



2023-2025 Member Services Committee
Wednesday, July 10, 2024 – 9:00 -12:00 pm Central Time
NAHRO Summer Symposium
Sheraton Ballroom 4, Level 4
Chair: Shaunté Evans sevans@spartanburghousing.org
Vice Chair: Beverly Banks mundayha@hotmail.com
Staff Liaison: Suzanne Stuart ssuart@nahro.org

Meeting Minutes
Chair/Presiding: Shaunté Evans
Vice Chair: Beverly Banks

Welcome, Roll Call

In Attendance (quorum):

Banks, Beverly
Bouffard, Rickey
Carlson, Amber
Dixson, Sharon
Evans, Shaunté
Gibson, Gina
Gonzalez, Vanessa
Layne, Ingrid
Lee, Dara
McGruder, Natasha
Oglesby, Jacob
Parr, Pamela
Randolph, Kennard
Rodriguez, Andrew
Sansbury, Gail
Stanton, Jill
Stewart, Taleshia
Stordahl, Revonda
Swafford, Trina
Tatroe, Kristina
Townsend, Kimberly

Not in Attendance:

Carolla, Angela
Caudle, Nikki
Centinaro, Gary
Chubenko, Eric
Fontenot, Stephan
Fosler, Zachary
Fuller, Kia
Guanzon, Larry
Hamilton, John
Jackson, Keon
Johnson, Denita
Paulson, MaryLiz
Polito, Jennifer
Riddick, Shari
Shelburn, Billie
Stewart, Amy
Trujillo, Steven

The Committee reviewed the key NAHRO Summer Symposium events and ways the committee could participate including the receptions, first time attendee overview, and the CHA housing tour.

Chair Evans updated the committee on the 2023-2028 NAHRO Strategic Plan, including the vision, mission and core values and discussed measurable outcomes. The committee discussed all the goals and outcomes with focus on those related to member services. Future meetings will focus on developing work plans around the goals.

Chair Evans led a brainstorming discussion on two of the measurable outcomes:

Measurable Outcome: Create and promote opportunities for housing professionals at different transition points in their careers to promote leadership and professional development. Some ideas include:

- Develop a mechanism to pair mentors and mentees together – encourage long term mentorships (Fellows, Emerging Leaders, and beyond)
- Define each career stage transition point – what is needed and appropriate at each phase?
- Focus on small agencies – what are their needs? Solutions may be different for them.
- Create more opportunities for individuals to get involved – this can start at the state level. The Member Services Committee can take responsibility to promote opportunities and events.
- Roundtable discussions with Fellows and Emerging Leaders to create a dynamic conversation.
- Develop and offer professional development opportunities focused on leadership development.
- Emerging Leaders – organize a summit for next year. Participate in the Emerging Leader class curriculum iterations, host a session in future National Conferences, sponsor a welcome party. Identify a budget.
- Fellows serving on member services committee participate in first time attendee briefings.
- More strategic communication at regional levels.
- Break up cliques, reach out to those newer to the industry, develop more avenues for participation.
- Create a NAHRO 101 class.

Measurable Outcome: Develop and provide a technological platform to connect members and foster relationship-building across the industry at the state, regional, and national levels of NAHRO to share information and best practices. Some ideas include:

- What are cost considerations? Figure out what we want to do first.
- Social connection where members could post questions or discuss issues. Facilitate interaction, foster relationships – interact, network, learn.
- Build off the NAHRO app. Identify mentors, use an app year-round. Enhance your profile and add your specialties to the app and make it searchable. Perhaps use an existing system like Facebook, etc.
- Whatever the tool is it must be accessible and easy to navigate. Create a safe space.
- Develop outreach plan to promote the tool.
- Perhaps start by identifying four or five key areas or issues.
- Reach out to new ED's in each of our regions to encourage and involve them.
- Share and spotlight best practices – perhaps through award program submissions.
- Build the value of NAHRO by offering these opportunities to interact.

Discussion Items during the Leadership Drop-In

Mark Thiele expressed gratitude and appreciation for the work of the Member Services Committee. Members must see themselves in all NAHRO activities. Senior Vice President Sean Gilbert acknowledged how busy members of the Member Services Committee are and was appreciate of the impact they make. He shared the activities of the NAHRO Conference Planning Committee – whose overall goal is to make sure all attendees feel welcome and safe. He touched on the Women of NAHRO and their professional development track at the National Conference. President George Guy discussed two critical items on his mind: the whole NAHRO member experience and encouraging emerging leaders. He encouraged all to think about how we can make things even better to continue to be the best – collaboration is key.

