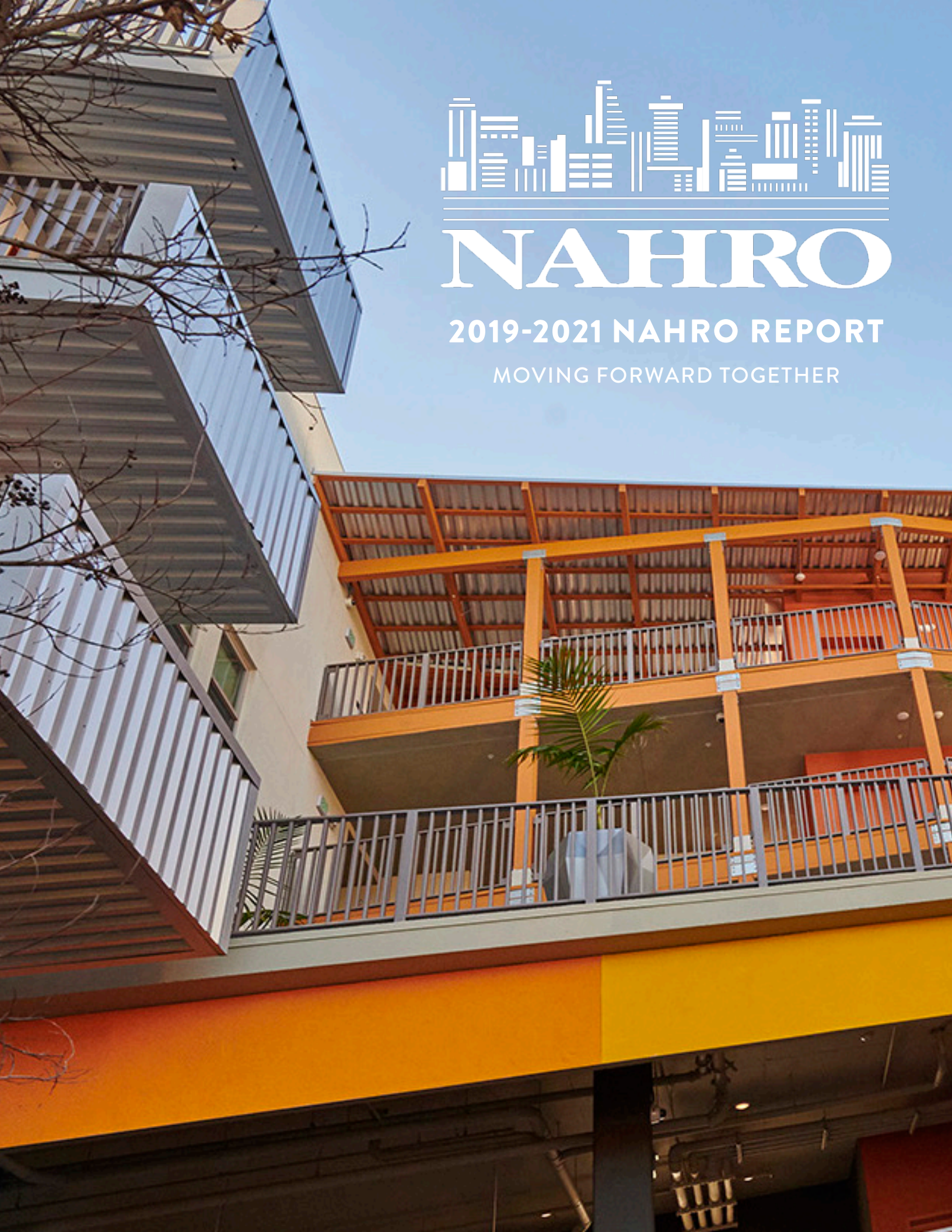




# NAHRO

**2019-2021 NAHRO REPORT**

MOVING FORWARD TOGETHER



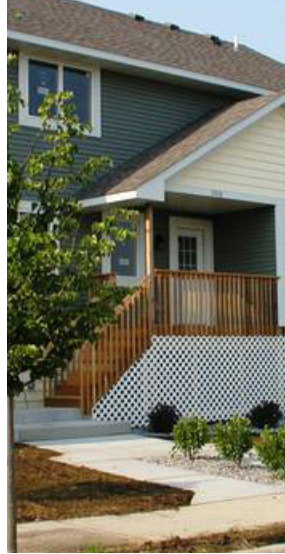




Abilene Housing Authority, Prairie Gardens



The Housing Authority of the City of Pittsburgh,  
Cornerstone Village Phase II/Larimer Redevelopment



