About NAHRO

NAHRO is a professional membership organization with more than 19,000 members in the housing and community development field. Currently, NAHRO membership consists of more than 2,700 member agencies, which are comprised of public housing and community development agencies, non- and for-profit organizations and manufacturers and suppliers, and nearly 17,000 associates and allied individual members.

NAHRO members rise to the challenge of addressing the needs of income-challenged people and improving their neighborhoods and communities with vision and perseverance. NAHRO recognizes our members’ good work through the Agency Awards of Merit, which focus on programs that address job training, literacy, financial counseling, affordable housing, technology, safety and security, veterans housing, senior programs, health care, community revitalization, project design, and much more. 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 successful programs that make agencies and communities better places to work and live. More importantly, these innovative programs help NAHRO advocate, at HUD and on the Hill, for adequate funding and regulations that give our members the flexibility and resources they need in order to create their own successful initiatives.

In the past two years, NAHRO has awarded more than 300 Agency Awards of Merit, bringing the total in the online Best Practices Database to more than 4,300 entries.

Executive/Administration

In May 2016, then-NAHRO CEO Saul N. Ramirez, Jr. resigned after 15 years with the association. During his tenure, NAHRO created online learning options and co-branded NAHRO Professional Development offerings, increased its community development products and outreach, and spearheaded more robust advocacy initiatives. Senior Director of Congressional Relations John Bohm was appointed as Acting CEO. In June 2016 the NAHRO Steering Committee approved and appointed a CEO Search Committee, who then hired an executive search firm in November 2016. After a thorough search, the NAHRO Board of Governors hired former D.C. Housing Authority Executive Director Adrianne Todman to be the new CEO in March 2017. She officially began her tenure at NAHRO in June 2017.
A Message from President Merritt

It is with a great sense of pride and gratitude that I join with NAHRO staff to present to you the 2015–2017 NAHRO Report, an overview of the association’s accomplishments during the two years that I have been honored to be your president. It is a record of incredible achievements by a talented staff and dedicated committee members who have stepped forward, and up, to strengthen NAHRO as an association and to push further our shared mission to protect the programs that we administer. In a time when we have faced annual battles with regulators and appropriators, the people and communities that we serve have been well represented.

During this term, NAHRO faced the challenge of replacing a 15-year incumbent Chief Executive Officer. Due to its importance, this challenge and its accompanying opportunity took up time and energy that could have slowed any potential progress. However, the strength of our NAHRO staff, led by John Bohm, who was named Acting CEO, did not allow the potential distraction to overwhelm NAHRO’s mission. For 13 months under John’s leadership, the staff more than kept the ship afloat and on course. Much progress was made on recommitting to NAHRO’s mission and improving services to our membership. During that time, a search committee was formed and the process of hiring a new CEO commenced. Many hours of collecting input from members, consideration of and contracting with a search firm, interviews, and profound deliberation culminated in hiring of a new CEO. Adrianne Todman began her tenure at NAHRO on June 1, 2017. She came from the D.C. Housing Authority and brings a wealth of experience in housing, leading a large professional organization, working at HUD, and working the halls of Congress. She is a dynamic leader, and one who has the ability to firmly establish NAHRO as the leader in affordable housing, community development, and professional development that we all believe it is and can be.

We also have some triumphs to celebrate, including the passage of H.R. 3700, the Housing Opportunity Through Modernization Act of 2016 (HOTMA), the first stand-alone housing reform legislation to be signed into law in more than 10 years. That legislation passed by unanimous votes in the House and Senate, but not without work and advocacy from NAHRO and others. I was truly honored to be the NAHRO and public housing representative to testify before the House Subcommittee on Housing and Insurance in support of this bill.

NAHRO is also committed to working with other industry groups and fellow practitioners to advance our shared missions — some of the alliances we have formed are discussed on page 8. We also collaborated with our industry partners PHADA and CLPHA on several important initiatives. Working with PHADA resulted in legislation being filed in both houses of Congress to reform small PHA regulations. In 2017, NAHRO leadership met with leaders from both CLPHA and PHADA to begin discussions on the future of public housing. This will be an ongoing dialogue to insure that the stakeholders in our associations have input into what our industry will look like in the next decade. We are all working toward the development of a united voice to bring to the halls of HUD and Congress regarding the matters upon which our three organizations can agree.

The NAHRO regions and chapters have worked hard to maintain our viability and relevance. While the economic downturn of the early 2010s certainly affected the financial situations of our organizations, these organizations have made much progress to solidify their health. The increased activity of our members in the area of advocacy and public engagement is particularly encouraging. From direct contact with elected officials, partnerships with educational entities like the Campaign for Grade-Level Reading, to increased participation in our “What Home Means to Me” poster contest, to the Little Libraries initiative, NAHRO members are actively leading in all regions of this country in efforts to increase opportunities for our residents. On that note, I am also extremely proud to announce that we awarded the first set of NAHRO National Merit Scholarships (see page 2) to eight promising young students this summer.

We also continue our association-wide commitment to a healthy, diverse and vibrant NAHRO by establishing the Diversity, Equity, and Inclusion Task Force. This group will both discuss and shape what is being done, what can be done, and what should be done to ensure that NAHRO is an open, engaging, and diverse association.

