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Message from the President

ACTIVATE

- A more robust Legislative Network with Commissioner representation from each region and the appointment of the first-ever MSC member to the LegNet;
- A commitment by HUD to responsible and effective deregulation. Tough sell, but we did manage to influence PIH Notices 2013-3 and 2013-4;
- Yet another invigorated round of trying to pass voucher reform (maybe next year!); and
- A sharp focus on a public housing preservation program that works for the entire inventory without cannibalizing any of it.

ELEVATE

- A strategic plan for NAHRO that creates a legacy of leadership;
- An alignment of national, regional and state chapters—especially the pilot Regional Service Officer Advantage (RSO Advantage) program, which is providing RSO services to PNRC;
- An expanded emphasis on the R in NAHRO; and
- An initiative to elevate NAHRO’s commitment to, and conversations about, diversity.

As you can see in this report, NAHRO is an extremely effective organization that provides you with both tools and tonic. NAHRO is not only a valuable professional and educational resource, but also an incredible international network of talented and accomplished colleagues. Though we work hard, both in our communities and together, I also wanted to be sure that we had opportunities to sing, dance and laugh together every time we convened.

May we always work hard and well to educate our stakeholders, activate our communities and elevate the accomplishments of this great industry. Many thanks to all of the volunteer leaders who served on my team and who make this a great organization. And, certainly, profound thanks to our staff whose talent and dedication are moving the mission forward.

Betsey Martens, CME
About NAHRO

NAHRO is a professional membership organization, with more than 22,000 members in the housing and community development field. Currently there are more than 3,000 member agencies, which are comprised of public housing and community development agencies, non- and for-profit organizations and manufacturers and suppliers, as well as 19,000 associate and allied individual members.

NAHRO members continue to be engaged with the association to share their best practices. In the past two years, 397 Agency Awards of Merit were given, bringing the total in the Solutions Database to more than 3,800. Not only do the awards provide an opportunity to educate the public about the best in affordable housing and community development, they also provide a vital bank of information that can inspire members to activate new ideas to make their organizations, neighborhoods and community better places to live and work. Additionally, the information provided by the award recipients helps elevate our position as NAHRO continues to advocate for programs that give its members the flexibility and resources they need to serve those of low and moderate income in their jurisdictions.

The association has also continued to expand its offerings and upgrade its capabilities over the past two years. Recently, NAHRO has begun to offer consulting services in the form of the Regional Service Officer Advantage (RSO Advantage) program, which was created to provide regional organizations with the vision, leadership, daily management, administration, and products and services they need to succeed. The Pacific Northwest Regional Council (PNRC) is the first to sign on for the RSO Program. As Andy Rodriguez, PNRC President said, “This program provides the best of both worlds in that we have someone from our region who understands the Pacific Northwest, but also has ties to NAHRO and their resources.”

Some of NAHRO’s technological improvements over the past two years include:

- expanded video production and hosting capabilities,
- the NAHRO online Knowledge Center, which makes pre- and post-conference information accessible to conference attendees and allows staff to manage and track speaker applications and calls for proposals,
- additional website functionality, including online awards applications and Buyer’s Guide vendor participation forms, as well as group and online registration for conferences and NPDS seminars,
- and social media integration on the association’s website.

NAHRO also remains financially strong in these turbulent times. The association recently expanded its agreement with long-time partner The Townsend Group to sell advertising on its website and thus create another revenue stream.
Awards and Honors

EACH YEAR AND when occasion merits, NAHRO recognizes those people whose innovative projects, professional achievements and good work have elevated the housing and community development industry.

Awards of Merit/Excellence

213 Awards of Merit were given in 2012 and 184 in 2013.
23 Awards of Excellence were given in 2012 and 20 in 2013.

NAHRO Fellows

2012: Richard C. Gentry, President and CEO, San Diego (Calif.) Housing Commission
2012: Christina M. Pegg, PHM, Executive Director, Longview Housing Authority (Wash.) and Joint Pacific County Housing Authority
2013: Carlos A. Sanchez, Executive Director, Grand Rapids (Mich.) Housing Commission

Roll of Achievers

Tawanda Bankhead, Housing Authority of the City of Freeport (Ill.)
Renee Luthe, Winnebago County Housing Authority, Rockford (Ill.)

Elizabeth B. Wells Memorial Award Winners

2013: Johnny Johnson, Commissioner, Mississippi Regional Housing Authority, No. IV, Columbia (Miss.)

Legislators of the Year

2013: Sen. Mike Johanns (R-Neb.) and Sen. John Tester (D-Mont.)

Mary K. Nenno Advocacy Award

2012: Dianne Hovdestad, PHM, CMMO, CMPO, Deputy Director, Sioux Falls (S. Dak.) Housing and Redevelopment Commission
2013: Lucy Brown, Executive Director, Housing Authority of Billings (Mont.)