Carver County CDA School P

**I.** A MESSAGE FROM THE PRESIDENT

**II.** ADVOCATING FOR YOU AND YOUR COMMUNITIES

**III.** BUILDING SKILLS AND CAREERS

**IV.** STRENGTHENING PARTNERSHIPS

**V.** KEEPING NAHRO STRONG

**VI.** LEADING THE INDUSTRY FORWARD

**VII.** ADVANCING HEALTHY COMMUNITIES



Partnership



Bangor Housing, Capehart playground and splashpad



Housing Authority of the City of Goldsboro, COVID-19 community testing clinic

It is my pleasure to present to you the 2019-2021 NAHRO Report. This document not only chronicles our progress towards NAHRO's strategic goals, but also serves as a testament to the many ways in which NAHRO enables us to provide safe, affordable housing in sustainable communities.

The past two years have been unexpected and challenging, but we as housers and community builders continue to weather the storm. Over the course of the COVID-19 pandemic, your organizations have responded quickly and creatively to keep your communities and your staff safe. Our Awards of Merit and Excellence, as well as the recently concluded #HousersAtWork campaign, are filled with inspirational examples of your hard work, creativity, and success.

NAHRO also pivoted quickly to provide information, advocacy and value in a rapidly changing environment, giving us virtual conferences and training, and continuing to be our voices at HUD and on Capitol Hill. The association is not just holding the course, though – it is thriving, with new partnerships, expanded training and informational resources, and a new diversity, equity and inclusion policy framework that helps us all continue to move our missions forward.

The state of NAHRO is strong, and our association is prepared to act quickly and nimbly. In June 2021, our former CEO, Adrienne Todman, was sworn in as the Deputy Secretary of HUD. While we miss her leadership, experience and warmth, we are also fortunate to have Mike Gerber step in as Interim CEO while we search for a new leader to bring NAHRO further into the future.

As we and our agencies navigate this changed world, NAHRO will continue to be here for us. I am proud of all the work the NAHRO leadership and staff have done to move our association forward, and I am even more proud of the work you all do to keep your communities safe, housed, and healthy. Thank you.

