



2022 MEMBER SURVEY

National Association of Housing and
Redevelopment Officials

ZILO
INTERNATIONAL GROUP
STRATEGIC CONSULTING

THANK YOU!

The National Association of Housing and Redevelopment Officials (NAHRO) is a nearly century-old professional membership association comprised of approximately 19,500 housing and community development agencies and officials throughout the United States who administer affordable housing and community development programs at the local level. Through a variety of programs and seminars, NAHRO ensures that housing and community development professionals have the leadership skills and education to serve communities; are equipped to advocate for appropriate laws and policies, and foster the highest standards of professional ethical conduct.

In 2022, Zilo International Group, LLC was contracted to measure satisfaction with NAHRO membership benefits by developing a survey instrument and conducting a member survey for NAHRO.

It was our privilege to assist NAHRO on this project, and hope to partner and provide even more value in the future. I want to personally thank all those who participated in the survey for their willingness to share their experiences and all those that supported the combined efforts of NAHRO and Zilo. A special thank you to Mark Thiele, C-PHM, CME, CMVO, NCC, CEO of NAHRO, and Sylvia Gimenez, Director of Communication at NAHRO for their relentless commitment to the success of this project.

If you have any questions, please do not hesitate to contact me.

Sincerely,



Milena Zilo
Founder and Chief Executive Officer

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04

EXECUTIVE SUMMARY

EXECUTIVE SUMMARY

Background

NAHRO's mission is to be the leading housing and community development association that inspires the creation of strong and sustainable communities. NAHRO is known for its commitment to its members, policy and advocacy efforts, annual conferences, professional development and certification programs. As part of its planning for membership renewal strategies, NAHRO wants to conduct a survey among individual and organizational members.

Purpose

The survey's purpose was to assess member satisfaction and to achieve the following:

- Measure satisfaction with NAHRO offerings including existing services, award offerings, training programs, and committee/board offerings, as well as explore:
 - Any new services members would like to offer;
 - Which existing services members no longer find useful; and
 - Members' attitudes about NAHRO in comparison to competitor organizations.
- Gain insight on how members view and align with NAHRO's:
 - Mission and values;
 - Brand Promise and Value Proposition; and
 - Diversity, Equity, and Inclusion Policy Framework.
- Understand members' perception on NAHRO publication and communication services, including social media.

In collaboration with NAHRO, Zilo International Group LLC developed the survey questions to target key areas of membership services and member satisfaction in each service. Many of them are the same questions that were asked in previous surveys. A few questions were modified and updated, and a few questions were added to encompass all desired areas of evaluation and allow members to provide comments and express their opinion.

The survey was entirely web-based to allow for the collection of a large dataset and was accessible to all NAHRO members.

This report contains:

- An executive summary of the survey process, intended implications, and key findings;
- Detailed findings including charts and tables for each question;
- Responses to open-ended questions, which can be found in the Appendix.

Distribution and response

The survey commenced on Tuesday, October 11, 2022, and concluded on Friday, November 11, 2022. In total, we collected 2010 surveys. Invitations were sent to 14,746 email addresses supplied by NAHRO, for members to participate in the survey.

The survey was accessible through a QR code displayed on media platforms, ensuring easy access to the survey on Survey Monkey. Weekly reminders were also sent to all those that had not participated yet.