Emerging Leaders Award

2013: Shaunté Evans, Chief Administrative Officer, Housing Authority of the City of Charlotte (N.C.)

M. Justin Herman Memorial Award

2013: Jane C. W. Vincent, Regional Administrator, HUD Region 3, Philadelphia (Penn.)

John D. Lange International Award

2012: Theresa Williamson, Executive Director, Catalytic Communities, Washington (D.C.) and Rio de Janeiro, Brazil
2013: Gerrit Teunis, Chief Executive, Housing Association Beter Wonen Vechtdal, Netherlands
NAHRO and Diversity

IN ORDER TO express the association’s commitment to diversity, the NAHRO Board of Governors recently approved the following statement:

NAHRO is committed to diversity. We recognize and value the rich and varied experiences and worldviews of groups and individuals, and how these provide the potential for greater creativity and innovation. We also value the essential points of view that arise from our differences in organizational size and geographic place. By respecting race, religion, skin color, gender, nationality, sexual orientation, gender identity, physical abilities, age, work and behavioral styles as well as the perspectives of each individual as shaped by environment and experiences, NAHRO remains vigilant in our efforts to appreciate diversity and its implications. At all levels, NAHRO will cultivate a culture in which each individual is welcomed, respected, supported and valued as a member.

Professional Development

ONE OF NAHRO’S most important goals has always been the education of its membership base. We are pleased to report that our professional development offerings continue to grow and evolve, with both more course and certification options and a mixture of traditional and newer methods of learning.

Using the 2009-2011 Transition Report as guidance, Professional Development has:

- Completed the HUD HOME Grant, having facilitated more than 35 trainings and the 2011 HOME Anniversary Conference.
- Introduced a blended learning program that allows for a combination of distance and on-site learning. Now currently available for the PHM certification, this means less travel and lodging expenses and days away from the agency for members.
- Added e-Learning offerings to better address practitioner’s needs, including HQS Re-fresher and Customer Service, with plans for additional programs. Participation in e-Learning has increased from 280 in 2012 to 514 so far in 2013.
• Begun a line of products and services, which include the NAHRO Salary Comparability Studies, Consortia Assistance Package, and Growth and Sustainability Learning Opportunities and Technical Assistance.
• Offered Continuing Educational Units (CEUs) at NAHRO summer and national conferences.
• Invested in new Scantron equipment and software which will improve our ability to better analyze exams, provide meaningful feedback to examinees, as well as use technology to tabulate and analyze participant evaluations for both PD training and conferences.
• Moved product to digital publishing in order to better serve customers and to promote green practices.
• Continued the Licensing of Commissioners’ training with nine licensed entities.
• Strengthened NAHRO’s relationship with NeighborWorks America by continuing to expand training opportunities in the area of community and economic development and collaborated with them to develop the Certified Community Development and Revitalization Professional (CCRDP) certification. NAHRO is also working with NeighborWorks America to expand on joint traditional and digital marketing efforts.
• Worked with the Commissioners Committee to provide the Commissioners’ perspective on all modules of the Fundamentals seminar via short video vignettes.
• Worked with the Commissioners Committee to develop training related to what commissioners need to know about resident services.

Professional Development has:

Trained 3,562 people in 2011, 3,241 people in 2012 and 2,533 so far in 2013

Grown faculty to over 30 expert practitioners who excel as instructors.

Continued and grew partnerships with Training Centers, with 20 agencies participating in 16 states

862 professionals hold a current NPDS certification.
Conferences

NAHRO FACILITATES INDUSTRY education and member networking with three conferences a year: 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 Legislative 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.

There have been some key changes in the Conference Division recently. Conference registration is now being handled by NAHRO’s newly formed Customer Service and Member Relations team. Additionally, responsibility for exhibit sales and on-site show management has shifted to The Townsend Group. Townsend has effectively managed NAHRO’s advertising and MAP Program for several years. These workload shifts will allow the Conference Division to focus more productively on conference logistics and program management.

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 leads the development of 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.

- Recognizing the challenges presented by the current fiscal environment, NAHRO’s policy staff provided members with robust, detailed analyses of potential appropriations scenarios and the impact of sequestration in order to enhance member agencies’ ability to develop internal budgets and contingency plans.
• Months of advocacy on behalf of NAHRO members paid off when Policy and Program Development staff succeeded in convincing HUD to restore the ability of PHAs to seek new project funding under the Continuum of Care competition.

• NAHRO’s policy team successfully pushed the Department to finally implement a provision from the annual appropriations act authorizing HUD to augment Section 8 administrative fee funding using prior year unobligated balances and carryover funds from the Tenant-Based Rental Assistance account.