Warmly,

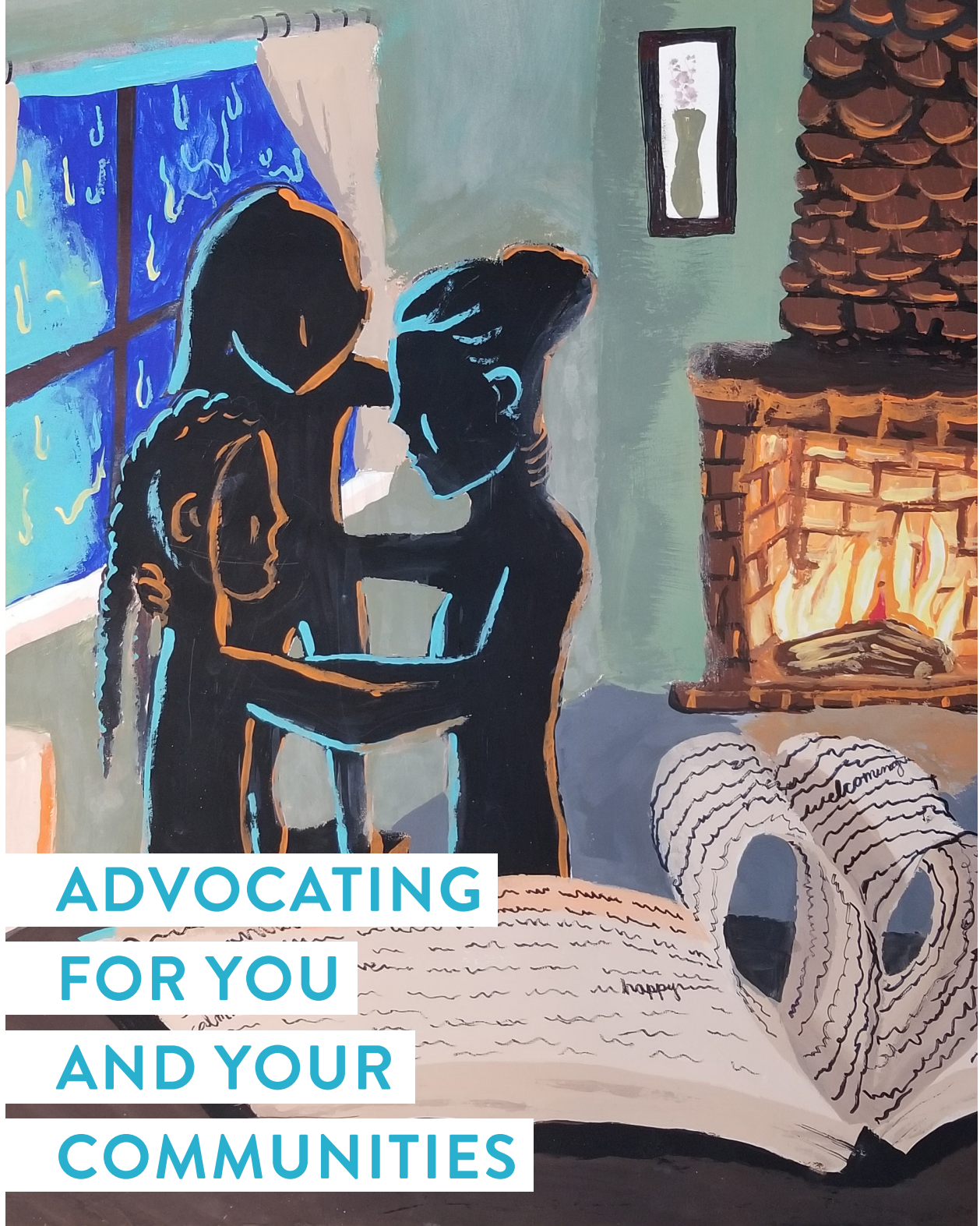
*Sunny Shaw*

Sunny Shaw  
NAHRO President, 2019-21





The artwork of NAHRO's 2021 What Home Means to Me grand prize winner Grace, from the Housing Authority of Utah County.



**ADVOCATING  
FOR YOU  
AND YOUR  
COMMUNITIES**

**GOAL: Maintain NAHRO's position as the preeminent organization for the development and implementation of responsible housing and community development policy by vigorously advocating for legislation, regulations, core programs and innovative initiatives.**

The nation's response to the COVID-19 pandemic created an unprecedented wave of legislation and policy. Led by the Legislative Network Advisory Committee, NAHRO's advocacy has rung loud and clear throughout, ensuring your voices are heard on Capitol Hill. NAHRO advocacy efforts contributed to several successes, including the CARES Act (\$12 billion in HUD funding and regulatory waivers), the HEROES Act (\$6 billion in HUD funding and regulatory waiver extensions and improvements), Low Income Housing Tax Credit reauthorizations, the Community Reinvestment Act, the Affirmatively Furthering Fair Housing rule, increased funding for HUD programs, and more. We also won a major victory when the Housing Infrastructure bill passed the full House, with NAHRO's \$70 billion estimate of minimum Capital Fund backlog included in the language.

In 2020, NAHRO advocates sent more than 21,000 letters, a 68% increase over the previous year. Guided by the Legislative Network Advisory Committee and assisted by the efforts of leadership, including the Commissioners Committee and the Small Agency Advisory Committee, this pace continues with more than 43,000 letters sent during the 2021 August Advocacy campaign alone.

