The Voices of Housing video series features personal stories from individuals who live in HUD-assisted housing – it is a powerful and moving testament to how public and assisted housing can save, change and enrich lives.

NAHRO has also published a series of instructional videos in order to help members better spread their own good HCD news. These include “How to Create a Twitter Account” and “How to Write a Press Release and Pitch to Media Outlets.”

RELEVANCE

The Voices of Housing video series features personal stories from individuals who live in HUD-assisted housing – it is a powerful and moving testament to how public and assisted housing can save, change and enrich lives.
The Housing America campaign profile is also being raised via volunteer work and events.

Housing America

NAHRO members continue to support the Housing America public affairs campaign, which seeks to raise national awareness of the need for and importance of safe, quality, affordable housing.

Since its restructuring in 2012, the Housing America website continues to be a source for good news, education, empowerment and advocacy for the work of our members and other housing and community development initiatives. Photos and videos tell the stories of the residents who our members serve.

Housing America’s signature initiative is the “What Home Means to Me” calendar contest. Each year, winning poster entries from around the country are featured in a calendar that is distributed to all member agencies and on Capitol Hill. The artwork of our national winners was also on exhibit on Capitol Hill for staff, members of Congress and visitors to view.

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. Over the last two years, NAHRO brought the 2014 and 2015 grand prize contest winners Veyoncé Lars and Ayanna Henderson and their families to Washington, D.C. for NAHRO’s Washington Conference (formerly known as the Legislative Conference). They spoke at the conference, met with their members of Congress and toured the Capitol.

In 2015, the contest was streamlined to allow regions to take a leadership role and make the judging process more effective. Now, regions collect posters, present them at their conferences, select winners and send them for national judging to the NAHRO headquarters in Washington, D.C.

The Housing America Task Force was also reignited and Housing America Month had strong participation from authorities, members and regions from across the U.S.

The Housing America campaign profile is also being raised by means of volunteer work. NAHRO staff participated in a D.C. kitchen service project, and Housing America donated household supplies to a transitional housing shelter and created community service projects for members to participate in at each conference. At the 2015 Summer Conference, Housing America hosted a game night at a local senior center, and will spearhead another volunteer opportunity at the National Conference and Exhibition in Los Angeles.
NAHRO continues to educate and inform its members via both print and online channels. The twice-monthly *NAHRO Monitor* — available in print, online and via email — provides current news about Congress, the federal budget, HCD policies and programs. It also keeps members up to date on the association’s latest offerings and events. The once-every-two-months *Journal of Housing and Community Development* provides a higher-level overview of industry news and issues to a more general audience, with articles ranging from nuts-and-bolts pieces on implementing non-smoking policies to HCD case studies and think pieces on the future of the Low-Income Housing Tax Credit. The *Journal* in particular also elevates the profiles and achievements of NAHRO members and their organizations with regular coverage of the Awards of Excellence winners, the Commissioners’ Corner column, updates from the International Research and Global Exchange (IRGE) Committee and features written by industry leaders. We also maintain the *NAHRO on the Hill* blog.

NAHRO also provides its members with email news products. The Direct News emails feature updates on the latest HCD developments in Washington, D.C., while the Associates Advantage emails are a comprehensive list of the association’s latest offerings and member benefits. The Community Development Update is the association’s newest email news offering.

NAHRO is pleased to note that advertising income for the print publications remain strong, and that we have recently added online advertising to our revenue stream. We also continue to develop new offerings and improve current products.

The *Journal of Housing and Community Development* elevates the profiles and achievements of NAHRO members and their organizations with regular coverage of the Awards of Excellence winners, the Commissioners’ Corner column, updates from the International Research and Global Exchange (IRGE) Committee and features written by industry leaders.
COMMITTEES

For more detailed information on NAHRO Committees and their accomplishments, please visit www.nahro.org/committees-regions.