• Policy staff assisted a group of PHA members in a campaign to secure meaningful regulatory relief. This effort resulted in HUD’s issuance of PIH Notices 2013-3 and 2013-4.

• NAHRO’s policy team identified and secured the correction of HUD’s errors related to awards made under the FY 2013 HCV FSS Coordinator Notice of Funding Availability.

• NAHRO continued to engage with HUD and OMB on concerns relating to HUD’s proposal to revise executive compensation reporting requirements, as well as the Department’s newly proposed compensation limits. In a nod toward the commitment to transparency the Administration claims to embrace, the policy team launched NAHRO’s HUD Salary Search tool, which provided the public with access to the salaries of every HUD employee who earned $100,000 or more in base salary in 2011.

• NAHRO policy staff participated in several meetings with high-level HUD officials, including the Secretary, the Deputy Secretary, and the Assistant Secretaries for Community Planning and Development and Public and Indian Housing.

• NAHRO’s policy team met with White House Domestic Policy Council and Office of Management and Budget staff to discuss concerns related to sequestration and the FY 2013 Continuing Resolution.

• NAHRO policy staff delivered keynote remarks and participated on panels at several NAHRO Regional and Chapter meetings in 2012, and 2013 and presented at the National League of Cities’ 2013 legislative conference.

• Policy staff participated in two of HUD’s eight listening sessions around the country pertaining to the Administration’s proposal to further pilot “modified PHAS 4.0” instead of HQS for HUD QA/QC purposes.

• NAHRO staff facilitated participation by interested PHAs in litigation related to the FY 2012 offset against Public Housing Operating Reserves.

• NAHRO filed comments on the following topics:
  — HUD’s Rental Assistance Demonstration
  — HUD’s proposed FY 2013 Fair Market Rents (FMRs).
  — Continuum of Care Interim Rule
  — The Housing and Economic Recovery Act of 2008: Changes to the Section 8 Tenant-Based Voucher and Section 8 Project-Based Voucher Programs
  — HUD’s Proposed Rule for the HOME Program
  — PHAS Capital Fund Indicator Interim Scoring Notice
  — Housing Choice Voucher Program: Streamlining the Portability Process
  — A Proposed Information Collection on Capturing Energy Efficiency Measures for PIH Programs
  — HUD’s Proposed Physical Condition Interim Scoring Notice
  — Proposed Revisions to the Section 8 Management Assessment Program Lease-Up Indicator 13
  — Rural Housing Stability Assistance Program
  — Affirmatively Furthering Fair Housing Rule
Congressional Relations, Field Operations and Advocacy

NAHRO WILL CONTINUE to vigorously advocate for the mission, accomplishments and concerns of housing and redevelopment authorities. The association advocates on behalf of the membership in a responsible and ethical manner that is designed to amplify the importance of providing a decent safe and affordable home for all Americans. In our advocacy efforts, we do not forget the “R” in NAHRO and are vigorous champions of the work our members do to create quality communities.

The 2011-2013 term has presented NAHRO and the affordable housing and community development industry with some very significant challenges. The most obvious manifestation of these challenging times has been the government’s larger struggle with the budget deficit and the parallel effort to reduce federal spending. The weight of this response has fallen hardest on those within the industry who predominantly rely on federal funding or more specifically domestic discretionary spending to accomplish their mission. The far-reaching parameters of the 2011 Budget Control Act, sequestration and the offset of public housing agency reserves are just three of many battle grounds upon which NAHRO members and staff have fought to sustain responsible funding levels to meet local needs.

Thanks in part to NAHRO advocacy, the Administration’s proposed $1 billion reduction to the public housing operating fund budget in FY 2012 became a less damaging $750 million reduction to agency reserves.

NAHRO advocacy and a parallel effort by our industry partners led to the introduction in both the 112th and the 113th Congress of the Small Housing Agency Opportunity Act (SHARP, which is currently known as S. 3538, the Small Public Housing Agency Opportunity Act of 2012). Elements of SHARP providing protections and administrative relief for smaller agencies are now on the table on Capitol Hill.

For almost a decade, NAHRO has been a leader in the fight for public housing and voucher reform. Our ideas, our recommendations and our solutions-driven approach to problem solving can be found in reform proposals from SEVRA to SESA to AHSSIA. Our support for the rights of current MTW participants, our support for a responsible voucher renewal formula and our fight to ensure that dollars for the Administration’s Choice Neighborhoods initiative are targeted to address public housing needs in the absence of HOPE VI are documented and well known. Thanks to NAHRO’s advocacy efforts, our voice and our ideas are solicited by members of Congress and key committees of jurisdiction in the Congress. In 2012, Diane Hovdestad (Sioux Falls, S. Dak.) testified before the Senate Banking Committee on voucher reform on behalf of NAHRO at the Committee’s invitation.