Pandemic-required virtual communications also allowed NAHRO members to communicate with elected representatives. During 2020's Virtual Hill Day, NAHRO members attended 135 meetings with 34 states; that number increased to 207 meetings with 35 states in 2021. Members of Congress have visited with NAHRO, as well; 13 senators and representatives have joined our 2020-2021 conferences and online events. Over the past two years, seven NAHRO staff and members have also testified in front of Congress.

In order to ensure responsible regulations and policy, the Housing Committee, the Community Revitalization and Development Committee as well as the Small Agency Advisory Committee, provide invaluable practitioner output into NAHRO staff's communications with Congress and HUD. With their direct input, NAHRO sent 19 comment letters to HUD and Congress responding to several bills, regulations and statutes, including the Housing is Infrastructure Act of 2021, the Emergency Rental Assistance Program, and more.

**19**  
COMMENT  
LETTERS

**SEVEN**  
CONGRESSIONAL  
TESTIMONIES

**HOUSING IS INFRASTRUCTURE**  
BILL APPROVED BY FULL HOUSE

CARES ACT:  
**\$12 BILLION**  
HUD FUNDING

MORE THAN  
**43,000**  
LETTERS DURING 2021  
AUGUST ADVOCACY

**13** MEMBERS OF  
CONGRESS AT OUR  
VIRTUAL EVENTS



# BUILDING SKILLS AND CAREERS

**GOAL:** Strengthen NAHRO's role as the leading resource in developing the professional expertise and credibility of housing and community development practitioners.

Just as housing agencies nationwide stepped up to serve their communities during the pandemic, NAHRO has continued to provide its members with essential information and professional development opportunities. Under the leadership of the Professional Development Committee, NAHRO hosted more than 450 online training and/or technical assistance events, and engaged with more than 5,000 professionals. In addition to updating and modernizing current products, the Professional Development department is also interviewing new faculty members and taking proposals for new trainings.

To keep members informed on the latest events and regulations, the Policy and Program Development team provided several quick-response, member-benefit webinars on time-sensitive topics such as the eviction moratoriums, the CARES Act, the Emergency Rental Assistance Program and more. The Diversity, Equity and Inclusion Advisory Committee also held monthly member-benefit webinars on topics such as implicit bias and a legislative path to housing equity. Many of these online offerings are available on-demand to NAHRO members without cost.

Since March 2020, NAHRO has hosted five online conferences, with more than 2,500 attendees. NAHRO will host its 2021 National Conference and Exhibition online from October 7-8.

In April 2021, members of the International Research and Global Exchange Committee attended the Canadian Housing and Renewal Association's virtual convening, and in August 2021, 22 NAHRO members attended the Alaska Knowledge Exchange to learn about local housing needs.

Over the past two years, 805 professionals completed their NAHRO Certifications. In order to ensure the quality of NAHRO Certification, the Board of Ethics and Credentialing Trustees approved revised BECT By-Laws to satisfy third-party accreditation standards and will be presenting to NAHRO Leadership and Board of Governors for input and possible action. Seven new NAHRO Certification programs have also been approved.

The Member Services Committee also continues to work on ways to uplift NAHRO members' achievements and best practices with the continuing promotion of the individual and agency awards.



# STRENGTHENING PARTNERSHIPS

**GOAL:** Expand NAHRO's reach and improve its effectiveness by building and reinforcing traditional and non-traditional partnerships, both with NAHRO's regions and chapters, and with outside organizations.

NAHRO provides members with ways to forge partnerships and build their knowledge networks, both within and outside the association. The Housing Committee, with the aid of the Community Revitalization and Development Committee, worked with NAHRO staff on a landlord testimonial video for HUD. The Community Revitalization and Development Committee also worked with PolicyLink on diversity, equity and inclusion concerns with Wells Fargo for market updates, and with Vessel on new affordable housing construction methods. The Diversity, Equity and Inclusion Advisory Committee featured a variety of partners for its EIEA webinars, including the Vera Institute and Rep. Joe Neguse.

In order to help NAHRO members improve their own outreach, the Congressional Relations and Communication staff recorded social media trainings, and held a webinar on social media best practices for housing agencies. NAHRO also currently hosts an online community for Family Self Sufficiency program coordinators.

