



Everyone Deserves A Place To Call Home.

COMMITTEE GOALS SUMMARY 2015-2017

ADMINISTRATIVE PRACTICES:

1. Access participation in training sessions, receptions and dinners at various conferences and workshops
2. Explore technical capabilities for webinar style training to present to the Education Committee.
 - Reviewed proposal to provide on-line training for SERC members.
3. Website Redesign
 - The SERC-NAHRO website redesign has been completed. The new site went live at the conclusion of the 2016 Fall Workshop
 - Calendar items available are updated to 2020
 - Membership database available. Dues can now be paid on-line.
4. Develop training sessions for management
 - A half day training session entitled Social Media – Pros and Cons has been completed and is available for presentation or distribution.
 - A half day training session entitled Information Security Awareness has been completed and is available for presentation or distribution.
 - A half day training session entitled Website and Content Management Systems has been completed and is available for presentation or distribution.
5. Mobile App for Conferences
 - In conjunction with the Annual Conference, we implemented a mobile app for the 2017 Annual Conference.
 - The app will provide the following features:
 - i. Online agenda
 - ii. Exhibitors list
 - iii. Sponsor list
 - iv. Session feedback
 - v. Conference announcements
6. On-site credit card processing
 - The Scholarship Committee requested the ability to accept credit card payments at the Annual Conference for their fundraising activities. An account has been setup with Square to allow for these activities.

BUDGET:

1. Provide structure for budgetary process
 - This was achieved by mirroring the budget structure to the Income Statement. This format it made it easier to analyze variances in actual numbers to budgeted numbers and enabled the budget committee to examine historical trends and to make decisions.

2. Provide documentation and backup for budgetary amounts
 - This was achieved by adding a column to the end of the spreadsheet detailing how the budget number was derived.
3. Provide Analysis of Net Income for Meetings and Workshops
 - The budget committee worked with the Treasurer and the respective Conference Chairs to analyze prior year's data to provide budgetary numbers based on past performances while adjusting those numbers for anticipated variances.
4. Determine floor and ceiling for reserves
 - The method of managing reserves is still being determined.

COMMISSIONERS:

1. Continue Commissioner Training Sign in Sheets
 - The Certificates of Participation have been emailed to each commissioner who signed the commissioner's sign in sheets for the Annual Meeting in Biloxi. The listserve has been updated. The committee also created an email for the Commissioners committee chair so that it can be transferred.
2. Commissioner of the Year program
 - Subcommittee created uniform application processes for each State so that it dovetails with the NAHRO Commissioner of the Year award. The subcommittee selected Howard Sanders as Commissioner of the Year.
3. Begin personal outreach to commissioners at state conferences to join/participate in SERC
 - The Committee members from each state will promote SERC conferences at their state level.
4. Telephone roundtable
 - Still in progress. The Committee will have a roundtable teleconference later this fall.
5. Stand-alone training to be held in Fla
 - Determined to have no benefit and not pursued
6. Get 125 Commissioners to send letters to elected officials
 - Legislative outreach: A listserve has been created with over 200 commissioners. Emails are now being sent to all on the listserve regarding legislative advocacy. Committee members receive legislative updates and are encouraged to use the NAHRO Advocacy Page.
7. Create Subcommittees to accomplish work:
 - a. Subcommittees and subcommittee chairs were established (Programming, Commissioner of the Year, Legislative).

CR&D:

1. Develop attractive CR&D sessions relative to the communities we live in: ex. using peer groups for presentations.
 - The CR&D Committee facilitated multiple session at workshops and conferences using members to provide beneficial information especially related to RAD.
2. Explore opportunities for training sessions to include: survey of needs; webinars; interacting with other committees to maximize training and avoid duplication of efforts; improve communication through cross-committee interaction to determine how CR&D affects the organization as a whole.

- The Committee worked closely with the Small Agency task force to identify their needs and develop sessions especially for them. Sessions directed at small agencies were included at all conferences and workshops.
3. Provide entry level “How to Develop” sessions especially for small agencies.
 - A half-day workshop, exploring all elements of affordable housing finance and development practices, techniques and resources is planned for the Fall Conference. This “hands-on” course will provide an opportunity for participants to work with seasoned housing development professionals to obtain an in-depth understanding of the mechanisms and resources necessary to successfully plan, finance, and implement successful housing development projects. The presenters have been asked ensure that small agencies will benefit from the presentation.
 4. Improve Sponsorships – Goal of each committee member/state to bring at least one new sponsor/vendor during term to the annual conference.
 - Still in progress.