Best wishes,

Stephen W. Merritt, PHM
**Awards and Honors**

**Awards of Merit**
- In 2017, 175 were awarded
- In 2016, 131 were awarded

**Awards of Excellence**
- In 2017, 23 were awarded
- In 2016, 20 were awarded

**M. Justin Herman Memorial Award**

2017
Richard C. Gentry, NAHRO Fellow
CEO
San Diego (Calif.) Housing Commission

2016
Adrianne Todman
Former Executive Director
D.C. Housing Authority

**Lange International Award Winners**

2017
Elizabeth Glenn
Retired – Deputy Director
Baltimore (Md.) County Department of Planning

2016
Jaime Bordenave
President
The Communities Group

**Elizabeth B. Wells Award Winners**

2017
Shola Olatoye
CEO and Chair
New York City Housing Authority

2016
Gary A. Gramling
Chairman
San Diego (Calif.) Housing Commission

**NAHRO Fellows**

2016
Richard Herrington, Jr., CMPO, NCC, CME
Executive Director
City of Hot Springs (Ark.)

Jacob L. Oglesby
Executive Director
Housing Authority of the City of Augusta (Ga.)

L. Thomas Rowe
Executive Director
Murfreesboro (Tenn.) Housing Authority

**Emerging Leader**

2017
C. Sean Gilbert
Senior Vice President of Housing
Knoxville’s Community Development Corporation

**Roll of Achievers**

2017
Crystal Corbin
Housing Authority of the City of Greenville (S.C.)

Edward Washington
Houston (Tex.) Housing Authority

**NAHRO Merit College Scholarship**

The first NAHRO Merit College Scholarship program recipients were announced at the 2017 Summer Conference in Indianapolis. Eight recipients, one from each of our NAHRO regions, will receive $1,000 to support them in their higher education pursuits. Two of these recipients will receive an additional $2,000 and $5,000 respectively.

**Scholarship Recipients:**

Rodolfo Cantu, Southwest Regional Council, received $6,000
Nigel Dent, Southeastern Regional Council, received $3,000
Stephanie Gonzaga, New England Regional Council, received $1,000
Arianna Hall, Middle Atlantic Regional Council, received $1,000
Taylor Mershon, North Central Regional Council, received $1,000
Holly Kieffer, Mountain Plains Regional Council, received $1,000
April Thompson, Pacific Northwest Regional Council, received $1,000
Rachel Garcia, Pacific Southwest Regional Council, received $1,000
Finalized a new partnership with Enterprise Community Partners to develop and deliver a new e-Learning seminar on the basics of using the Low-Income Housing Tax Credit (LIHTC) as a financing tool. This live, instructor-led online session is aimed primarily at small- and medium-sized PHAs, but is designed to be of benefit to any agency that has been unable to devote resources to expanding its capacity in this area of financing.

Continued our existing partnership with Quadel Consulting to deliver co-branded offerings of Quadel’s Tax Credit Compliance Systems (TaCCs) training and certification examinations at NAHRO Training Centers.

Finalized our effort to provide live seminar participants with the option to receive all NAHRO training materials in digital form in order to better serve customers, reduce printing and shipping expenses, and support our organizational commitment to green practices.

 Experienced continued growth in the area of on-site sales, delivering live trainings under contract throughout the continental United States and on Guam.

Continued our successful initiative to embed full versions of live seminars aimed at commissioners within NAHRO’s Summer and National Conferences. Offerings held in conjunction with the 2016 National, 2017 Summer, and 2017 National Conferences all sold out in advance of on-site conference registration. Through this initiative, Commissioners are able to attend a live seminar and work toward a NAHRO Certification without extending their hotel stay or missing any of a conference’s main events, such as plenaries and receptions.

Expanded our commitment to providing more online learning opportunities, including a new online version of our Ethics for Commissioners seminar, a new Labor Standards e-Learning, and a number of e-Briefing sessions designed and delivered by NAHRO’s in-house policy experts.

Improved communication with NAHRO faculty members through the implementation of monthly online “town hall” meetings and the rollout of an online expense reimbursement tool. Increased efficiency and responsiveness by transitioning to cloud-based contracts for clients, instructors, and training center.

Continued to offer Continuing Education Units (CEUs) at NAHRO’s national conferences.

Improved staff capacity by adding a new contract employee to manage our on-site sales program and enhance sales and marketing for all Professional Development product lines.
Certification

NAHRO Certification™ provides the leading certification programs in the affordable housing and community development industry. Over the past two years, the NAHRO Certification program has grown and continued in its mission to ensure the industry’s professionals have the proven knowledge and skills to perform their responsibilities and serve their customers and the public at large. NAHRO Certifications are the most stringent and demanding in the industry, requiring more than education and training and an assessment (exam); they also require ethics training, adherence to the NAHRO Code of Professional Conduct, and continuing education to ensure those who are NAHRO Certified™ are up to date with current industry policies and principles. NAHRO Certification™ has the only certification programs in the industry designed to universally accepted accreditation standards and is poised to continue to be the preeminent way to achieve recognition for industry experts, and for organizations to grow the excellence of their staff.

Two new certification programs, the NAHRO Certified Manager of Voucher Operations (CMVO) and the NAHRO Certified Maintenance Manager (CMM) were introduced in 2016 and 2017, respectively, to increase the number of NAHRO Certification programs to 10. We project that 840 individuals achieved or are achieving NAHRO Certifications in 2015–2017 (current certifications debuted in 2009).

Conferences

NAHRO facilitates industry education and member networking with three conferences a year: the Washington Conference in the Spring, the Summer Conference (typically in July), and the National Conference and Exhibition (typically in October). The Washington Conference prepares members to advocate on Capitol Hill and to better understand the budget and regulatory process. 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. 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. Conferences are currently confirmed through 2019 at the sites listed below.