NAHRO advocacy is accomplished working on our own on your behalf and with others in coalition. In addition to our regular work with our industry partners CLPHA and PHADA, NAHRO is a steering committee member of the Campaign for Housing and Community Development Funding (CHCDF). We have been CHCDF members for many years but we have been exceedingly active as a member in this 2011-2013 term. For example, we worked with CHCDF to get more than 1,400 signatures in support of a higher and more responsible T-HUD Subcommittee allocation. During this difficult budget climate we have been visible in discussions in support of our views with the Non-Defense Discretionary Coalition and budget-sensitive coalitions such as Fix the Debt. We are also active on your behalf in coalitions that are fighting for the CDBG and HOME programs as well! On the Hill our participation in the deliberations of the “Out of Poverty Caucus” has put housing front and center in the group’s work.

Our relations and relationship building efforts on Capitol Hill are focused not only on members on our key committees of jurisdiction, Senate Banking, Appropriations, Budget Ways and Means, and Financial Services, but on all members of Congress. Our stature and our reputation on the Hill are solid. We are there to educate and inform on key matters of interest and concern to you. Our field operations efforts complete the larger body of work we refer to as NAHRO advocacy.
Field Operations and Advocacy

Throughout the past two years, NAHRO has worked to strengthen its field operations efforts, focused largely on providing advocacy training and policy resources to NAHRO members. Our advocacy efforts rely on the experience, education, and involvement of our grassroots, and we’ve spent the past two years helping those grassroots grow.

NAHRO provides training for our members to give them the tools they need to be able to advocate on their own behalf. On NAHRO’s Congressional Relations and Advocacy page, we’ve added numerous resources for every level of advocate, including video seminars on the basics of advocacy, messaging strategies, explanations of potential legal issues, and links to outside resources. These online assets allow advocates to build their skills on their own schedule and enable NAHRO to grow our core field operations.

In addition to the online resources, we have focused on engaging members through regular conference calls, webinars and emails. Frequent contact with NAHRO staff helps to remind members that advocacy work is ongoing and allows us to be available to them as a resource.

To build on our advocacy training, NAHRO also works to ensure our members have a comprehensive understanding of important legislative issues, a task that has grown more important in the past two years as the budget issues have more of an impact on our members. We maintain the Advocacy Action Center online, providing alerts on time-sensitive legislative issues that are a priority for NAHRO. These action alerts ensure that members have an easy outlet to express their opinions to their members of Congress and that NAHRO’s positions are heard on Capitol Hill. The Advocacy Action Center also features fact sheets and legislative guides explaining current issues and NAHRO positions, along with materials that members can take to their legislators.

As policy and Congressional experts, we strive to make ourselves available as an integral resource to members in understanding what is going on in Washington. We hold an annual Legislative Conference in early spring, bringing over 800 members to Washington to educate and inform them about NAHRO’s policy and regulatory agenda, the federal budget, and other important legislative issues that will impact our industry that year. After learning about the issues, those members go to Capitol Hill to educate and inform their lawmakers, providing a strong foundation for NAHRO’s continued work with Congress through the year. Beyond the annual Legislative Conference, NAHRO has worked in the last two years to build a bridge between members and its Washington staff.

We have provided members ways to stay involved at home during Congressional recesses by giving them resources to plan tours, town halls and meetings with their legislators. We have also provided members with specific policy information to prep for these meetings, and, when possible, we try to be available to attend meetings with members if requested. Recently, the Louisiana Chapter met via Skype with Sen. Mary Landrieu’s (D-La.) staff, a meeting we helped facilitate and participated in here in Washington. In the next two years, we hope to build on this success, grow our grassroots, and utilize new technologies like Skype to allow greater participation in our field operations.

In May 2013, NAHRO retained Advocacy Associates to broaden advocacy efforts and expand field operations. Advocacy Associates brings years of experience to NAHRO in the field of housing and community development. We are working with Stephanie Vance, a well-known advocacy trainer, throughout the year. Stephanie spoke at the Legislative Conference in 2012, participated in the Summer Conference and is available for webinar trainings. She is currently working with NAHRO to develop an actionable advocacy plan to guide our work throughout the next year.

In addition, Tess Hembree is now working in NAHRO’s office several days a week to assist with government relations, advocacy and field operations. Tess has four years of experience working in housing and community development, and she has established relationships with many organizations in the field through her years of work, making the transition to NAHRO seamless. With this new partnership, NAHRO hopes to exponentially build our grassroots and advocacy efforts.
Public Affairs

DURING THE PAST two years, the Public Affairs team has continued to grow and improve its communications efforts in order to elevate awareness of the work done by our member authorities and agencies. Efforts have been made to track and publicize the impact the sequester and continued budget shortfalls have had on our members. NAHRO’s efforts in this area shifted into high gear—and the increased press, social media and public relations outreach have proven beneficial in getting our members’ stories told.