Board of Ethics and Credentialing Trustees

The NAHRO Board of Ethics and Credentialing Trustees (BECT) is an autonomous board created by the NAHRO Board of Governors that has purview over NAHRO Certification, the NAHRO Code of Professional Conduct and related areas.

The BECT is leading NAHRO’s pursuit of third-party accreditation of NAHRO Certification programs, with significant progress made during 2014-2015. It is also responsible for the NAHRO Assessment Boards, which create and maintain the Certified Management Executive (CME), Certified Manager of Property Operations (CMPO), and the soon-to-be-issued Certified Manager of Voucher Operations (CMVO) certification exams. Work also continues on the creation of the NAHRO Certified Manager of Maintenance Operations (CMMO) certification and the Community Revitalization and Development Professional (CCRDP) certification, a joint venture with NeighborWorks America.

In 2015, the BECT completed years of deliberation and issued a comprehensive revision, approved by the NAHRO Board of Governors, of the NAHRO Code of Professional Conduct’s Rules of Procedure. The goal of the revisions was to create a more easily accessible and transparent revision process and included revisions streamlining the process of submitting a complaint regarding alleged violations of the code.

Through the BECT, NAHRO continues to be at the forefront of promoting ethical behavior and continued competency by the professionals in the HCD industry.

Commissioners

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 NAHRO in order to fulfill these purposes. This term allowed the committee to define its work plan and fine-tune the tasks based on President Prince’s theme topics: Leadership, Policy and Relevance.

The Commissioners Committee:

• Strengthened the commissioners’ track at each NAHRO conference with engaging topics, panelists and moderators;
• Strengthened a partnership with the NAHRO Professional Development Committee to enhance commissioners certification courses. As a result, greater communication and discussion regarding resident seminars, increased availability of offerings pre- and post-conference, greater accessibility to course offerings;
• Wrote features for the Journal of Housing and Community Development on topics such as homelessness, digital inclusion, best practices, poverty, housing and education;
• Increased participation in NAHRO’s Legislative Network, with commissioner representation from each region;
• Enhanced participation by chair and/or vice chair in the first-time attendees’ orientation meeting at every national conference;
• Developed a commissioners mentor form for the first-time attendees’ orientation;
• Created an online form to collect the unique email addresses of NAHRO members who are commissioners. Data will be used to keep commissioners informed of helpful educational tools and resources for commissioners; and
• Developed a Commissioners’ Resource web page, which is accessible to both NAHRO members and non-members.
Committees (continued)

Community Revitalization and Development

The Community Revitalization and Development (CR&D) Committee deliberates upon a wide range of community development issues related to the economic vitality of cities and the development and conservation of neighborhoods. The committee examines administrative, legislative, regulatory and funding matters within community development programs and operations. It also recommends policies to the Board of Governors in support of its primary goal: the achievement of well-planned, socially and economically prosperous communities.

Over the past two years, the committee has led the charge in advancing NAHRO’s larger efforts to preserve funding for HUD’s Community Planning and Development programs, including the Community Development Block Grant, HOME Investment Partnerships and Continuum of Care (CoC) programs. Beyond simply working to preserve key programs as they currently exist, the committee has also worked to develop recommendations to improve housing and community development programs to make them more accessible to NAHRO members. This effort includes pursuing a statutory change to the Emergency Solutions Grant program to allow public housing agencies to act as subrecipients. The committee further exemplified teamwork by collaborating with the Housing Committee to advance a set of policy positions intended to support an expansion of the Rental Assistance Demonstration, while still protecting the interests of those properties remaining in the conventional public housing portfolio.