2018 Washington Conference
April 22–24, Arlington, VA
Crystal Gateway Marriott Hotel

2018 Summer Conference
July 27–29, San Francisco, CA
Marriott Marquis Hotel

2018 National Conference & Exhibition
October 25–27, Atlanta, GA
Hyatt Regency Atlanta

2019 Washington Conference
April 7–9, Arlington, VA
Crystal Gateway Marriott Hotel

2019 Summer Conference
July 11–13, Boston, MA
Boston Park Plaza Hotel

2019 National Conference & Exhibition
October 10–12, San Antonio, TX
Henry B. Gonzalez Convention Center
Hotels: Marriott Rivercenter and Marriott Riverwalk
Policy and Program Development

NAHRO’s Policy and Program Development Department 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. Policy and Program Development plays a leading role in developing NAHRO’s annual Legislative and Regulatory Agenda and recommended funding levels for federal housing and community development programs. NAHRO’s Policy and Program Development also provides support to NAHRO’s Congressional Relations team as it works to implement NAHRO’s legislative priorities. NAHRO’s policy team:

- Expanded NAHRO’s reputation as a leading membership association by establishing the NAHRO Blog. This publication offers both NAHRO members and non-members brief but timely analyses on the latest federal housing and community development regulation (HCD) and legislation news.
- Created resource centers in the NAHRO website where members can obtain in-depth knowledge of important HCD programs and issues, including Public Housing, Section 8, Moving to Work (MTW), the Rental Assistance Demonstration (RAD), the Community Development Block Grant (CDBG), the HOME Program, the Housing Trust Fund, the Low Income Housing Tax Credit (LIHTC), homeless assistance grants programs, and Affirmatively Furthering Fair Housing (AFFH).
- Developed and drafted member resources that include the 2016 Regulatory and Legislative Year in Review, Affordable Housing Hot Topics (3 times per year), and 2017 Transition Paper for HUD.
- Continue the specialized bi-weekly Community Development Update Direct News e-newsletter, which provides members with a comprehensive overview of the most recent news and latest opportunities related to federal community development programs and policies.
- Participated in the 2017 National Community Development Week, where communities across the country celebrated the work of the CDBG and HOME programs.
- 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.
- Prepared NAHRO members for and provided them assistance with testifying before Congressional committees.
- Successfully worked with HUD to implement many provisions from the annual appropriations acts and the Housing Opportunity Through Modernization Act of 2016 (HOTMA).
- Participated in several meetings with high-level HUD officials, including the leadership of the Offices of Public and Indian Housing, Community Planning and Development, Fair Housing and Equal Opportunity, Policy Development and Research, and the Real Estate Assessment Center.
- Met with General Accounting Office (GAO) to provide background information and context on various HUD programs.
- Delivered keynote remarks and participated on panels at several NAHRO Regional and Chapter meetings and presented at the American Planning Association; the American Cancer Society (ACS), Center for Disease Control, and HUD’s Smoke-Free Public Housing Workshop; the Campaign for Grade Level Reading’s Funder Huddle; the Public Health Law Center; and the Housing and Development Law Institute’s (HDLI) Spring Conference.
Presented at HUD national convenings on Smoke-Free Public Housing and Lead-Safe Housing.

Continued to participate in the Expert Industry Technical Review Group informing HUD's Housing Choice Voucher (HCV) Administrative Fee Study. Staff also coordinated presentations on the study results from HUD at regional and national NAHRO conferences.

Participated in an amicus brief filed with the U.S. Supreme Court in the case of Housing Authority of the City of Los Angeles v. Michael Nozzi.

Conducted a survey cataloging members’ activities affecting the educational outcomes of the children their agencies serve.

Partnered with Community Action Partners to survey members of both organizations on the knowledge and usage of the services each organization member provides to their communities.

Prepared and presented NAHRO e-Briefings and e-Learnings on the following topics:
- Regulatory Streamlining of the Public Housing and HCV Programs
- HUD's Criminal Background Guidance
- Reasonable Accommodations in HUD Programs
- Small Area Fair Market Rents (SAFMRs)
- AFFH
- 2016 Housing Regulations and Legislation
- Moving to Work (MTW) Expansion
- Healthy Federally Assisted Housing
- Smoke-Free Public Housing
- Lead-Safe Housing Rule
- Federal Rulemaking 101
- NAHRO RAD Toolkit
- HCV Administrative Fee Formula
- Section 3

Housing Choice Voucher Homeownership Program

Violence Against Women Act of 2013 (VAWA 2013) Implementation

HOTMA Implementation

HCV Housing Quality Standards (HQS) Refresher

Procurement Refresher

Uniform Physical Conditions Standards — Voucher (UPCS-V)

Submitted comments to HUD on the following topics:
- Rental Assistance Demonstration
- Fair Market Rents (FMRs)
- Small Area FMRs
- VAWA 2013
- Section 3
- Section 8 Management and Occupancy Reviews
- Regulatory Reform of Affordable Housing Programs
- Narrowing the Digital Divide
- AFFH and Assessment of Fair Housing Tools
- HOTMA
- MTW
- Lead-Safe Housing Rule
- Energy Benchmarking in Public Housing
- Floodplain Management
- Enhanced Vouchers
- HCV Administrative Fee Formula
- PHA Executive Compensation
- Federal Housing Finance Agency (FHFA) Duty to Serve
- Equal Access
- Quid Pro Quo and Hostile Environment Harassment
- Flood Risk Management Standards
- Modernizing the Consolidated Planning Process
- Broadband Infrastructure
Legislation and Advocacy

Over the past two years, NAHRO’s Congressional Relations Department has worked with members of the association, industry allies, and our industry partners to address concerns and increase awareness of the needs of housing and community development practitioners who serve our nation’s most vulnerable. Our work continues in this challenging time. We are working to address extremely tight budgetary restrictions, the relative absence of regular order in Congress, the desperate need for programmatic reform, and the absence of a bipartisan approach to meet long-overdue housing needs, as well as the need to address other national priorities, both foreign and domestic.