Thanks to NAHRO’s investment in a media database tool, members have access to daily news clips relating to housing and community development issues that help keep our members aware of the pulse of public perception. Additional efforts have also resulted in increased positive coverage at the local, state and national levels. In 2012 alone, NAHRO sent press releases to all Awards of Merit and Awards of Excellence local media outlets and proactively began to contact press in important media markets. This effort has resulted in numerous media outlets featuring NAHRO stories and direct contacts with NAHRO for comments. These outlets include the U.K.’s Inside Housing, Affordable Housing Finance, Affordable Housing Report, the Baltimore Sun and Columbia Tribune.

In April 2011, NAHRO jumped into the social media arena by launching a Twitter account. It continues to be a vibrant and active source for news, not only about NAHRO, but also about the good work our members do. To date, the NAHRO Twitter account has more than 900 followers, ranging from NAHRO members to elected officials and media outlets.

Housing America

In 2012, NAHRO’s Housing America Campaign went through a complete restructuring and rebranding effort, which resulted in a new website: www.housingamericacampaign.org. The website is more interactive, easier to navigate and provides a platform on which we can tell the stories of the residents our members serve through photos and videos.

In October of 2011 and 2012, as part of Housing America Month, NAHRO once again partnered with Habitat for Humanity to participate in a build in Baltimore, Md. Housing America Month also saw a spike in participation from agencies that wanted to align events under the umbrella of Housing America. From California to Maine, more than 20 events were held in the month of October in 2012 and 2011. Over the past two years, our members have truly embraced Housing America. The New England Regional Council partnered with the Pawtucket Red Sox, a minor league baseball team, to provide a night at the ballpark for children residing in public housing. The California Association of Housing Authorities has held simultaneous events across the state, and the Philadelphia Housing Authority celebrated Housing America through a grand opening of a development at which Mayor Michael Nutter made an appearance. This cross-country effort not only brought communities together around a common cause—the importance of home—but also gained positive local media coverage and helped shine a spotlight on the good work our members do every day.

For several years, the “What Home Means to Me” 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 that 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 both 2012 and 2013, we flew grand prize contest winners Heaven Medina and Kayla Padgett and their
families to Washington, D.C. for NAHRO’s Legislative Conference. They spoke at the conference, met with their members of Congress and toured the Capitol. The artwork of our national winners was also on exhibit on Capitol Hill for staff, members of Congress and visitors to view.

Each year, NAHRO commissions polling firm Zogby Analytics to conduct a poll concerning housing issues. The poll results for 2011 showed that safe, affordable housing is a high priority for Americans and almost half of the respondents answered that they have been affected by the economic conditions in the U.S. A disturbing but not altogether surprising 42 percent of respondents had either lost their home or required some sort of housing assistance due to a change in economic housing needs, which illustrates the magnitude of the housing crisis within the country.

In 2012, we also saw the growth of another Housing America initiative. *The Voices of Public Housing* began as a concurrent session at which past and present residents of public housing told their stories. It has since grown into a popular staple at NAHRO conferences, and has been lauded by attendees and participants alike for its honesty and heart.

Because of its popularity, *The Voices of Public Housing* was elevated to a plenary session during the 2012 NAHRO National Conference in Nashville, Tenn.

**ReThink**

In May, 2013, under the direction of the HAI Group Inc., NAHRO, CLPHA and PHADA, launched ReThink, a national public awareness campaign that celebrates the benefits that public housing communities offer the greater community by introducing viewers to residents—both past and present—of public housing.

At www.ReThinkHousing.org you can watch, listen to and read real stories about how public housing is much more than just a roof over someone’s head. The website tells the story of how public housing also provides the stability and support for a father to develop job skills, for a mom to earn a college degree, for veterans, disabled individuals and aging grandparents to live productive and dignified lives.

Musician and advocate Jewel helped launch ReThink by doing national media interviews, including an appearance on “The Talk,” a national daytime talk show on CBS. During this show, the inspiring ReThink launch video was aired for millions of Americans to see. Jewel also made appearances on “The View” and “Good Morning America.” A national public service announcement featuring Jewel is slated to air on TV and radio, again prompting Americans to think about public housing.
Publications
NAHRO CONTINUES TO keep members informed and educated via both print and online channels. The biweekly NAHRO Monitor—also available via email and on the web—provides current news about Congress, the budget, HCD policies and programs and keeps members abreast of the latest association offerings and events. The bimonthly Journal of Housing and Community Development provides a more general overview of industry news and issues to a more general public, with articles ranging from nuts-and-bolts pieces on geothermal energy and technology in the office to case studies and think pieces on the history of public housing. The Journal in particular also serves to elevate 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 Committee’s study tours and features written by industry leaders. NAHRO also provides its members with email products: the Direct News emails provide updates on the latest HCD developments in Washington, D.C., and the Associates Advantage emails are a comprehensive list of the association’s latest offerings and member benefits.
NAHRO is pleased to note that subscription rates for its email products have continued to rise over the past two years. Advertising revenues for the print publications remain strong, and we have expanded our partnership with The Townsend Group, the advertising agency for the Journal, to provide advertising on the website. We also continue to develop new offerings and improve current products.
Committees