The committee is more than NAHRO’s “community development” committee; it has also continued to provide organizational leadership around policy formation related to the Low-Income Housing Tax Credit program, New Markets Tax Credit program and the National Housing Trust Fund. The committee also continues to demonstrate its commitment to advancing policies related to sustainable communities, green building, and energy efficiency. Finally, it has also devoted substantial time and energy to the expansion of NAHRO’s community development-focused membership. This effort has included greater participation from committee members in the development and execution of NAHRO conferences and through relationship building with community development professionals outside of the membership.
Housing

The Housing Committee is responsible for a broad range of legislative, regulatory, administrative, appropriations, and grant-related issues. Its purview extends to a wide range of housing programs, including, but not limited to, Public Housing, Section 8 tenant-based programs, and Section 8 project-based programs. The committee, by fulfilling its resolution-passing function, recommends policies and actions to the Board of Governors. These policies and actions further the goal of providing decent and affordable housing for low- and moderate-income families.

NAHRO staff, under the guidance of the Housing Committee, worked hard to not only ensure that members’ programmatic priorities are adequately funded, but also to make sure that programs are structured in ways that are the most beneficial to members. The committee passed resolutions that are aimed at guiding HUD on how best to structure programs and how to prioritize funding such that member needs are best met. For example, several of the streamlining recommendations made by the committee have been enacted to allow members to focus their resources where they have the most impact.

NAHRO’s Housing Committee passed policy positions that led to recommendations including, but not limited to, the following: comments on the structure and use of small area FMRs; reforms to Section 3; streamlining management and occupancy reviews for project-based assistance programs; streamlining administrative regulations for public housing, Housing Choice Voucher, multifamily housing and community planning and development programs; affirmatively furthering fair housing; and comments on the affirmatively furthering fair housing assessment tool.

NAHRO’s Housing Committee also passed policy positions ratified by NAHRO’s Board of Governors, which led to recommendations, including the following: FSS expansion and prioritization; the appropriate distribution of restoration vouchers; increasing the cap on HUD’s Uniform Physical Condition Standard voucher development; the Uniform Physical Condition Standard Modified Protocol; tracking of special purpose vouchers; approval of triennial recertification of certain fixed-income households; the appropriate way to expand Jobs-Plus and support the Utilities Conservation Pilot; MtW expansion; capital fund eligibility; HUD-VASH funding; retroactive HAP; public housing assessment models; the Raising Employment in Affordable Communities and Homes Act; the Public Housing Disaster Preparedness Act; Section 8 tenant-based voucher program and SEMAP assessment; Safely Sheltering Disaster Victims Act of 2013 (H.R. 1668) Public Housing Assessment; HUD’s Regulatory “Affordability Standard”; and PHA employee compensation.
International Research and Global Exchange

Under the leadership of Chair Liz Glenn and Vice Chair Julie Brewen, the International Research and Global Exchange (IRGE) committee made solid gains and re-focused to better position and focus its work for the future. In order to ensure that consistent purpose and focus directed IRGE’s priorities and work, the committee developed and implemented a strategic work plan. This also resulted in a new set of subcommittees: Research, Communications, Partnerships, Study Exchanges, Resource Development and the Lange Committee.

During the term, IRGE committee members visited more than nine different countries and engaged in many international events and activities, ranging from participating on technical panels in Peru and France, to engaging with international colleagues at the World Urban Forum, to speaking at conferences in China, South Africa, Canada and France. The term will culminate with a nine-day day study tour in the Netherlands and Germany.

IRGE is also playing an active role in preparations for the 2016 Habitat III, the United Nations conference on Human Settlements, which is held every 20 years. NAHRO CEO Saul Ramirez and IRGE Chair Liz Glenn represent NAHRO on the newly formed national committee; both participate in two of the three subcommittees that will be carrying out the work. In June of 2015, NAHRO applied to co-lead the Habitat III Housing Policy Unit.

IRGE members have also received awards and international recognition. IRGE Committee member Josh Crites was awarded the 2014-2015 German Chancellor fellowship of the Alexander von Humboldt Foundation and has spent the last year in Germany researching best practices in German Social Housing. In recognition of her work on housing policy, IRGE Committee member and NAHRO Past President Betsey Martens was invited to be a Resident at the Rockefeller Foundation’s Bellagio Center in Italy.