EDUCATION AND TRAINING:

1. Broaden scope of training to meet the changing needs of our Authorities
 - In broadening the scope of training, the Education and Training Committee focused on specialized training on HUD’s changing Fair Housing regulations. A successful stand-alone training for the Affirmatively Furthering Fair Housing Plan (AFFHP) held in the fall of 2016 is an example of the Committee’s attempt to timely meet this goal.
2. Increase the number of “stand-alone” trainings
 - Increasing the number of stand-alone trainings continues to be a challenge due to the number of conferences held each year by each state organization and NAHRO. The Committee has found a narrow “window of training opportunity” in the spring and fall. Understanding the need to ensure that SERC training is monetarily self-sustaining, the Committee opted to focus on strong training during these two periods. Successful UPCS (Nashville, TN; 56 attendees; approximate profile \$7,380) and AFFH (Destin, FL; 92 attendees; approximated profit \$21,000) trainings were provided to membership.
 - The Committee explored a number of options including “tagging” a stand-alone training to the annual and/or fall conferences. The addition of webinars is also a way to attain this goal in the future.
3. Explore potential of webinars
 - With the assistance of Doug Freeman, the Committee continues to review the feasibility of webinars. One company developing training offered a proposal to the Committee which was evaluated and declined due to the fact that at this time, the proposal was not fully developed and did not meet the objectives of SERC training. However, the Committee continues to review and evaluate webinar opportunities.
4. Work closely with the Professional Development and Annual Conference Committees to coordinate training efforts
 - In planning the AFFHP last fall, the Education and Training Committee successfully utilized the session held on this subject during the SERC Annual Conference as a marketing tool to promote the fall “stand-alone” training.
 - However, the Education and Training (E & T) Committee continues to revise its methodology of working more effectively in coordination with the strategies and

program efforts of the Professional Development and Annual Conference Committees.

- The E & T Chair has held a series of meetings with the Chair of the Small Agency Task Force to develop training focused to the special needs of Small Agencies. The Committee has requested that the incoming SERC President include a meeting among the Chair of the Education and Training Committee and all other Committee Chairs immediately prior to the formal committee meetings at each SERC conference or Executive Team meetings. This would provide an opportunity for the Education and Training Chair to hear the training needs of all committees and for the other committees to better engage and promote planned training. It is anticipated that this could lead to more effective stand-alone training.

EMERGING LEADERS:

1. To Expand members
 - In progress.
2. Increase our involvement within SERC and SERC committees
 - Committee is now overseeing “What Homes Means to Me” poster contest.
3. Expand education to our committee members in leadership skills
 - In progress.
4. Create a structured plan with a focus on gaining education and knowledge leading us into some form of graduating from this committee
 - A collaborated plan for committee members to follow post term is being finalized.

HISTORY/ARCHIVAL:

1. History Book updated with each meeting
 - Committee members have volunteered to submit information about each meeting to be placed in the history archives book. Two updates will include the 2016 Winter Workshop and the 2017 Annual Conference.
2. Historical column published in each addition of SERCulator
 - Reflections of the Past in now in each edition.
3. Posting of SERC training
 - Training material now posted on new SERC website.
4. SERC video
 - Completed.

HOUSING:

1. Each member attends at least half of the meetings for the next two years.
 - Goal was met.
2. Relevant information is submitted for the website.
 - Goal was met.
3. Recommend training topics to Education and Training Committee.
 - List of topics submitted for all conferences and workshops.
4. Develop a system to connect small agencies through technology.
 - Still in progress. Reviewed multiple free conference call services and selected free conferencecall.com to host all of the calls. This service also provides a means to do video calls which can be used for visual training. We have completed the initial setup. In the process of gathering all the emails to load into the system

from each housing authority. Once this is done, a “maintenance” person to spear head these meetings will be selected to move the project forward.

LEGISLATIVE:

1. Development of the SERC-NAHRO Legislative Position Paper with an emphasis on deregulation with follow-up discussion on funding levels.
 - Completed and approved by SERC Executive Committee in March 2016.
2. Work to engage the SERC-NAHRO membership, affiliates, and other affected parties regarding legislative and regulatory needs. Several sub-goals related to engagement were established to include:
 - Rapidly disseminate legislative information that will further the purposes established in the Position Paper.
 - Include other SERC-NAHRO Committees in our efforts to disseminate information and engage the membership.
 - Identify important Federal representatives in key positions.
 - Encourage State Associations to communicate and work closely with their Federal representatives.
 - Identify key personnel at the agency level that can further the purposes established in the Position Paper.
 - Accumulate data on the effects of the funding cuts.

