

**2017–2019**  
**NAHRO Report**

**BUILDING for**



**a STRONG future**

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# INTRODUCTION

It is my pleasure to present to you the *2017–2019 NAHRO Report*. It is both a blueprint for and chart of our progress as we work towards the association's strategic goals. I'm glad to share with you some of the high points of what NAHRO has accomplished for its members over the past two years.

I would especially like to thank NAHRO's leaders, who put so much time and effort into ensuring that our association lives up to its venerable history, leads our industry into the future, and - above all - is the best resource it can be for you and your important work.

Regards,

Carl S. Richie, Jr., NCC, NAHRO Fellow  
NAHRO President





## [ WE ARE ] STEWARDS



**GOAL: Ensure NAHRO's continued financial sustainability by increasing income, expanding revenue, and maximizing efficiency.**

Just as NAHRO members are responsible stewards of federal funds, NAHRO leadership places utmost priority on the association's continued financial health.

During the 2017-19 term, the Budget and Administration Committee achieved a number of improvements to NAHRO's financial stability and continued viability, including two audit outcomes with stronger financial results, better internal reporting and financial practices, and improved business infrastructure. A process is also underway for dues consideration that is fair to both NAHRO's public and private members. Given the importance of this committee to NAHRO's continued financial health, the Board of Governors passed a resolution to make the Budget and Administration Committee a standing committee.

NAHRO also continues to improve its professional development and certification offerings. The Professional Development Committee has overseen the expansion of consulting and technical assistance product offerings (including new Rental Assistance Demonstration, Financial Management, and Public Housing Asset Preservation products) and built a roster of subject-matter experts, and the Board of Ethics and Credentialing Trustees (BECT) has spearheaded a review and restructuring of NAHRO's certification.



# [WE ARE] **ADVOCATES**



**GOAL: Position NAHRO as the preeminent organization for the development and implementation of responsible housing and community development policy by vigorously advocating legislation, regulations, and programs that benefit NAHRO members and the people we serve.**

NAHRO advocacy efforts, spearheaded by the Legislative Network Advisory Committee, have increased exponentially over the past two years, with tangible results. During the 2018-2019 government shutdown, NAHRO members sent more than 3,700 letters in three weeks, and activated a grassroots and media effort that placed significant pressure on Congress and the White House to reopen the government. NAHRO advocacy has figured in several successes, including increased HUD funding over the past two years, tax reform legislation that preserved the Low-Income Housing Tax Credit and other vital tools. As a result of NAHRO advocacy, HUD also rescinded potentially harmful Annual Contributions Contract changes. HUD has since reissued the proposed changes, and NAHRO is committed to continue advocating against them on your behalf.

In 2018, NAHRO advocates sent almost 8,200 letters, a 139 percent increase over the previous year. The number of advocates also skyrocketed by 70 percent. As of September 2019, NAHRO members have sent more than 8,500 August Advocacy letters and a total of more than 12,500 letters.

NAHRO is also making member advocacy efforts as easy as possible. In 2019, the association debuted a new advocacy center and advocacy app, which allows members to send letters to Congress using their smartphones, and





started using a scheduling service to help members with their congressional visits. The Commissioners Committee also established a mentorship program to encourage advocacy among both veteran and new commissioners.

NAHRO continues to work hard for its members both at HUD and on the Hill. NAHRO CEO Adrienne Todman testified before the House Committee on Financial Services' Housing Subcommittee on rent reform, and before the full House Financial Services Committee on housing as infrastructure; NAHRO member Julie Brewen also testified before the House Financial Services Committee. NAHRO staff and members have also participated in many HUD events.

The Housing and Community Revitalization and Development Committees continue to provide invaluable practitioner input into NAHRO staff's communications with Congress and HUD to ensure responsible HCD regulations and policy. With direct input from these committees and the Small Agency Advisory Committee, NAHRO sent more than 30 comment letters to HUD and Congress responding to important regulations and statutes such as the Administrative Fee, Portability, the Affirmatively Furthering Fair Housing proposed rule, the public charge rule, the disparate impact rule and Opportunity Zones. NAHRO also continued its support for the Low Income Housing Tax Credit by passing a resolution of support for the Affordable Housing Credit Improvement Act of 2019.