Sunny Shaw joined the meeting via Zoom to discuss the Emerging Leaders Professional Development

opportunity being rolled out with the NAHRO National Conference in September 2024. Ms. Shaw offered two “complimentary” registrations to the NAHRO Emerging Leaders Subcommittee.

President George Guy discussed the NAHRO / National Forum for Black Public Administrators (NFBPA) Memorandum of Understanding. Chair Evans requested approval to pass the resolution. It was passed unanimously and forwarded to BOG for approval and execution. Gina Gibson motioned, Kristina Tatroe seconded, all were in favor.

Jill Randles, NAHRO Conference Director, led a discussion about choosing sites for 2025-2027 NAHRO Conferences. See attachment. The Member Services Committee was overall appreciative of the process and approving of the proposed cities. Present proposed sites at National if possible. Feedback included: do not forget Puerto Rico and Virgin Islands. Be mindful of city reputations and stigmas (Vegas). Debate San Antonio / Austin – points on both sides.

The committee then returned to brainstorming measurable outcomes:

Measurable Outcome Support: Collaborate with and support Small Agency Task Force – increase awards participation. Designate a point person for collaboration: Amber Carlson volunteered to serve as the point of contact between member services committee and small agency task force.

Member Outcome: Develop a member ambassador program for membership recruitment and retention at national, state, and local levels.

- How can we effectively impact recruitment and retention at NAHRO? Design outreach program to learn why or why agencies are not members of NAHRO.
- Develop a survey? Followed up with individual phone calls – need to verify contact information first. Learn what they value. Better understand the value proposition.

Each meeting we will dive into each area more deeply.

Kennard Randolph provided an update on the NAHRO Emerging Leaders Subcommittee

- Focused on developing peer to peer networking opportunities.
- Help new members navigate NAHRO.
- Serve as “ambassadors” at NAHRO conferences.
- Plan for an Emerging Leaders Summit for 2025.
- Participate in an Emerging Leaders Academy.
- Events in Orlando – planning is uncertain, budget is uncertain, time is short. Perhaps it is better to focus on 2025 events.

Kimberly Townsend and Chair Evans discussed the formation of New Subcommittee of the Member Services Committee – Women of NAHRO. Ms. Townsend highlighted the Women of NAHRO breakfast – and the success they had in New Orleans. There is a desire to grow the program. A committee is being formed to address this area. Ms. Townsend described the professional development track they are working on for the National Conference. Chair Evans encouraged everyone to participate.

Chair Evans described the activities of the NAHRO Conference Planning Committee. She encouraged the committee to lean in on service projects and mixers.

Meeting Adjourned 11:26.

NAHRO Strategic Plan Update

NAHRO Member Services Committee Measurable Outcomes

NAHRO Vision: Thriving communities with affordable homes for all.

NAHRO Mission: To advance the creation of strong, sustainable, equitable, and affordable communities through advocacy, professional development, and empowerment of our diverse members.

NAHRO Goals:

1. Enhance innovative and comprehensive resources to increase the professional expertise, skills, and integrity of housing and community development professionals.
2. Optimize the flow of funds, time, technology, and other resources while adapting to changing circumstances to maximize resiliency and efficiency.
3. Champion and advocate for innovative and resourced housing and community development policies and programs.
4. Amplify and unify the vital work of NAHRO's national, regional, and state members in our communities.

Measurable Outcome 1:

Develop and provide a technological platform to connect members and foster relationship-building across the industry at the state, regional, and national levels of NAHRO to share information and best practices. (Support Goal 4)

- Timeline: This is a long-term, five-year goal
- Roles and Responsibilities: This would require a task force of team members from all levels of NAHRO and possible IT support.
- Required resources: Determine if we can develop and enhance what we already have. Perhaps we can develop a website landing page for example. If the project is scaled up, it would require a budget line item. A Member Services task force could further develop this idea by performing a requirements analysis to identify required resources.