At the same time, over the past two years we have made tangible and necessary progress on many issues and concerns voiced by the NAHRO membership. The most significant advancements of the past two years can be summarized as follows:

- Both the House and Senate unanimously approved the Housing Opportunities Through Modernization Act of 2016 (HOTMA), the first major housing reform bill to be approved by Congress and signed by the President in more than a decade. NAHRO was a leading voice in support of HOTMA, which brought about long-overdue statutory changes recommended and supported by NAHRO to both the public housing and the Section 8 Housing Choice Voucher (HCV) program. These changes reduced both unnecessary administrative burdens and the cost of program administration.

- One month into his term, NAHRO President Merritt was invited to testify on legislation ultimately approved by Congress on the importance of passing legislative reforms that would have meaning and result in positive change within our industry. President’s Merritt’s testimony was a major step forward in ultimately passing H.R. 3700 (HOTMA). NAHRO continues to work to ensure that the voice of our industry is heard.

- Congress approved tax-oriented legislation which made possible a permanent 9 percent Low Income Housing Tax Credit (LIHTC) rate, which alleviated issues with respect to the financing of affordable housing absent the uncertainties of a floating LIHTC rate. NAHRO worked with other steering committee members of the ACTION Campaign to strongly support this important legislative reform.

- Working closely with its membership, NAHRO has also ensured that Congress is performing due diligence and responsible government oversight with respect to the drafting and issuance of regulations and notices by HUD. Language advocated by NAHRO has brought about closer inspection of regulations and guidance regarding the issuance of long-overdue HUD regulations, the implementation of Section 30 of the 1998 Quality Housing and Work Responsibility Act, reform of the processes related to the recertification of those on fixed incomes, and critical funding to address long-festering capital needs that impact resident health and safety.
Alliances

On behalf of its members, NAHRO works closely with a variety of industry and advocacy groups who share our belief that education and information responsibly presented to policy makers, government officials, and elected leaders can make a difference in these challenging times. The many vital partnerships we have developed and nurtured over the past two years have brought about change fostered through cooperation, shared values, and common concern for the well-being of our nation's most vulnerable families. Listed below are just a few examples of our work with allies these past two years:

The Community Action Partnership (CAP)
NAHRO joined forces with CAP, the umbrella organizations for our nation’s Community Action Agencies, to produce a well-received webinar highlighting issues and activities that PHAs and CAP agencies are working closely together to address. Companion programs for seniors, meals on wheels, and Head Start are just three of the ways PHAs and CAP agencies work together across the country to assist those in need including public housing residents as well as low unassisted families in need in communities across the nation.

Campaign for Grade-Level Reading (CGLR)
NAHRO executed a Memorandum of Understanding (MOU) with the CLGR, which has fostered a productive dialogue among PHAs, HUD, and those whose goal it is to ensure the low income families with children have access to reading programs, books, and other education oriented initiatives supported by locally involved PHAs that will engage families and encourage reading in school, in after school programs and activities and at home.

Campaign for Housing and Community Development Funding (CHCDF)
For more than a decade, NAHRO has supported CHCDF, which is comprised of organizations focused on housing and community development concerns to ensure that the federal government sustains its commitment to a decent home and suitable living environment for all. CHCDF’s primary objective is to focus industry efforts to provide information, education, and advocacy that leads to responsible funding for programs that meet the affordable housing needs of our nation’s families.

ACTION Campaign
NAHRO has been an active steering committee member of the ACTION Campaign these past two years and has worked closely with campaign members to ensure that the LIHTC is sustained and improved as a matter of public policy with special respect to tax reform. We work with ACTION to voice our support for an increase in the LIHTC volume cap and for a permanent LIHTC rate of four percent.
Communications

In 2017, NAHRO merged the Publications Department and the Public Affairs Division into the Communications Department, which now oversees all aspects of the association’s print and digital communications and increases NAHRO’s engagement with both members and industry stakeholders via social media, outreach, email marketing, and other initiatives. This department produces the *Journal of Housing and Community Development* and the *NAHRO Monitor*; it also sends out the *Direct News, Monitor Online* and conference emails, works with Policy and Congressional Relations staff on *The NAHRO Blog*, and crafts press releases for its agencies and individual members who win NAHRO awards.

The Communications Department also staffs the International Research and Global Exchange Committee, the Housing America Task Force, and the Diversity, Equity, and Inclusion Task Force. Under the Housing America aegis, the department also puts together the yearly *Voices of Housing* conference panel, which 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 Communications Department also continues to expand NAHRO’s digital presence — particularly with a revitalized Twitter account, a new press release section on the homepage, and a new Facebook account. 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 account currently has more than 3,800 followers — a 59.54 percent increase in two years. We use three hashtags to call attention to the good work done in the housing and community development sphere: #HousingAmerica, #WHAAT (What Has Your Housing Authority Accomplished Today) and #AwardsofMerit.

Departmental accomplishments include:

- Improving NAHRO branding by creating standardized departmental logos and new email templates;
- Cross-promoting NAHRO products and services across print and digital communications;
- Expanding NAHRO’s social media footprint by revitalizing Twitter, starting a Facebook page, and using both Periscope and Facebook Live to stream major conference events;
- Improving public relations by revamping the media section of the website, adding a press release section to the NAHRO homepage, and increasing media outreach; and
- Transitioning to a more robust email delivery system that is integrated with the Personify Associate Management System.

The department is currently in the process of improving NAHRO communications. This process includes:

- Transitioning the print *Journal of Housing and Community Development* online;
- Expanding and implementing the NAHRO style guide; and
- Further streamlining NAHRO communications by phasing out redundant emails and reducing the number of marketing emails.
Housing America Campaign

NAHRO members continue to support the Housing America public affairs campaign, which celebrated its 10th anniversary of raising national awareness of the need for and importance of safe, quality, affordable housing. During this anniversary milestone, Housing America distributed the first round of NAHRO Merit College Scholarships to eight students, one from each NAHRO region. Each recipient received $1,000, with two exemplary recipients receiving an additional $5,000 and $2,000, respectively (see page 2 for a list of the winners).