## Advocacy

**17,000**  
Letters to Congress

**30**  
Comment Letters

**3**  
Congressional Testimonies





## [ WE ARE ] EXPERTS

**GOAL: Sustain NAHRO's leadership in developing the professional expertise and credibility of housing and community development practitioners and the industry as a whole.**



NAHRO continues to provide its members with essential informational resources and professional development opportunities. The Professional Development Committee has overseen the development and launch of several specialty trainings, including a RAD series, a Financial Management track, Operational Management topics for non-PHAs, and the Public Housing Asset Preservation Bootcamp pilot. NAHRO Professional Development staff have also developed and implemented a product maintenance schedule to ensure the accuracy and quality of all NAHRO educational products.

The Community Revitalization and Development Committee has completed an Opportunity Zone one-pager and published an updated, in-depth RAD toolkit, which is currently being promoted at NAHRO national, regional, and chapter conferences. They are also developing mixed finance and asset management toolkits. In 2019, members of the Legislative Network Advisory Committee began presenting Train the Trainer sessions at both state and regional conferences.

**400**

Awards of Merit



**50**

Awards of Excellence



**5**

New NAHRO Certifications



**1,385**

NAHRO Certified

**3** New Professional Development Tracks  
(RAD, Financial Management, and Public Housing Asset Bootcamp)



The Member Services Committee continues to look for ways to share and showcase NAHRO members' successes and best practices. They reviewed all NAHRO awards, revamped some, and will continue this process through the next term. The committee also approved the creation of the new Business Partners Council (BPC) Partnership award, which spotlights a successful collaboration between an agency and an BPC vendor member.

Over its long existence, NAHRO has strived to set and maintain high standards of conduct and professionalism. Members of the Board of Ethics and Credentialing Trustees (BECT), the Professional Development committee and the Member Services committee formed a working group to focus on NAHRO's Code of Conduct and ethical leadership across the industry. The BECT continues to ensure the quality of NAHRO Certification by supporting third-party accreditation for some certifications. The Diversity, Equity and Inclusion Advisory Committee has created a draft framework to develop training protocols, professional development opportunities and technical assistance for NAHRO members and member agencies, and will continue working on this in the 2019-2021 term. They also hosted several rich conversations among conference attendees around equity and inclusion.

NAHRO also continues to expand its presence in the international housing and community development arena. The International Research and Group Exchange Committee (IRGE) has represented NAHRO at international conferences and information exchanges in Malaysia, Germany, France, and Canada; they have also reported back to NAHRO members at Lunch and Learn events during the NAHRO conferences. IRGE has also taken a key role in the preparation and planning for NAHRO's international forum on housing and community development in Austin, Texas, immediately following the NAHRO National Conference and Exhibition in San Antonio.



# [ WE ARE ] PARTNERS

**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 continues to provide its members with ways to learn with and teach each other. The Member Services Committee's Emerging Leaders Subcommittee worked with the NAHRO Fellows to create information sharing exchanges at the 2018 and 2019 national conferences in Atlanta and San Antonio. NAHRO is also working to increase membership value for small housing agencies and community development agencies and to provide them with relevant resources, including Small Agency Advisory Committee discussions.

## Inaugural Cohort of NAHRO-LDG Scholars



**NATASHA**  
Housing Commission of  
Anne Arundel County  
(Md.)



**VALERIA**  
Cameron County  
Housing Authority (Tex.)



**CARVIS**  
South Mississippi Housing  
and Development Corp and  
Mississippi Regional Housing  
Authority No. VIII





NAHRO is also actively reaching out to potential partners. Both NAHRO staff and Community Revitalization and Development Committee (CR&D) members are discussing with Opportunity Zone attorneys and funders how housing agencies can successfully engage Opportunity Zones. In 2018, Kentucky-based affordable housing developer LDG Development Inc. and NAHRO formed a partnership to develop the NAHRO-LDG Scholars program, a \$1 million, 10-year initiative that will provide students with tuition assistance as well as professional development and networking opportunities. The first cohort of scholars was announced at the 2019 NAHRO Summer Conference.

In order to build and reinforce relationships between NAHRO's agency and industry members, the Manufacturers and Suppliers Council was revitalized and renamed the Business Partners Council (BPC). The similarly refreshed and renamed BPC award, which highlights a successful partnership between a NAHRO agency member and a NAHRO BPC member, will be presented in San Antonio at the National Conference. A member of the BPC currently sits as a non-voting member of the Member Services Committee.

NAHRO continues to expand its relationships in the global affordable housing and community development sphere by hosting a 2019 international forum and participating in events in Malaysia, Germany, Australia, Canada and South Africa. NAHRO also continues to maintain a strong presence in the domestic affordable housing and community development sphere, and is an active member of the Campaign for Housing and Community Development Funding, the HOME Coalition, the CDBG Coalition, and the ACTION Campaign.