NAHRO's 10-year, \$1 million partnership with LDG Development is now in its third year, with ten total students benefiting from the NAHRO LDG scholars program. With a grant from the Wells Fargo Foundation, NAHRO is also working on an equitable housing toolkit, training, and policy recommendations.

The International Research and Global Exchange Committee also continues to exchange knowledge with its international partners, including the Canadian Housing and Renewal Association CRHA. Internally, the Business Partners Council continues to work on forging stronger relationships between NAHRO's agency and vendor partner members.



Business  
Partners  
Council



## NEW NAHRO LDG SCHOLARS

---

### 2020

**ABBY STRONG** *from Pennsylvania*

**JACQUELINE RODRIGUEZ** *from California*

**KATIE LYNN BAKER** *from Mississippi*

### 2021

**YVONNAH MARSHALL** *from North Dakota*

**DESCHALYN RIASE** *from Michigan*

**KAREN MEDINA** *from Texas*

NAHRO-LDG MERIT HONOREE

**CHRISTOPHER CHIENG** *from Massachusetts*





NAHRO's 2021 Online Washington Conference was a virtual event filled with prominent speakers from Congress, HUD and the media world, vital advocacy, and must-know information and analysis.

NAHRO leadership places the highest priority on the association's continued financial health. In 2020, with the support of the Budget and Administration Committee, NAHRO pivoted from in-person conferences and training to virtual events, successfully applied for a Paycheck Protection Program forgivable loan, won a grant from the Wells Fargo Equity Foundation, and was awarded a contract to provide services to PBCA members. The association continues to explore other revenue sources, including grants and sponsorships.

The Housing America Advisory Committee has spearheaded fundraisers for the NAHRO Merit College Scholarship, including an online auction that raised more than \$25,000 in December 2020.

<p>MORE THAN</p> <p><b>5,500</b></p> <p>ONLINE LEARNERS</p>	<p><b>FIVE</b></p> <p>ONLINE CONFERENCES</p>
<p><b>2,500 VIRTUAL</b></p> <p>CONFERENCE ATTENDEES</p>	
<p>MORE THAN</p> <p><b>\$25,000</b></p> <p>EARNED FOR NAHRO MERIT COLLEGE SCHOLARS</p>	<p><b>7</b> BRAND NEW TRAININGS</p>
	<p><b>450</b></p> <p>ONLINE TRAINING EVENTS</p>