The Housing America website at www.housingamericacampaign.org 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 on the website tell the stories of the residents who our members serve. In addition, a Housing America page on the main NAHRO website contains an informational video narrated by Housing America Task Force Chair Clif Martin. Photos and videos on the campaign’s main website tell the stories of the residents who our members serve.

Each year, the campaign spearheads Housing America Month, during which agencies and their partners hold ribbon-cuttings, ask their mayors for proclamations in support of Housing America month, create volunteer events, and otherwise raise the profile of local affordable housing and community development work. Over the past two years, agencies, members, and regional organizations from all over the U.S. have participated in Housing America Month. Their Housing America events and initiatives were featured on Twitter and in NAHRO publications.

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. Each year, the artwork of our national winners is also displayed 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. In celebration of the 10-year anniversary, Housing America caught up with the first grand-prize winner, Tabitha, via video. She has graduated from high school and plans to attend college. The 2013 grand-prize winner, Kayla, opened the 2017 Summer Conference by singing the National Anthem. Over the last two years, NAHRO brought the 2016 and 2017 grand-prize contest winners, Hannah and Felicia, and their mothers to Washington, D.C. for NAHRO’s Washington Conference. Both winners spoke at the conference, met with their members of Congress, and toured the Capitol. Felicia also toured the White House and met HUD Secretary Dr. Ben Carson — both events are a first for a grand-prize winner.

The Housing America campaign continues to host community service, educational, and fundraising events at each NAHRO conference. During the 2016 Washington Conference, Housing America hosted a BINGO night that raised more than $1,000 for the “What Home Means to Me” calendar contest. That summer, Housing America hosted a volunteer breakfast for seniors and persons with disabilities in Portland, Ore. During the 2016 National Conference and Exhibition in New Orleans, La., the Housing America Task Force and other volunteers created an outdoor community sitting area for a local property with donations from Lowe’s. Housing America also celebrated 10 years at the 2017 Washington Conference with an anniversary concert and poster auction, which generated nearly $2,000 in sales.
Committees and Task Forces

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 to administer NAHRO Certification™ programs, and has purview over enforcing the NAHRO Code of Professional Conduct and related areas. Through the BECT, NAHRO continues to be at the forefront of promoting ethical behavior and continued excellence, expertise, and service by NAHRO Members and all the professionals in the affordable housing and community revitalization and development industry. The 2015–2017 chair is Dan Trozzio, CMPO, CHM.

The BECT continues NAHRO’s pursuit of third-party accreditation of NAHRO Certification™ programs, with application in the near future possible. It is also responsible for the NAHRO Examination Boards, which create and maintain the Certified Management Executive (CME), Certified Manager of Property Operations (CMPO), and Certified Manager of Voucher Operations (CMVO) certification exams. In 2017, the BECT completed a comprehensive revision of its By-Laws to further strengthen its ability to administer first-class NAHRO Certification™ programs that follow universal accreditation standards. Discussion will continue into 2018 in pursuit of NAHRO Board of Governors approval of the By-Laws and the goals behind them.

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. In 2017 the BECT further revised the code to streamline and make the process easier to understand. The goal of the revisions was to create a more easily accessible and understandable process of submitting a complaint regarding alleged violations of the code. This allowed NAHRO to expedite sanctions of members and/or credential holders who violated the Code of Professional Conduct. The BECT also developed and approved a Reaffirmation Statement and Negative Media response.

Commissioners Committee

The Commissioners Committee serves to broaden the constituency supporting the goals and objectives of NAHRO, 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 to fulfill these purposes. The 2015–2017 chair is Richard Leco, PHM.

Commissioners have a unique ability and are well positioned to:

- **advocate** for programs, policy, and necessary resources to address local housing needs in their respective communities;
- **be effective spokespersons** for responsible public policy impacting upon housing and community development concerns at the national level;
- **empower** commissioners to become housing and community development “Ambassadors” in their communities and wherever possible at the state and national level. Committee members support a wide range of meaningful advocacy opportunities and encourage their colleagues to make a case for viable and sustainable communities to the general public, governmental agencies, elected representatives at all levels of government, and the media.

President Merritt continued work on themes embraced by his predecessor, Preston Prince, with particular focus on the importance of grade-level reading for our young readers. As housers, we know the importance of building relationships between our HCD organizations and the educational partners in our communities. To this end, the committee focused on both and reports the following accomplishments:

- **Established an Educational Initiative Task Force.** Through the Little Free Libraries Initiative, books are exchanged in PHA properties to increase access to books for readers of all ages and backgrounds. The committee’s goal was to establish 100 PHA Little Libraries by the end of the term. At the time this document went to print, 91 were established.
- **Established a Handbook Revision Task Force.** We expect completion of a revised handbook during the 2017–2019 term.
Committees and Task Forces (continued)

• Established a New Commissioners Mentoring Task Force. The Task Force provides support, information and a platform for ideas for those commissioners new to the industry, and gives all commissioners an opportunity to become involved, regardless of how many years they have spent on their respective boards. To this end, the committee has a Commissioners Mentors area visible at each conference.

• Established an Advocacy Task Force that serves as a link between the national organization and the regions in providing timely information and working to actively engage commissioners on legislative and advocacy efforts. Once the information is transmitted to the regions, it will go to the chapters. The goal is to ensure that the alerts that require our action are sent to the regional commissioners’ vice presidents of this task force who will, in turn, relay the message to their regions and chapters.