IRGE also continued the practice of establishing international partnerships in housing and community development. At the suggestion of IRGE, NAHRO has entered into an MOU with the Australasian Housing Institute (AHI) and is exploring possible professional exchanges and professional development ventures in South America.

Lastly, IRGE has made a strident effort to strategically incorporate international sessions at the NAHRO conferences with a special emphasis on the National Conference and Exhibition. During this term, there has been a concerted effort to weave international best practices into the sessions, plenaries, brown bag lunches and breakfast meetings. The result has been increased attendance at international events, increased awareness of IRGE’s work by non-committee members of NAHRO and a more focused approach that maximizes the volunteer time of our committee members.
Legislative Network (Leg Net)

For details of this group’s achievements, please see page 10.

Member Services

The Member Services Committee’s goal is to achieve member satisfaction and grow the professional organization by providing networking opportunities, membership outreach, current technology, quality customer service and recognition of excellence. In the past two years, at both the Summer and National Conferences, the committee has hosted three sessions that featured Award of Excellence-winning programs to help promote the good work our members are doing. The committee also worked on revamping the Awards of Merit Catalog and Awards Ceremony to increase the exposure of the award-winning agencies. Finally, for the first time in many years, the committee instituted an increase in dues for public agencies in order to provide more services for this membership category, to align the dues structure more closely with the housing dues structure where larger agencies pay higher dues and to be seen as competitive with other community development membership organizations by making NAHRO’s dues similar to theirs.

The Emerging Leaders, a diverse group of professionals—especially those new to the field—who are interested in advancement in the HCD field, are represented by a Subcommittee of the Member Services Committee and have a seat on the National Conference Planning Committee. The Emerging leaders sponsored Brown Bag luncheons at the 2014 and 2015 Summer Conferences, which featured guest speakers who presented on topics such as turning opposition into opportunities and innovative partnerships to enhance resident services. They also sponsored a “Party with a Purpose” event at the 2014 and 2015 National Conferences that provided a way for Emerging Leaders to network and raise money for a local charity.
COMMITTEES (continued)

Professional Development

The Professional Development Committee focuses on the development, marketing, and quality of NAHRO’s professional education products and services, all of which are designed to enhance the professionalism of NAHRO members and other practitioners within the housing and community development industry. The committee’s accomplishments over this period may be found on page 6, in the Professional Development section of this report.

Small Agencies Task Force

The task force:

• Continued to improve information dissemination and coordination with NAHRO standing committees, including the Housing and Professional Development committees
• Assisted and informed NAHRO staff during the association’s larger efforts with PHADA to advance the Small Housing Authority Reform Proposal (SHARP);
• Provided valuable input on the HUD’s “Report to Congress” on regulatory reform;
• Provided information and recommendations with regard to NAHRO Professional Development offerings; and
• Assisted NAHRO staff with input and information on consortia formation, management agreements and HUD field office discussions with regard to the possible consolidation of smaller housing authorities.

Strategic Planning Advisory Group (SPAG)

This group of leaders is charged with bringing clarity to the strategic vision for the organization. They work with NAHRO standing and ad hoc committees, their staff liaisons and the Board of Governors to synchronize the Strategic Plan Goals and Bi-annual Work Plan and to insure that NAHRO remain relevant to its members and the industry and that it remains true to the NAHRO mission. Next steps include study of membership surveys, which will help identify member needs and provide greater insight into members’ views of NAHRO and how the organization can best serve their needs and influence legislation, policy and program that impact the housing and community development industry.

A key element of the Strategic Planning Advisory Group efforts is an initiative that will be put into place to better communicate to members the importance and priority of NAHRO’s work and how they play a role in realizing them. There are activities underway that employ change management strategies to help agencies and other member organizations to become more nimble and innovative during these changing times.

As part of the overall effort, the Strategic Planning Advisory Group is working with NAHRO leaders, members and stakeholders to capture the essence of NAHRO’s mission and value statements and to more succinctly state who we are and what we do to serve our members, the housing and community development industry, our nation and our global community of practitioners.
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