MEMBER SERVICES:

1: Reclaim - Increase SERC – NAHRO membership

Strategy 1: Review current membership numbers.

Strategy 2: Assign members to call housing agencies within their area that are not part of membership.

Strategy 3: Implement an effective marketing initiative for SERC-NAHRO.

- The Committee members are continuing to call agencies that have not paid 2015-2017 dues.
- The committee has requested a break down from the Registration committee as to who are attending the conferences that are members (affiliates) v/s those who are not.

2: Recruit

Strategy 1: Assess members’ needs (collaborating with other committees)

Strategy 2: Maximize technology for advocacy, communication, information exchange and knowledge transfer.

Strategy 3: Broaden the demographics of our organization to cultivate future housing professionals.

- Working with Small Agency Task Force and Educations and training to have trainings geared for all agencies involved in SERC-NAHRO.

3: Retain

Strategy 1: Ensure that customer service to our member remains a top priority, which allows open and responsive communication.

Strategy 2: Pursue new services and products to better meet the needs of all segments of our members.

Despite these difficult economic times, SERC-NAHRO membership continues to remain stable; however, Committee members brought up the scheduling of SERC conferences

run close to several state conferences. This leaves agencies competing whether to attend a state conference or SERC conference.

PROFESSIONAL DEVELOPMENT:

1. Increase attendance at the Fall Workshop.
 - By offering timely and professional training and various opportunities for the membership to network, the committee was able to increase attendance at the 2016 Fall Workshop held at the Grove Park Inn in Asheville. Attendance at the 2015 Workshop in Jacksonville totaled 355. In Asheville it was 411, an increase of 56 delegates or almost 16 percent. The committee is hopeful that this trend will continue with the 2017 Fall Workshop which will be held in Fort Lauderdale, November 5-7.
2. Provide training relative to small agencies.
 - Small Agency Forum track implemented.
3. Better determine training needs - seeking input from other SERC Committees and members relative to these needs.
 - Members of the Professional Development committee consulted with other SERC committees including CR&D, Commissioners, Education and Training, Housing, Rental Assistance and the Small Agency Task Force to determine their training needs and tailored Fall Conference offerings accordingly.

PUBLIC AFFAIRS/SERCulator:

1. SERCulator Newsletter
 - A. Encourage participation/contributions from each State
 - Articles from all states in Winter and Spring Editions.
 - B. Provide more human interest stories
 - Hero's Among Us added.
 - C. Provide a pre-production schedule and a web site link whereby membership may submit articles/pictures directly to editor
 - D. Increase advertising from vendors and exhibitors to generate income
 - Ongoing effort. Added single subscription rates of \$25 a year or \$7.50 a copy.
2. Annual Awards – Continuation of these two awards
 - A. Agency of the Year @ Fall Workshop – each state will submit their state's newsletter for judging in this competition
 - 2016 The Carolina's Corner
 - B. Newsletter of the Year @ Summer Conference – each state will pre-judge entries from members in their respective state and submit the winners for each size category to be judged for this competition. Category sizes are small, medium, large and x-large authority
3. SERC Cares – Continuation of this Initiative
 - With direction of President and Vice President choose non-profit agency to be the recipient of our membership's generosity and receive such donations during the fall workshops and the summer conferences via cash, checks and/or credit cards (on-line). This resulted in donations ranging from \$1,200-\$1,800 for each of the below:
 - Fall 2015 ~Jacksonville, FL - The Sulzbacher Center
 - Summer 2016 ~ Biloxi, MS - Back Bay Missions

RENTAL ASSISTANCE:

1. Committee members will network within their States to expose and encourage participation in SERC especially by reaching out to HCV staff, forwarding training information to them.
2. The Committee will suggest more training topics suitable for “front-line” staff to increase participation.
3. Committee members will network and promote SERC participation with potential new vendors as they are encountered.
4. The Committee will host and participate in Round Table discussions.
5. The Committee will follow-through to ensure that the SERC HCV Discussion Board previously approved is established.
6. The Committee will be attuned to concerns of the SATF and forward any identified issues and program suggestions to that committee
 - ALL Committee goals were completed.