• Established enhanced visibility of legislative activity through Spot On Advocacy. This initiative introduces them to the online NAHRO Advocacy Center and encourages them to use it to send messages to their congressional representatives. The Spot on Advocacy area will be visible at every conference.

Work also continues on the following initiatives:

• A partnership with NAHRO Professional Development to enhance commissioners certification courses.

• Commissioners Corner features in the Journal of Housing and Community Development (JOHCD) magazine.

Community Revitalization and Development Committee

NAHRO’s Community Revitalization and Development (CR&D) Committee addresses a broad range of issues related to the economic vitality of cities and the development and conservation of neighborhoods. The 2015–2017 chair is Donovan Duncan. The committee examines administrative, legislative, regulatory, and funding matters within federal housing and community development (HCD) programs and 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 years, the committee has spearheaded the association’s larger efforts to preserve funding for the programs most important to the NAHRO membership and the communities that they serve, including the Community Development Block Grant (CDBG), HOME Investment Partnerships (HOME) Program, Housing Trust Fund (HTF), and the McKinney-Vento homeless assistance programs. The committee is more than a “community development” committee and has continued to provide organizational leadership around policy formation for cross-cutting issues, such as the Affirmatively Furthering Fair Housing rule, and for federal tax credit programs, such as the Low Income Housing Tax Credit.

Beyond simply working to preserve and improve key programs, the committee has worked to develop recommendations to make HCD programs more accessible to NAHRO members, such as pursuing the statutory elimination of the HOME program’s 24-month commitment of funds requirement. The Committee further exemplified teamwork by collaborating with the Public Housing Committee to develop a white paper on the topic of reducing barriers to housing through HUD’s use of criminal records guidance.
The committee is committed to fostering the community development knowledge and skills of the membership. This is achieved by sharing and facilitating awareness of emerging trends and best practices, often through conference sessions and through the publication of toolkits and primers. Recent topics have included: the Rental Assistance Demonstration (RAD) program, mixed-finance development for beginners, and the role of PHAs in combating homelessness. Finally, the Committee is committed to investing in relationships with other industry organizations that result in collaborations and partnerships for common goals.

**Diversity, Equity, and Inclusion Task Force**

President Merritt appointed the Diversity, Equity, and Inclusion Task Force (DEITF) in June 2017. The chair is Elizabeth Glenn. The DEITF is charged with creating a diversity plan for NAHRO and with engaging NAHRO members at all levels: national, regional, and chapter. The DEITF grew out of the Strategic Planning Advisory Group’s diversity task force, which was led by Vanessa Cooper. The DEITF will build on that foundational work and develop a framework for implementation at all levels.

To date, the DEITF has met three times by teleconference and once at the 2017 NAHRO Summer Conference in Indianapolis in July. Discussions have focused on process and priorities. Their first full meeting will be at the 2017 NAHRO National Conference and Exhibition in Pittsburgh, Pa. in October.

**Housing Committee**

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, actions, and budget recommendations to the Board of Governors. The committee also provides assistance to staff in articulating how policies will impact PHAs. These policies and actions further the goal of providing decent and affordable housing for low- and moderate-income families. The 2015–2017 chair is Regina Mitchell, SPHM, PHM.

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.

The committee passed policy positions and provided feedback to NAHRO staff that led to recommendations including, but not limited to, the following comment letters to HUD: mandatory smoke-free public housing, oversight on over-income tenancies in public housing, Affirmatively Furthering Fair Housing Assessment.
Committees and Task Forces (continued)


The committee also passed policy positions ratified by NAHRO’s Board of Governors, which led to recommendations that include the following: opposing re-federalizing Central Office Cost Center (COCC) dollars, support for the Moving to Work Reform and Expansion Act of 2016 (H.R. 5137), support for the Rural Housing Preservation Act of 2016 (H.R. 4908 and S. 2738), adequately funding USDA Rural Development programs, creating a working group with the Community Revitalization and Development Committee on implementing successful policies and guidelines in line with HUD’s memorandum on the use of arrest records, the voluntary use of Small Area FMRs, appropriately adjusting the Davis-Bacon threshold requirements for inflation, and fungibility between the Housing Assistance Payment (HAP) account and the Administrative Fee account of the Housing Choice Voucher Program.

Housing and Education Task Force

The Housing and Education Task Force (HETF), formed in 2015, is tasked to assist, advise and inform the association, Board of Governors, standing committees and staff partnerships and positions that further the educational outcomes of the families our members serve. NAHRO President Merritt and HETF Chairperson Preston Prince envision the task force efficiently coordinating and exploring educational programs that maximize the educational achievement of the children housed in affordable housing. HETF works to encourage and expand the partnerships between PHAs and CDAs with education service and program providers, such as the Campaign for Grade Level Reading (CGLR). Additionally, the HETF also works with HUD and housing industry groups to strengthen and grow the importance of the educational outcomes to the resident families the NAHRO members serve.

HETF focuses on the following four areas of activity:

1. encouragement and expansion of the role that NAHRO members play in helping children achieve academically;
2. national demonstration work so that we can use data to help change housing policy;
3. new partnerships that will help expand educational opportunities for children in housing and community development programs; and
4. policy and legislative ideas.

One accomplishment that encompassed all four areas of activity is the Memorandum of Understanding (MOU) between NAHRO and the CGLR. NAHRO and CGLR committed to ensuring that children living in housing properties that NAHRO members serve are set up for success in schools — by arriving ready to learn, maintaining consistent attendance and gaining access to enrichment over the summer so they don’t fall behind.