# LEADING

# THE INDUSTRY

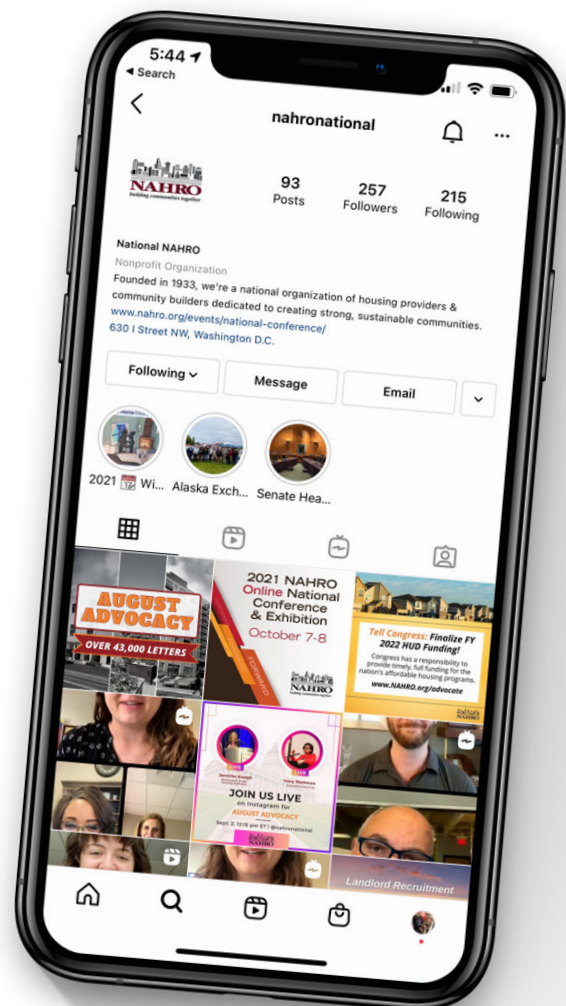
# FORWARD

NAHRO continues to be a respected and influential voice in the affordable housing and community development industry. Over the past two years, NAHRO leadership and staff were quoted in 65 local and national media outlets; in April 2021, NAHRO President Sunny Shaw and members Mike Gerber, Darrin Taylor, and Shaunté Evans spoke at a media event on the impact of the American Jobs Plan. Members of the Diversity, Equity and Inclusion Advisory Committee and the Commissioners Committee published articles in the Journal of Housing and Community Development.

The pandemic and its aftermath underlined the importance of quick and easy-to-use online communications channels. In April 2020, NAHRO debuted its new, modern website, providing members and non-members alike with a quick and easy way to access news and information. NAHRO's social media presence also continues to grow, with nearly 6,000 Twitter followers and a new Instagram account.

Over the past two years, NAHRO has brought together members, partners and stakeholders at virtual conferences, including thought leaders such as Richard Rothstein, journalist Major Garrett, resilience trainer Beth Payne, and more. The association's first-ever online summer convening, a day-long symposium on the future of the housing voucher program, featured more than 500 experts and housing professionals. The Diversity, Equity and Inclusion Advisory Committee's monthly webinars, as well as NAHRO staff-led webinars about topics such as the CARES Act and the eviction moratoriums, continue to be timely and cost-free resources for members.

**GOAL:** Strengthen NAHRO as a thought-leader by improving communication, networking, information exchange, and knowledge transfer with and among members, partners, and stakeholders, and by enhancing the experience of members and next-generation professionals.



NAHRO launched its Instagram page @nahronational in 2020 and has since hosted Instagram Live conversations about advocacy with members from across the country.

# BUILDING HEALTHY COMMUNITIES

**GOAL:** Advance diversity, equity and inclusion as crucial to healthy communities.

NAHRO understands diversity, equity and inclusion are vital to thriving communities, and work on these issues must be an ongoing, association-wide priority. The Strategic Planning and Advisory Committee added this sixth goal to NAHRO's strategic plan in February 2020.

One year later, the Board of Governors adopted a Diversity, Equity and Inclusion policy framework developed by the Diversity, Equity and Inclusion Advisory Committee. This document specified seven policy areas – housing, homeownership, criminal justice, self-sufficiency, education, access to resources and social determinants of health – and assigned work on these to each of NAHRO's committees.

NAHRO is working to expand its DEI offerings and to integrate DEI issues into the rest of its curriculum. In addition to the Diversity, Equity and Inclusion Advisory Committee's monthly webinars and conference sessions, the advisory committee chair and other members also speak at regional and

chapter events. The Professional Development Committee is working with DEIAC to review NAHRO's current training offerings through a DEI lens; the Board of Ethics and Credentialing Trustees is also considering including DEI training as part of the ethics training requirements for NAHRO certifications.

The Housing America Advisory Committee is also reviewing the NAHRO Merit College Scholarship applications to discuss ways to make them more equitable, and to ensure that each group of scholars accurately represents the nation's population of young people in federally assisted housing.

In November 2020, the Wells Fargo Foundation awarded NAHRO a grant to bring researchers and practitioners together to share their knowledge, create an equitable housing toolkit, train housing agencies, and identify policy and regulatory recommendations. This work is well underway.



The Nampa Housing Authority (NHA) won a 2020 Award of Excellence for Community Revitalization for launching a resident health and wellness program. NHA offers group fitness classes, cooking classes geared towards people who are diabetic, and a variety of courses focusing on improving self-esteem.



# NAHRO LEADERSHIP

---

## **President**

Sunny Shaw, CME, C-PHM  
Twin Falls Housing Authority (Idaho)

## **Senior Vice President**

Patricia Wells MPA, CME  
Oakland Housing Authority (Calif.)

## **Vice President | Budget and Administration**

Clif C. Martin, PHM, SPHM, CME, CMPO, NAHRO Fellow  
Housing Commission of Anne Arundel County (Md.)

