

April 11, 2017

MEMORANDUM

To: NAHRO Board of Governors

Fr: John Bohm, Acting CEO

RE: CEO REPORT

This is my November 2016 to March 2017 CEO report to the Board. This document identifies milestones that coincide with Divisional priorities, as well as my own general comments regarding our progress.

Overview

I believe the organization continues to improve! During the period following our New Orleans Conference, we have continued to dedicate ourselves to making organizational and operational changes that I believe are fundamental to our future success. In particular, significant staff time was devoted to a reexamination of the 2017 NAHRO budget as directed by the Board. Thanks to the tireless dedication of our B&A Committee and the work of Reginald Hart, Jeff Falcusan and Blake Pavlik, together we worked to re-review the assumptions and the pertinent data regarding our Professional Development as well as our Certification activities. I would also like to extend special thanks to the B&A and to Duane Hopkins, Chair of NAHRO's Professional Development Committee, for the time and effort that they put in to accomplish this review and the effort made to arrive at figures and projections that are realistic and that are based on current operations, basic operational improvements and new initiatives we have undertaken within the PD Division since May of 2016.

I believe this effort was both productive and necessary in order to reach a more fulsome and transparent understanding of the prospects for success and improvement of these divisions in 2017 and beyond. In truth, we need to see improvement in this portion of the association in 2017 or face the harder questions that relate to the viability of what we do about Professional Development and Certification going forward. I am happy to note that our trend

lines are improving through March with regards to on-site offerings, e-learning, and our rapidly improving e-briefings. More to follow.

During this same period of time we have continued to improve our communications and marketing capabilities and in fact accomplished a change in NAHRO's organizational structure by creating a new association-wide Communications Division under the leadership of Sylvia Gimenez. Our products look better, we are cross-marketing more and we have improved our communication capabilities by switching to a new email marketing platform called Informz.

We have worked closely with Carl Richie and Clif Martin to establish a new NAHRO Scholarship, which will be administered by the Housing America Task Force. Thanks to Carl, Clif and Donna Brown-Rego for the effort they put into this during this report period. We will present our first Scholarship Awards in July.

We have worked with the Community Action Partnership and have launched an informational survey to inform us of the work being done by PHAs and CAPs. The response rate has been beyond what we ever expected. I see a bright future ahead as we continue to work with the Partnership and encourage the joint efforts of housing authorities and community action agencies.

We also produced a unity video with PHADA and CLPHA to strengthen our ties with our industry partners, and have had open discussions about future educational offerings with Enterprise, the Urban Institute, and HDLI.

Finally, I would say the internal morale remains high. Everybody here is in the game and playing as hard as they can. While staff capacity remains an issue in most every division, which is an issue to review more closely as we prepare the 2018 NAHRO budget, I am so impressed with my colleagues and their willingness to do not only the best that they can, but continue to find better ways to move forward. There is much more to be done. For now, however, we ARE moving forward.

Here are some individual division highlights:

Professional Development

- In the process of hiring a new curriculum manager and adding a contractor to act as On-Site Sales and Marketing Consultant;
- Exploring a partnership with a well-known national organization for the development and delivery of webinar series;
- Successfully submitted a proposal in response to NYCHA training RFP and are currently awaiting information on the scope of the award;
- Significantly improved our e-Briefing format, plus we have started a new series led by staff from Policy Division and Congressional Relations Divisions; and
- Actively lining up exhibit visits to Regional Conferences.

Customer Service and Member Relations

- Conducted two small member-get-a-member campaigns between the National and Washington Conferences. Although not a direct result of those campaigns, we acquired 17 new paid members during this time period, and we are awaiting payment from four more;
- Carried out three outreach campaigns to improve member relations. These included a Thanksgiving message, a holiday email greeting and a NAHRO membership window sticker;
- Implemented a batch process that runs in conjunction with the membership renewal process to automatically fill empty Associate slots with eligible individuals. An eligible individual is someone who has purchased a product from us in the last two years and has an active relationship with the agency; and

- Received 196 Awards of Merit Applications. Regional juries are currently scoring them.