The MOU has provided a platform for many of the activities and actions conducted, such as:

- Promoting public awareness of the importance of grade-level reading proficiency by the end of third grade as a major predictor of high school graduation and success in life; and
- Sharing with our members a wide variety of information including model programs, best practices, techniques and strategies to improve readiness, attendance, summer learning and grade-level reading for low-income children, and to engage and support parents in this work.
Publicly recognizing PHAs and community development organizations, through NAHRO and CGLR, which implement innovative and successful methods, strategies and techniques that improve the educational outcomes of young residents living in public or assisted housing.

Fostering collaborations between housing and education organizations and their members at the national, regional, state and local levels to strengthen the education outcomes of the child served by NAHRO members, such as: PHAs, school districts, education service providers, researchers and parents.

**International Research and Global Exchange Committee**

Under the leadership of Chair Julie Brewen, PHM, the International Research and Global Exchange (IRGE) committee participated in several international events to expand the knowledge of housing and community development best practices from other global practitioners. IRGE committee members visited more than five different countries and participated in many international events and activities, including speaking at conferences in South Africa, Canada and France. The 2015–2017 term will culminate with a study tour in New Zealand and Australia.

IRGE also played an active role in preparations for the 2016 Habitat III, the United Nations Conference on Housing and Sustainable Urban Development in Quito, Ecuador, an event that is held once every 20 years. NAHRO was a part of the official U.S. Delegation, and was greeted by then-HUD Secretary Julian Castro after his discussion on equity, diversity, and inclusion. NAHRO serves on two of three Habitat III U.S. National subcommittees: Connecting the U.S. to Global Conversations and Education and Outreach. Past IRGE Chair Elizabeth Glenn also served as a Technical Expert on Housing Policies, Policy Unit 9. Policy Unit 9 is one of 10 Habitat III Policy Units that develops and submits recommendations and best practices to the Habitat III preparatory process. Glenn also represented NAHRO on the official U.S. State Department delegation to Habitat III.

IRGE also continued the practice of establishing international partnerships in housing and community development. At the suggestion of IRGE, NAHRO has renewed its MOUs with the International Urban Development Association (also known as INTA) and the Canadian Housing and Renewal Association.

IRGE finalized a process to strategically incorporate international sessions at the NAHRO conferences with a special emphasis on the National Conference and Exhibition.

**Legislative Network**

The Legislative Network (Leg Net) has undergone changes and enjoyed significant success in expanding its impact.

Three years ago, under the leadership of our Chair Don May, the group undertook an ambitious effort to implement the tasks assigned to the Network under NAHRO’s Strategic Plan. Recognizing that many tasks assigned were not necessarily within our purview, Leg Net worked to prioritize tasks to tackle first, identifying six tasks that the group wanted to address within its term. The group focused on those six tasks,
Committees and Task Forces (continued)

formed subcommittees to complete them, then made recommendations on how to do that.

During this term, Leg Net implemented changes recommended by the subcommittees, most notably a restructuring. Recognizing that the group throughout the years had grown and had become difficult to manage, a Leg Net Leadership Team was formed. The Leadership Team's objective is to help shape the work of Leg Net and hold the larger group more accountable for the work they are tasked with doing. The Leadership Team met for the first time at the NAHRO National Conference in New Orleans last October. Since then, they’ve made progress at re-shaping how Leg Net functions and its impact, but more work needs to be done to fully implement this model in the coming term.

Meanwhile, response rates to action alerts has grown significantly. During the 2016 August advocacy push, Leg Net far exceeded our goal of sending 1,500 letters and managed to send more than 2,000. In 2016, NAHRO advocates sent over 4,000 letters to Congress, which was a 199 percent increase over 2015. We also expanded the number of individuals taking action, with nearly 1,300 people participating in our action alerts, a 182 percent increase over 2015. In 2017, we broke the 2,500 letter mark.

The challenge next term will be to continue to capitalize on the renewed interest in politics that has caught up many of our members since the 2016 election and to create lifelong advocates out of them. Leg Net will also need to continue to implement structural changes and remain a dynamic and flexible group that is able to respond to and anticipate the political climate.

Member Services Committee

The Member Services Committee’s goal is to achieve member satisfaction and grow NAHRO by providing networking opportunities, membership outreach, current technology, quality customer service, and recognition of excellence. The 2015–2017 chair is Donna Brown-Rego.

In the past two years the committee discussed a variety of membership-specific topics, including the effectiveness of NAHRO’s communication efforts, discount policies for partners, site selections for the 2017–2019 summer and national conferences, the current process used to identify those sites, and best practices in attracting people to the industry. They also approved by-laws for six regions and chapters, were tasked with looking at NAHRO’s governance, and approved the NAHRO National Merit Scholarship created by the Housing America Task Force.

They hosted two sessions at the 2016 and 2017 national conferences that featured Award of Excellence-winning programs to help promote the good work our members are doing, and they also worked on revamping the Awards of Merit catalog and awards ceremony in order to increase the exposure of the award-winning agencies.
In 2016, we sent a membership survey to all associates that included benchmark questions on membership satisfaction and benefits, as well as questions on brand promise and value statements and technology and social media. The membership satisfaction results were favorable — 88 percent of the respondents are very or somewhat satisfied with their membership and 84 percent said they are going to renew. The brand promise and value proposition statements created by the Strategic Planning Advisory Group based on work done at the 2016 Leadership retreat resulted in 73 percent of the respondents agreeing with the statements as they were presented. These statements are now posted on the website under NAHRO’s mission (see also page 19). The questions on technology, and in particular social media, resulted in 58 percent of the respondents saying they use social media for business, 47 percent have a personal presence on Facebook, and 33 percent of their agencies have a Facebook page. Almost half said that NAHRO needed a presence on Facebook. In March of 2017 the Communications Department launched NAHRO’s Facebook page — www.facebook.com/NAHROnational.