Measurable Outcome 2:

Develop a member ambassador program for membership recruitment and retention at national, state, and local levels. (Support Goal 4)

- Timeline: this is a short to medium-term project (1-3 years)
- Roles and Responsibilities: Individuals on the Member Services Committee take ownership of membership development for 1-2 NAHRO prospects each. Collaborate with the Small Agency Advisory Committee and their membership development initiatives.
- Required resources: Time commitment from NAHRO staff and committee members to develop a marketing plan, a prospect list, and an outreach plan. Partnership with the Small Agency Advisory Committee. Marketing collateral needs to be developed for use by the committee.

Measurable Outcome 3:

Create and promote opportunities for housing professionals at different transition points in their careers to promote leadership and professional development. (Support Goal 1)

Examples might include:

- Develop mentorship opportunities with Emerging Leaders, Fellows, Commissioners, and other groups.
 - Support facilitation of internship program.
 - Work to include Emerging Leaders on speaker panels and in moderator roles where possible at NAHRO and other industry events.
 - Sponsor Emerging Leaders branded events at NAHRO conferences designed to promote networking, fundraising, and service projects.
- Timeline: This is a long-term five-year project. (Year 1: Framework Development, Year 2: Leadership Development, etc.)
 - Roles and Responsibilities: Emerging Leaders, with the support of the Member Services Committee, will define program and program elements, including long-term goals for the program. The subcommittee will be responsible for implementing the program.
 - Required resources: Commitment from the Emerging Leaders Subcommittee and the Member Services Committee; Budget for Emerging Leaders sponsored events.

Measurable Outcome 4:

Improve the process for site selection to reach a broader audience and increase attendance and inclusion at the national conferences. Improve onsite member experiences to allow all to feel welcome and comfortable to network. (Support Goal 2)

- Timeline: this is a short to medium-term project (1-3 years)
- Roles and Responsibilities: Task force led by presidential designees (Vice President of Member Services and NAHRO Senior Vice President) to develop criteria for site selection. Determine how Member Services and Emerging Leaders can collaborate with the host city to make the member experience as positive and comfortable as possible.
- Required resources: Time commitment from NAHRO staff and task force members. Collaboration with the Director of Conferences for site selection.



**BACKGROUND FOR RESOLUTION OF THE MEMBER SERVICES COMMITTEE TO AUTHORIZE
MEMORANDUM OF UNDERSTANDING BETWEEN NAHRO AND THE NATIONAL FORUM FOR BLACK
PUBLIC ADMINISTRATORS (NFBPA)**

BACKGROUND

The National Forum for Black Public Administrators (NFBPA) is the principal and most progressive organization dedicated to the advancement of black public leadership in local and state governments. NFBPA is an independent, nonpartisan, 501(c)(3) nonprofit organization founded in 1983. With over 2,500 members, NFBPA has established a national reputation for designing and implementing quality leadership development initiatives of unparalleled success. Our members are leaders and managers of public programs and agencies in more than 350 jurisdictions nationwide. Thirty-six chapters support the growth of NFBPA at the local level.

The National Association of Housing and Redevelopment Officials (NAHRO) is a membership organization of more than 26,000 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. NAHRO members administer more than 3 million homes for more than 8 million people.

This MOU will formalize the goal of NFBPA and NAHRO to build a mutually beneficial collaboration. Through this collaboration, we aim to promote opportunities and new ideas for our members, by sharing information and opening our events, publications, and professional development opportunities to each other's membership.

RESOLUTION OF THE MEMBER SERVICES COMMITTEE TO AUTHORIZE MEMORANDUM OF UNDERSTANDING BETWEEN NAHRO AND THE NATIONAL FORUM FOR BLACK PUBLIC ADMINISTRATORS (NFBPA)

July 10, 2024

Whereas the mission of NAHRO is "to advance the creation of strong, sustainable and affordable communities through advocacy, professional development, and empowerment of our diverse members," and

Whereas the research of NAHRO has identified the National Forum for Black Public Administrators (NFBPA), a not-for-profit voluntary professional association with a purpose similar mission and with collaboration opportunities in the interest of NAHRO, and

Whereas contacts with NFBPA brought forth an enthusiastic interest in forming a professional relationship with NAHRO, including specific items of mutual interest such as promoting opportunities and new ideas for our associations, by sharing information and opening events, publications, and professional development opportunities to each other's membership.

Now, therefore, the Member Services Committee hereby resolves that the Board of Governors considers agreement with this resolution and directs that a formal partnership between the NFBPA and NAHRO be established through a Memorandum of Understanding.

Therefore, Be It Further Resolved, the Secretary/Treasurer is granted the authority to take and make necessary actions, corrections, and additions to this resolution.