## Business Partners Council



# [ WE ARE ] **THOUGHT LEADERS**



**GOAL: Strengthen NAHRO as a thought-leader by improving communication, networking, information exchange, and knowledge transfer with and among members, partners, and stakeholders.**

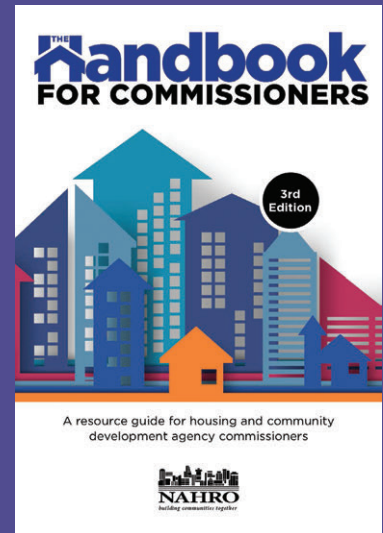
NAHRO continues to be a respected and influential voice in the housing and community development industry. In 2019, a new edition of the *NAHRO Handbook for Commissioners* was released — the culmination of years of work by the Commissioners Committee. The committee also continues to inform and educate with regular articles in the *Journal of Housing and Community Development*, resources for the Little Free Libraries initiative, and their mentorship program. The Commissioners Committee is also working with Professional Development on new, customizable offerings for housing and community development commissioners.

The Housing Committee continues to contribute to NAHRO's information exchange and knowledge transfer efforts by responding to surveys, making themselves available to answer journalists' inquiries, and providing information about their agencies' public housing and voucher programs for NAHRO's media and congressional outreach. The Housing America Advisory Committee has overseen the development of a media plan and increased media outreach for the "What Home Means to Me" poster contest, which is one of NAHRO's most effective outreach tools for communicating the importance of the work that housing and community development professionals do nationwide.

The International Research and Global Exchange Committee has presented at several international events and shared their new knowledge and insights to NAHRO members during concurrent sessions and lunch-and-learn events at national and regional conferences. They also took on a key role in the organizing of NAHRO's International



Forum. The Legislative Network has prioritized creating stronger regional and state communications networks, and the Diversity, Equity, and Inclusion Advisory Committee is working on data collection protocols and procedures in order to better understand the state of diversity within NAHRO membership, then develop quantitative goals that will promote diversity, equity, and inclusion in local, state, and national leadership.



We commissioners at work it does in our cc effective advocates, testifying to a legisla our knowledge of ho valuable resources to Connecting with Our One of a commission affordable housing at to be very familiar wi provide safe, decent and advocates? We k and we are respected voices in our communities.



The global population is expected to grow by 30 percent in the next 30 years, placing a greater need on access to affordable food, clean water, affordable housing, healthcare, and more. Delegates from national, sub-national, local levels of government and civic leaders from around the globe came together at WUF18, titled "Cities 2030, Cities for All: Implementing the New Urban Agenda," to discuss the current implementation of the New Urban Agenda (NUA), an ambitious action blueprint for UN-Habitat and their partners. The NUA was adopted in October 2016 at the United Nations Conference on Housing and Sustainable Urban Development - Habitat III (U4H III) in Quito, Ecuador and sets out a common vision and global standards for urban development to make cities inclusive, safe, and sustainable.

The NUA comes at a critical moment because the global population is expected to grow by 30 percent in the next 30 years, placing a greater need on access to affordable food, clean water, affordable housing, healthcare, and more. Since, more than half of the world's population currently resides in urban areas, responsibly planned and managed cities could become for sustainable development and a solution to many of the world's social and environmental challenges.



In order for housing authorities to manage their finances with high standards and ensure that their agencies are responsible stewards of federal funding, we will need a cadre of experienced financial professionals with industry-specific knowledge and experience. How will our industry fill this looming void? Preparing and promoting senior accountants from within the industry won't be enough, we'll also need an influx of new financial professionals from outside the industry. And both of these groups will need training that addresses the specialized and ever-growing financial requirements of housing authorities.

Housing authorities are sophisticated businesses with a social purpose. Among other things, finance professionals working at housing authorities must understand how to navigate the maze of HUD regulations and, more and more frequently, the related labyrinth of public-private project funding. Depending on their housing authority, they must know about processing the FDS, BEAC, addressing the single audit, and 5085 requirements. Achieving financial compliance can present a challenge for new external financial staff as well as inexperienced senior accountants who currently work at housing authorities.



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