In 2016, the committee instituted a raise in dues for housing agencies, the first in more than six years, in order to keep pace with cost escalations. The new dues rate went into effect on January 2017, and the committee instituted a policy that it will review the dues structure every two years beginning summer of 2018.

The Emerging Leaders, a diverse group of professionals who are interested in advancement in the HCD field, are represented by a Subcommittee of the Member Services Committee and Presidential appointees. The 2015–2017 subcommittee chair is Denita Johnson. They have a seat on the National Conference Planning Committee to encourage sessions on leadership issues and they sponsored brown bag luncheons at the 2016 and 2017 Summer Conferences, which focused on navigating change in the housing industry and funding challenges. They also sponsored After-Party networking events at the 2016–2017 Summer Conferences, and they hosted a Party with a Purpose at the 2016 and 2017 National Conferences that helped raise money for Housing America scholarships and a local homeless shelter. The Emerging Leader subcommittee, with input from the Awards subcommittee, also revamped the Emerging Leader Award so it now recognizes someone who is emerging on all levels, instead of just the national level.

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 2015–2017 chair is Duane Hopkins, CME. During the 2015–2017 term, the committee focused on implementing new marketing initiatives (including the development of a new national award), developing a roadmap for updating course materials and developing new training products, and ensuring that NAHRO Faculty Members are delivering the highest quality learning opportunities in the industry. The Professional Development Committee exercises oversight over the activities managed by NAHRO’s Professional Development division, the accomplishments of which are outlined on page 3 of this report.
Committees and Task Forces (continued)

Small Agency Task Force

The Small Agency Task Force focused attention on legislation to lower the cost of program administration and methods to relieve administration burdens (see also page 7). The 2015–2017 chair is Sharon Carlson. The task force also explored educational offerings which NAHRO could provide to better inform small agencies who are in need of new programmatic tools to meet local needs. SATF input helped support the development of a new educational offering on the Low Income Tax Credit (LIHTC). Finally, the task force encouraged the creation of small agency task forces at the regional and chapter levels of NAHRO.

Strategic Planning Advisory Group (SPAG)

Strong associations stay focused on their priorities. In that spirit, the Strategic Planning Advisory Group was formed to ensure that the bi-annual work plans (the NAHRO business plan) of committees, task forces and ad hoc groups were appropriately coordinated with NAHRO’s strategic plan. The 2015–2017 chair is Michael Gerber. SPAG’s work was also focused on ensuring that NAHRO remains relevant to its members and the broader industry by keeping focused on its mission and values.

Over the past two years, SPAG has expanded its scope of work, which included an examination of NAHRO’s current mission and vision statements. The group recommended that these statements be revised to more clearly and better articulate the association’s core principles, values, and long-term aspirations. SPAG drafted several proposed statements and submitted them to each standing committee for feedback. The outcome resulted in the BOG adoption of the following statements and values:

Vision Statement: To be the leading resource for affordable and subsidized housing and community development through innovative research, analysis, advocacy, professional development, and ethics.

Mission: Inspire and engage professionals in housing, community development, finance, government, and social services in collaboration with residents to create attainable and sustainable housing and communities for vulnerable families and individuals.


SPAG has also held extensive and expansive discussions on how NAHRO may wish to adapt and change in order to ensure long-term sustainability and generate additional revenue, as well as to more effectively have its voice heard. SPAG was made aware of what associations similar to NAHRO have done to adapt to
the changing environment, especially in the areas of professional development, networking, and advocacy. SPAG members have also compiled a list of their own suggestions.

These conversations revealed the need to consider a new branding effort to re-introduce NAHRO to existing and lapsed members and to introduce NAHRO to a wide variety of stakeholders who are not familiar with the vital role that NAHRO plays in housing and community development policy and program delivery today. SPAG determined that the first step in the re-branding effort should be the development of Value Proposition and Brand Promise statements that would describe what makes NAHRO unique and what the results would be of member involvement and engagement. Draft statements were included in the 2016 membership survey for member feedback; questions related to branding were also posed. The survey outcomes showed overwhelming approval for the statements, which are:

**Value Proposition:** Together, we are building affordable and sustainable communities through education, innovation, and advocacy.

**Brand Promise:** We promise a diverse, inclusive, and inspiring environment for members to learn, connect, advocate and achieve.

The information gleaned from answers to questions in the survey will be used to better understand members’ perceived value, to shape the future value proposition, and to gain insights into what would be needed to craft a compelling brand promise. The SPAG delayed advancing the rebranding initiative until a new CEO was hired. With the selection of Adrianne Todman, SPAG is excited to relaunch that effort and help rebrand NAHRO in ways which will resonate with existing and new members, and also with policy and thought leaders.

SPAG did consider the impacts to NAHRO of some reduced participation and less engagement. As resources of local agencies become more limited, it is becoming more challenging for NAHRO to maintain “market share” given the presence of other strong service providers. Therefore, creative thinking is needed to formulate ways to generate expanded and differentiated value, new sources of revenue, and new product and service lines providing staff support in these areas. SPAG has compiled a diverse list of ideas for staff consideration and possible implementation.

SPAG utilized a Blue Ocean Strategy approach to considering opportunities for new markets, and this strategy approach was incorporated into the thinking of other committees, including Professional Development.

At the recommendation of SPAG, President Merritt has appointed a national Diversity, Equity and Inclusion Task Force, comprised of members from each regional council. President-elect Carl Richie has agreed to continue the task force during his presidency. President Merritt said, “Creating a diversity plan for NAHRO is one of the most important actions we can take to ensure that diversity, equity and inclusion become integral to the way we function, both at the national and local levels.”
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