NAHRO Conference Site Selection 2025 – 2027

Background

NAHRO hosts three signature conferences each year, giving housing professionals unparalleled opportunities to learn, connect and grow.

- *Washington Conference:* Attendees get the latest news in the nation’s capital and advocate face-to-face with your elected leaders as we join forces on Capitol Hill to advocate for the communities we serve.
- *Summer Symposium:* Attendees take a deep dive into the latest topics affecting housing and community development and join the brainstorming about the future of housing.
- *National Conference and Exhibition:* This “can’t miss” conference is NAHRO’s largest gathering of the year, where attendees learn, network, and find new business partners. The exhibit hall gives solution providers many opportunities to connect with current and potential clients.

History – Year/City/Paid Attendees

Year	Summer City	Summer Count	National City	National Count	Washington Count	Total
2024	Chicago	461 (3 wks)	Orlando		689	1,150
2023	Washington DC	243	New Orleans	1,838	640	2,721
2022	Online	233	San Diego	1,247	391	1,871
2021	Online (free)	732	Online	550	475	1,757
2020	Online	323	Online	420	0	743
2019	Boston	754	San Antonio	1,238	644	2,636
2018	San Francisco	866	Atlanta	1,268	728	2,862
2017	Indianapolis	605	Pittsburgh	1,088	891	2,584
2016	Portland	642	New Orleans	1,452	661	2,755
2015	Austin	767	Los Angeles	1,237	667	2,671
2014	Tampa	714	Baltimore	1,265	659	2,638
2013	Denver	699	Cleveland	1,123	761	2,583
2012	San Francisco	922	Nashville	1,285	749	2,956
2011	Louisville	675	St. Louis	1,332	898	2,905
2010	Boston	878	Reno	1,386	780	3,044
2009	Portland	834	Washington DC	1,357	1,036	3,227
2008	Nashville	628	San Antonio	1,414	880	2,922

Site Selection Strategy

NAHRO leadership, with input from the NAHRO Member Services Committee, will select host cities for our conferences for the next three years – through 2027 – based on several factors. Since Covid, we are a bit behind on site selection and normally like to be confirmed 3 years out. Once host cities are identified/confirmed, NAHRO staff will select the venue that best suits the needs of the conference through an RFP process.

Some of the top drivers that factor into city and site selection:

- Location (attractiveness/popularity of city; travel accessibility/convenience)
- Flow/layout of meeting space and availability of adequate sleeping room blocks.
- Overall cost (for both the association and attendee)
- Pattern of dates and consideration of holidays
- State equality indexes, city reputation issues, etc.
- Seasonal weather considerations
- NAHRO has members nationwide, so we try to maintain a loose rotation pattern of having conferences in the West/East/Central (when possible)
- We are mindful of the NAHRO President's home state for Symposiums.
- We prefer the local host agency to be a NAHRO Member (when possible)

This topic was discussed at the Member Services Committee during the 2023 NAHRO National Conference in New Orleans. Possible sites offered at the meeting included Las Vegas, Nashville, and Minneapolis, along with some other sites that, though lovely, pose cost and travel concerns (Puerto Rico, St. Thomas, Hawaii). Based on this discussion, and input from NAHRO leadership, a draft list of host cities is provided here for discussion:

NAHRO Washington Conference

- 2024: Hyatt Washington Capitol Hill
- 2025: Grand Hyatt Washington (COVID cxl rebook)
- 2026: Grand Hyatt Washington (COVID cxl rebook)
- 2027: To be confirmed

NAHRO Summer Symposium – we loosely position the Summer Symposium to occur in the incoming NAHRO President's "hometown" whenever possible.

- 2024: Chicago, Illinois (confirmed in 2023)
- 2025: New York, NY (proposed)
- 2026: Nashville, TN (Sean Gilbert) (proposed)
- 2027: Minneapolis, MN (proposed)

NAHRO National Conference

- 2024: Orlando, Florida (originally confirmed in 2016 for 2020; COVID cxl rebook)
- 2025: Phoenix, AZ (originally confirmed in 2016 for 2021; COVID cxl rebook)
- 2026: San Antonio or Austin, TX (proposed)
- 2027: Las Vegas, Nevada (proposed)

Other cities under consideration for future events:

- Seattle WA
- Portland OR
- Denver CO
- Atlanta GA
- Charlotte NC