Board of Ethics and Credentialing Trustees

Members of the Board of Ethics and Credentialing Trustees (BECT) discuss and take appropriate action on issues that fall into the following categories: certification programs, Code of Professional Conduct (CPC) and ethics initiatives.

Ethics continue to be a central principle of NAHRO’s professional development. The BECT revised the Code of Conduct and is working on revisions and updates to the Related Rules of Procedure.

The BECT is also monitoring Assessment Board work with currently six active boards, which have successfully established the Certified Management Executive (CME) and Certified Manager of Property Operations (CMPO), developed according to accreditation standards. Work is in progress for the Certified Specialist of Inspections–Housing Quality Standards (CSI-HQS), Certified Manager of Maintenance Operations (CMMO) and the Certified Community Revitalization and Development Professional (CCRP), which are expected to be offered in 2014.

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 NAHRO in order to fulfill these purposes. Accomplishments include:

- continued work on the Journal of Housing and Community Development’s “Commissioner’s Corner” feature;
- strengthened partnership with Professional Development Committee in order to upgrade the Commissioners Fundamentals course and create/develop a resident issues course;
- increased participation in NAHRO’s Legislative Network, with commissioner representation from each region;
- and strengthening the commissioners track at each NAHRO conference to include the addition of a commissioners roundtable session.

Community Revitalization and Development Committee

The 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, however, the Committee has worked to develop recommendations to improve housing and community development programs and make them more accessible to NAHRO members.

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. The Committee also continues to demonstrate its commitment to advancing policies related to sustainable communities, green building, and energy efficiency.

Finally, the Committee has devoted substantial time and energy to the expansion of NAHRO’s community development-focused membership. This effort has included working closely with the Professional Development Committee to advance a new certification aimed at CD professionals.

Housing Committee

The 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.

NAHRO’s Housing Committee members passed policy positions that led to recommendations including: improvements to Section 8 Tenant-Based Voucher and Section 8 Project-Based Voucher programs stemming from the Housing and Economic Recovery Act of 2008 (HERA); Section Eight Management Assessment Program (SEMAP) reform to Indicator 13 regarding voucher leasing and budget utilization; portability reform; analysis and recommendations to HUD’s administrative fee study; survey impacts on the voucher program due to cuts in administrative fee funding; improvements to Family Self-Sufficiency; improvements to Fair Market Rents and Dept. of Veterans Affairs on the HUD-VASH program; recommending provisions alleviating PHAs from having to capture households’ excluded benefits, ultimately published as PIH Notice 2013-4; improvements to PIH Notice 2013-3 and FAQs; improvements to HUD’s IT systems, including HUD’s Next Generation Management System and use of the Enterprise Income Verification (EIV) system.

NAHRO’s Housing Committee members also passed policy positions ratified by NAHRO’s BOG which led to recommendations including: improvements and alternatives to HUD’s Rental Assistance Demonstration (RAD); improvements and expansion of fungibility in Public Housing; conveying NAHRO’s concerns and recommendations regarding placing limitations on PHAs’ authority to demolish, dispose or both demolish-and-dispose of public housing under Section 18 of the United States Housing Act of 1937; recommendations regarding HUD’s proposed Public Housing physical condition interim scoring; recommendations regarding PHAS Capital Fund indicator interim scoring notice; recommendations and concerns related to the Department’s proposed implementation of the Operating Fund offset against PHAs’ operating reserves for 2012; recommendations regarding capturing energy efficiency measures for PIH Programs; improvements in the design of HUD’s proposed Green Physical Needs Assessments (PNAs); conveying policy and operational concerns and improvements to the Administration’s proposal to further pilot “modified PHAS 4.0” both for Public Housing as well as for Voucher programs and HUD’s proposed PHA burden reduction survey.

The Committee has also shaped NAHRO policy in response to legislative initiatives, including the Choice Neighborhoods Initiative, Rental Assistance Demonstration, the Affordable Housing and Self-Sufficiency Initiative Act (AHSSIA) and expansion and preservation of the Moving-to-Work (MTW) demonstration and overall better coordination between HUD.