## **Vice President | Commissioners**

Karina Mason Morris  
Housing Alliance and Community Partnerships (Idaho)

## **Vice President | Community Revitalization and Development**

Stacy L. Spann  
Midcity (Md.)

## **Vice President | Housing**

Lisa Ann Garcia, CME, CMVO  
Housing Authority of the City of Austin (Texas)

## **Vice President | Int'l Research & Global Exchange**

Alan Zais SPHM, PHM  
Northern Illinois Regional Affordable Community Housing

## **Vice President | Member Services**

Denita Johnson  
Housing Authority of the City of Durham (N.C.)

## **Vice President | Professional Development**

Sally Stang, CMVO  
City of Wichita Housing and Community Services (Kan.)

## **Chair | Board of Ethics and Credentialing Trustees**

Mark Thiele, C-PHM, CME, CMVO, NCC  
Houston Housing Authority (Texas)

## **Chair | Diversity, Equity & Inclusion Advisory Committee**

Elizabeth Scott Glenn  
Sustainable Community Development (Md.)

## **Chair | Housing America Advisory Committee**

Richard Herrington Jr., CME, CMPO, NCC, PHM, NAHRO Fellow  
Housing Authority of the City of Hot Springs (Ark.)

## **Chair | Legislative Network Advisory Committee**

Jennifer Keogh  
Minneapolis Public Housing Authority (Minn.)

## **Chair | Small Agency Advisory Committee**

Andrew Rodriguez  
Nampa Housing Authority (Idaho)

## **Chair | Strategic Planning Advisory Committee**

Senghor A. Manns  
Harrisburg Housing Authority (Pa.)

## **Leader | Business Partners Council**

Cynde Smith  
HD Supply (Ga.)

## **Parliamentarian**

G. Matthew Pike  
Nan McKay & Assoc., Inc. (Calif.)

## **Regional President | New England Regional Council**

Anthony J. Vasiliou, PHM, SHM, SPHM  
Milford Redevelopment and Housing Partnership (Conn.)

## **Regional President | Middle Atlantic Regional Council**

John T. Mahon, PHM  
Housing Authority of the City of Bayonne (N.J.)

## **Regional President | North Central Regional Council**

George Guy  
Housing Authority of the City of Fort Wayne (Ind.)

## **Regional President | Southeastern Regional Council**

Mark E. Taylor CPA, SPHM  
Charleston Kanawha Housing Authority (W.Va.)

## **Regional President | Southwest Regional Council**

Tonya P. Mabry  
Tangipahoa Parish Government  
Section 8 Housing (La.)

## **Regional President | Pacific Southwest Regional Council**

Barbara S. Kauss, PHM  
Stanislaus Regional Housing Authority (Calif.)

## **Regional President | Pacific Northwest Regional Council**

Cupid Alexander  
City of Austin (Texas)

## **Regional President | Mountain Plains Regional Council**

Peter F. LiFari  
Maiker Housing Partners (Colo.)

## **NAHRO Interim Chief Executive Officer**

Michael Gerber

Metro West Housing Solutions wins a 2019 Award of Excellence in Affordable Housing for the Fifty-Eight Hundred development. This successful affordable housing community stands as a testament to the innovation, collaboration, and passion of a determined team.



## ABOUT NAHRO

NAHRO, which was established in 1933, is a membership organization of more than 19,500 housing and community development providers and professionals throughout the United States. NAHRO members create and manage affordable housing for low- and middle-income families, and support vibrant communities that enhance the quality of life for all. They administer more than 3 million homes for more than 8 million people.



630 EYE STREET, NW  
WASHINGTON, D.C. 20001  
202.289.3500 | [NAHRO@NAHRO.ORG](mailto:NAHRO@NAHRO.ORG)  
[NAHRO.ORG](http://NAHRO.ORG) | [NAHROBLOG.ORG](http://NAHROBLOG.ORG) | [@NAHRONATIONAL](https://twitter.com/NAHRONATIONAL)

**On the cover:** National Community Renaissance (National CORE) won a 2020 Award of Excellence for Affordable Housing for Encanto Village, a transit-oriented, high-density, mixed-use affordable housing community.