RESOLUTIONS:

1. To better communicate with member agencies
 - Assigned committee members to states to solicit resolution requests starting two months prior to the annual convention.
2. To refine the resolution reporting and issuing process.
 - Committee members solicited resolution requests from assigned states and forwarded to the committee chair who in produced the resolutions to be issued at the annual conference

SMALL AGENCY TASK FORCE (SATF):

1. Add small agency tract to conferences and meetings, including a round table.
 - This goal was met with resounding success as “small agency” tracks were held at the 2016 and 2017 Annual Conferences as well as the 2016 Fall Workshop. The tracks were very popular as we have tapped into a previously unmet need.
2. Make recommendations for small agency issues to legislative committee, to include deregulation and SHARP.
 - Communication between the SATF and the Legislative Committee remains positive and ongoing. The Chairs of these committees include each other on their committee email rosters and attend both committee meetings in a successful cross-pollination of efforts.
3. Communicate with the Gang of 13 through Tooter Castle.
 - A member of our committee is now a member of the Gang of 13
4. Establish a small PHA scholarship program for conferences.
 - In June 2017, the SERC-NAHRO Executive Committee approved a small PHA scholarship program for conference/workshop registrations. Two scholarships will be awarded twice per year to small PHAs having 100 or fewer combined units of public housing/housing choice vouchers. It will be a competitive process.
5. Establish a list serv for small agencies and encourage SATF development at the state level.

- We have worked diligently to establish a SATF in each State in the Southeast Region. Each State is unique in its needs, and we have found that those who do not have a formal SATF are still active in some way. Others have formalized the process, such as Kentucky, and have established their own goals. What we have accomplished is to work with the NAHRO SATF to create a “spider web” effect of contacts in each Region and State. We will carry this effort forward.
- 6. Communicate our need for unique stand-alone trainings and possible webinars.
 - We have worked with the Education and Training Committee as well as the Professional Development Committee in this area. In October 2017, the first standalone training targeted to small agencies will take place in Myrtle Beach, SC. The topic will be “Policy Development” with Dennis Morgan serving as the trainer.
- 7. Work with member services and State Presidents to gather data which will assist us in developing plans for getting ahead of the consolidation train.
 - We have collected quite a bit of data with regard to small agencies in the SERC Region and have even begun to map data so that we can more effectively “tell our stories.” SATF member Kelly Evans visited the HUD Headquarters mapping center to gain additional information and insight. We will also carry this goal forward as it is a continuous process.
- 8. Study vendor lists to determine if our needs are being addressed.
 - We have concluded that we do feel our vendor needs are being met at this time.
- 9. Consider development of some type of purchasing consortium or shared services arrangement.
 - This is another goal we may carry forward as we completed preliminary explorations of this topic and believe it warrants additional consideration. We have compiled information regarding shared services arrangements that some Regions and States have in place, and we believe this will grow in importance as funding cuts continue to be made.
- 10. Establish a mentoring program to help small agencies participate in new programs.
 - We have shared some examples of mentoring arrangements during small agency track sessions, but we would like to move forward in putting together a database of potential mentors and best practices.

SCHOLARSHIP:

1. To development and promote fundraising activities to increase the scholarship fund by \$15,000 over the next two years.
 - Proceeds after our 2016 -2017 Annual Conference totaled over \$40,000! The auction fundraising activity which was a first in Nashville was a huge success!

YOUTH LEADERSHIP & DEVELOPMENT:

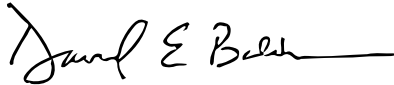
1. Expand SERC participation through Youth Leadership
2. Increase awareness and participation in SERC Youth programs
 - Developed and distributed video “Changing Lives” to illustrate the purpose of the Youth Development Committee.
 - Get place on agenda for future workshops ~ regional and state level. Session at 2018 Annual Conference is planned.
3. Continue current basketball program – expand participation in future
 - Bowling Green hosted the 2017 tournament and included a cheerleading/dance competition for the first time. Over 400 attended the opening banquet. The 2018

tournament will be in Lagrange, GA with Laurel, MS and Birmingham hosting the 2019-2020 tournaments.

4. Partner with GAHRA for a new Youth Leadership Conference
 - Three new states participated in the 2016 GAHRA Conference at St. Simons Island and four new attended the 2017 Conference
 - a. Add 200 participants to next Leadership Conference (400 total)
 - Unsuccessful.
 - b. Have every state represented in the Youth Leadership Conference next July
 - Unsuccessful, however five states did participate.
 - c. Allocate half of the SERC \$10,000 given for basketball to 2017 Leadership Conference
 - Goal was successful.
5. Increase college enrollment
 - Remains in progress.
6. Develop future leaders
 - Remains in progress.

My sincere THANKS to all those who served and made all of these accomplishments happen!

Respectfully Submitted



Dave Baldwin,
SERC-NAHRO President



***Everyone Deserves
A Place To Call Home.***