Policy and Program Development

- Completed work on 12 sets of comments to HUD--two on AFFH and AFH tools, two on HOTMA implementation, two on Moving to Work (MTW,) and one each on Fair Market Rents, Lead Safe Housing Rule, Energy Benchmarking in Public Housing, Floodplain Management, Enhanced Vouchers, and HCV Administrative Fee Formula;
- Improved the NAHRO blog to include policy, regulatory and legislative information;
- Prepared and completed e-briefings on Small Area Fair Market Rents, Affirmatively Furthering Fair Housing (AFFH), 2016 Housing Regulations and Legislation, Moving to Work (MTW) Expansion, and Healthy Federally Assisted Housing (Smoke-Free Public Housing and Lead-Safe Housing);
- Prepared and presented updates to Northern California and Nevada NAHRO and the Association of Washington Housing Authorities;
- Will conduct e-briefings on MTW Expansion protocols with a specific focus on small agency participation;
- Will continue to monitor the UPCS-V protocol, the new AFH tools, and other HUD policy and regulatory notices;
- Georgi Banna participated in an HDLI General Counsel Forum, RAD Collaborative meeting, Ballard Spahr's Housing Symposium, National Housing Conference's How Housing Matters, and HUD's Book Rich Environments launch event;
- Eric Oberdorfer participated and presented during a Smoke-Free Public Housing webinar hosted by the Public Health Law Center; and

- Drafted and produced, working with other NAHRO divisions, informative and substantive publications for NAHRO members, including Transition 2017; Regulatory and Legislative Year in Review – 2016; Affordable Housing Hot Topics, spring 2017; and NAHRO’s 2017 Legislative & Regulatory Agenda.

Communications

- As noted above, Publications and Public Affairs have been combined into a new stand-alone Communications Division in order to better coordinate and assist with NAHRO’s communications, both internal and customer-facing;
- Continue to make real progress towards a unified NAHRO look and brand, as seen in marketing and informational emails, banners and documents such as the Transition Report and Year in Legislative and Regulatory Review;
- Making progress towards more efficient and effective cross-marketing campaign, as seen with increased number of NAHRO promotions and ads in NAHRO print and email publications; and
- Stepped up the creation of additional NAHRO marketing materials such as ad banners and videos.

Congressional Relations and Field Operations

- Met with Senate/House staff to determine the trajectory of discussions with respect to the 2017 CR as well as the Administration’s 2018 budget;
- Continued our work on small agency reform and had successful and informative meetings with House and Senate staff on ways to proceed in the new Congress;

- Had very successful meetings involving President Merritt and Housing Vice Chair John Mahon, during which we had opportunities to speak directly with Senator Elizabeth Warren; Senator Ed Markey and staff from the office of Senator Robert Menendez;
- Worked with our Policy Team colleagues to draft NAHRO's 2017 Legislative and Regulatory Agenda;
- Increased and improved the operating capacity of the Legislative Network thanks to a 2016 decision to create a Leg Net Steering Committee where goals and objectives are deliberated and acted upon by the full Legislative Network;
- Remain active in coalition work with ACTION on the LIHTC, with the Campaign for Housing and Community Development Funding, and with coalitions fighting for CDBG and HOME funding;
- Participated in a new health and well-being advocacy campaign discussion with NYCHA;
- Selected both the Legislator of the Year and the Mary K. Nenno Award winners;
- Organized Hill Day activities for the Washington Conference; and
- Recorded an informational video for NAHRO members on what they can do and cannot do as advocates and added it to the NAHRO website; and
- Began research and discovery to review our current work and our tax-exempt status as an organization.

Board of Ethics and Credentialing Trustees (BECT)

- Continued its mission of enforcing the NAHRO Code of Professional Conduct by investigating multiple instances of possible violations and enforcing sanctions including removing NAHRO Credentials and recommending revoking membership to the NAHRO Board of Governors;

- Reviewed the BECT By-Laws, which have not been revised since 2002, and recommended revisions that include clarifying election provisions and enacting new procedures to ensure accreditation of NAHRO Certifications remain on schedule;
- Revised the Rules of Procedure of the NAHRO Code of Professional Conduct to allow action on violations that have been adjudicated by courts, HUD or other federal or local agencies.

Meetings of Note: CLPHA/PHADA, HOME Coalition, Strong Voices Roundtable, CHCDF NLIHC Meetings, HDLI, Community Action Partnership, Urban Institute and Center for American Progress.