International Committee Accomplishments

- In June 2011, NAHRO delegates traveled to London, England to participate in the Charted Institute of Housing (CIH) conference. Following the conference, the delegates visited with three housing associations to learn about local approaches to affordable housing development.
- In November 2011, a delegation of NAHRO members attended the International Urban Development Association Congress in Grenoble and Lyon, France.
- November 2011, a seven-member NAHRO delegation travelled to South Africa. Three representatives from the Southern African Housing Foundation (SAHF) and our partners at HUD also partook in the learning opportunity. The delegation visited three cities and met with national and local officials as well as business representatives, NGO workers and community residents.
- In April 2011, NAHRO CEO Saul N. Ramirez, Jr. went global with NAHRO’s outreach and participated in an international roundtable in Lima, Peru focusing on management and treatment of waste in urban areas.
- In October 2011, NAHRO organized an exchange with the Brazilian government in conjunction with the U.S. Department of Housing and Urban Development office of International and Philanthropic Innovation. U.S. policy makers are especially interested in some of Brazil’s sustainability policies while Brazilians look to the U.S. for housing program diversification and formal structuring of programs (including monitoring and maintaining homes) and for advice on institutional
framework and support (including finance and legal aspects).

• In December 2011, NAHRO International Committee members John Papagni and Liz Glenn, from Baltimore, MD, hosted a delegation of Housing Finance and Land Bureau Officials from Jilin, China to discuss affordable housing finance, land use planning, and economic development tools.

• In May 2012, NAHRO CEO Ramirez and two NAHRO members participated in a study tour organized by the Israel Ministry of Construction and Housing.

• During August and September 2012, International Committee Vice Chair Liz Glenn attended Global Economic Summit in Jilin, China and International Culture Industry Summit in Gansu, China.

• In December 2012, NAHRO members attended the annual Congress of the International Urban Development Association (INTA) conference in Paris.

• During 2012, NAHRO designated seven members to serve as delegates to the United Nations. As the official UN delegates they participated in a number of activities:

  — Attended the annual sessions of the UN Economic Commission on Europe committee on housing and land management for each year during the reporting period.

  — Attended the UN-HABITAT World Urban Forum in 2012. The six-member 2012 delegation was led by NAHRO President Betsey Martens, who was also part of the official 23-member U.S. delegation to the forum.

Memorandums of Understanding

• A memorandum of understanding (MOU) was executed in November 2011 with the International Urban Development Association.

Proposed Name Change

At the request of the International Committee, the Board of Governors recommended that the name of the International Committee be changed to the International Research and Global Exchange Committee in order to better articulate the focus, goals and work of the committee.

Legislative Network

As budget pressures and the need for reform have escalated, our Legislative Network has grown in size, interest and importance. Members of the Legislative Network (LegNet), now over 60 in number, perform several essential functions for the association. Most critically, they are the membership’s eyes and ears on Washington. Armed with a steady stream of information provided by NAHRO staff on a daily basis, the LegNet is charged with the responsibility to communicate, educate and inform decision-makers. But their role is and has become even more important. LegNet members also communicate, educate and train members of NAHRO on those things they can do legally and ethically in support of responsible public policies. Over the past two years, LegNet members have heard from guest speakers and have received regular training in advocacy from organizations such as the Public Affairs Council and experts in the field.

To assist this dedicated group, we have over the past two years expanded our network of Congressional District Contacts (CDCs) who have volunteered to work alongside LegNet members to ensure that all members of Congress and their staff receive timely and informative input on housing and community development concerns. Our goal is to have at least one CDC volunteer in communication with every member of Congress and their staff such that decision-making on key housing and community development issues is informed by local first-hand knowledge of what works, what does not and why in communities across the nation. Interested CDC volunteers in the past two years have participated in webinars and training, and all those interested in becoming a CDC can now volunteer online. Regular opportunities to connect and network with other CDC’s were initiated in the past two years adding to the success and underscoring the importance of the CDC role within NAHRO.

The LegNet has deliberated on and encouraged the association’s efforts to increase the use and effectiveness of the tools available to NAHRO members including the use of the association’s Advocacy Center. Over the past two years, member use of the Center has increased dramatically. The new “Chairwoman’s Challenge” has helped us to realize our most significant and timely letter writing campaigns.

Our 2011-2013 LegNet helped the association identify co-sponsors for the NAHRO/PHADA Small Housing Authority Reform Proposal, commonly referred to as SHARP. The LegNet continued to maintain the association’s profile on Capitol Hill by spearheading our Legislator of the Year Awards. SHARP co-sponsors Sen. Jon Tester (D-Montana) and Sen. Mike Johanns (R-Nebraska) and the retiring Ranking Member of the House T-HUD Subcommittee Rep. John Olver were selected by and honored by the association in 2012 and 2013.

Most of the work of the LegNet through the 2011-2013 term has focused on making sure members are informed concerning issues related to program funding and the desperate need for long over-due program
reforms. Had the LegNet not responded quickly to educate and inform members of Congress, it is safe to say that many more of our members would be living under more desperate and severe circumstances. The sequestration of dollars in March 2013 required the LegNet to step up their level of activity and better inform decision-makers of the ramifications of their actions. Our next LegNet team will doubtless be faced with similar problems and concerns but can be guided by the foundation that has been strengthened by the 2011-2013 LegNet.

The 2011-2013 LegNet also began the important work of incorporating our national network of business partners, a process that will continue in earnest when the next group of LegNet volunteers is assembled.

More and better tools to tell our story, trained advocates and CDCs, proactive efforts to integrate the work of the national LegNet and that of state and regional chapters of NAHRO, a more active and informed constituency within NAHRO and a LegNet intimately involved in the execution of NAHRO’s strategic plan—these are the hallmarks of the 2011-2013 Legislative Network.

**Member Services Committee**

Despite a tough economy and sequestration, NAHRO membership remains stable at more than 22,000 member agencies and associates. Associates Advantage emails continue to be sent to keep members informed about NAHRO products and services. At the 2013 Summer Conference in Denver, the Member Services Committee hosted a session that highlighted 2012 Award of Excellence-winning programs to promote the good work that our members are doing. The Committee also instituted an online associates and agency information management form to help reduce printing and postage costs associated with mailing the associates list with every renewal notice. Members can now ask for their associate list online and update, delete, or change any of their associate or agency information online.

**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 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 a Brown Bag Luncheon at the 2012 and 2013 Summer Conferences that featured a guest speaker who talked about the signs of a good leader. They also sponsored a “Party with a Purpose” event at the 2012 and 2013 National Conferences that provided a way for Emerging Leaders to network and raise money for a local charity.

The Emerging Leaders also instituted an Emerging Leader Award to recognize an individual who has been involved in NAHRO at the national level for six years or less and has distinguished him/herself as an Emerging Leader. The first award will be presented in October 2013.

Finally the Emerging Leaders worked with the NAHRO Fellows to create an ‘Ask a Fellow’ website to provide emerging leaders with access to the Fellows’ knowledge of the industry and their leadership skills, to help guide them up the ranks in their own agency or the association.

**Professional Development Committee**

The Professional Development Committee focuses on the general and specific areas of career identification, training and education, certification and credentialing, and the professionalism of NAHRO members. The committee’s accomplishments over this period may be found on page 6, in the Professional Development section of this report.

**Small Agency Task Force**

Our Small Agency Task Force (SATF) enables NAHRO to sustain a necessary focus on matters of unique concern to smaller housing authorities. It also serves as a gathering place for small agency members to exchange ideas, share problems in the hope that peer-to-peer exchanges can lead to cost saving remedies. Finally the Task Force is a platform where small agency members can make known those issues that have a direct bearing on their agency’s work and mission. Over the past two years, this platform has enabled smaller agencies to responsibly advocate for legislation containing statutory reforms of immediate consequence to these agencies.

During the 2011-2013 term of the SATF, the emphasis placed on planning and coordination with the association’s national Housing Committee was significant, timely and beneficial. The fact that this year’s SATF Chair was also a member of the Housing Committee was of enormous benefit. Policy positions taken by the Housing Committee were improved and more fully representative of the concerns of smaller agencies thanks to the efforts of SATF members who were regularly briefed by NAHRO staff assigned
to the Housing Committee. Issues including RAD implementation, voucher administrative fee cuts and the offsetting of agency reserves were reviewed by the Task Force and input from those exchanges was conveyed in a timely manner to the Housing Committee.

The Task Force was regularly briefed on the progress of NAHRO’s efforts to introduce “the Small Housing Authority Reform Proposal (SHARP). Thanks to help and support provided by the Task Force, this legislative proposal was introduced in the Senate in both the 112th and 113th Congress.

During this term, the Task Force was concerned not only with funding reductions brought about by sequestration, but also with the prospect of consolidation, either locally or on a regional basis. To counteract this public policy shift away from local control and autonomy, the Task Force spent much of 2013 discussing the problems and roadblocks preventing the more vigorous approval of consortia by HUD. Efforts were made to reach out to HUD to ascertain the reasons for the slow and complicated implementation of consortia with statutory roots dating back to QWHRA in 1998.

The 2011-2013 SATF made an effort to more specifically define the professional development needs of smaller agencies and in so doing put professional development needs on the agenda for many of the meetings and conference calls of the Task Force.

Finally, because of administrative obstacles including the diminished ability to travel, efforts were made during this term to increase the number of SATF conference calls in between national meetings.

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