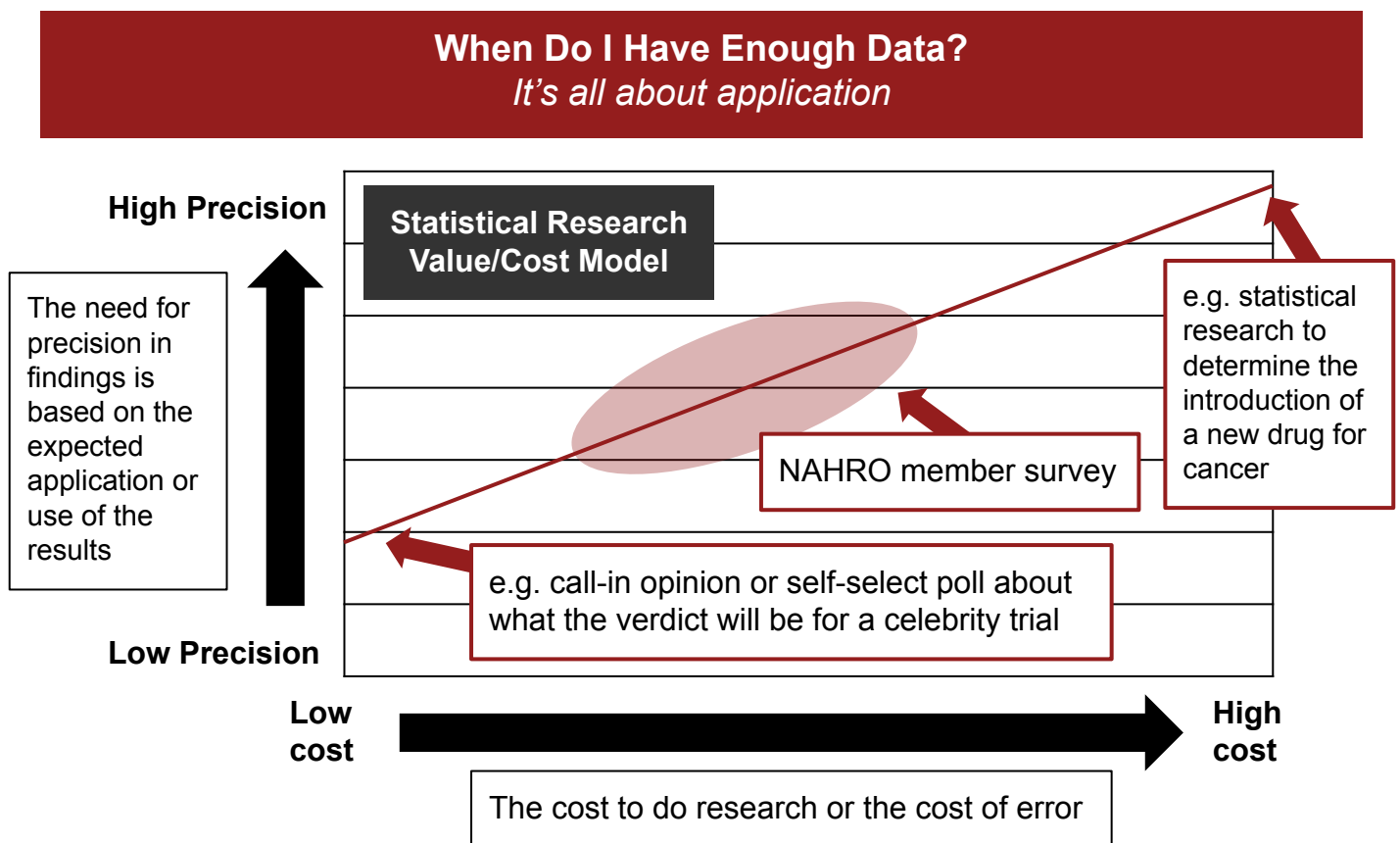
The survey had an estimated time to complete of 36 minutes,, though some may take longer and provide more robust feedback, while others may chose to not fully complete the survey. The survey was 68 questions long, and none of the questions were mandatory. We understand the length of the survey prevented its completion for many of the participants. The data is very important to NAHRO as they work to continue to provide their members with the information, analysis, advocacy, training and networking opportunities for members to build strong and sustainable communities for the families you serve. This survey is meant to serve as a baseline and future surveys will be more frequent, concise, and have a narrower focus rather than one that covers all of the identified areas at once.

Data Analysis

Despite the lengthy survey, the response rate was a huge success. We received a total of 2010 responses. 1911 responses were collected through a series of email blasts to a listserv NAHRO provided, and 99 responses were collected directly through the link/scanning the QR code which was used as part of the broader outreach campaign.

With a response rate of over 10% of the total NAHRO member population, we can conclude that the results of this survey accurately represent NAHRO members. The overall survey response has a precision of at least +/-2.67% margin of error at the 99% level of confidence.

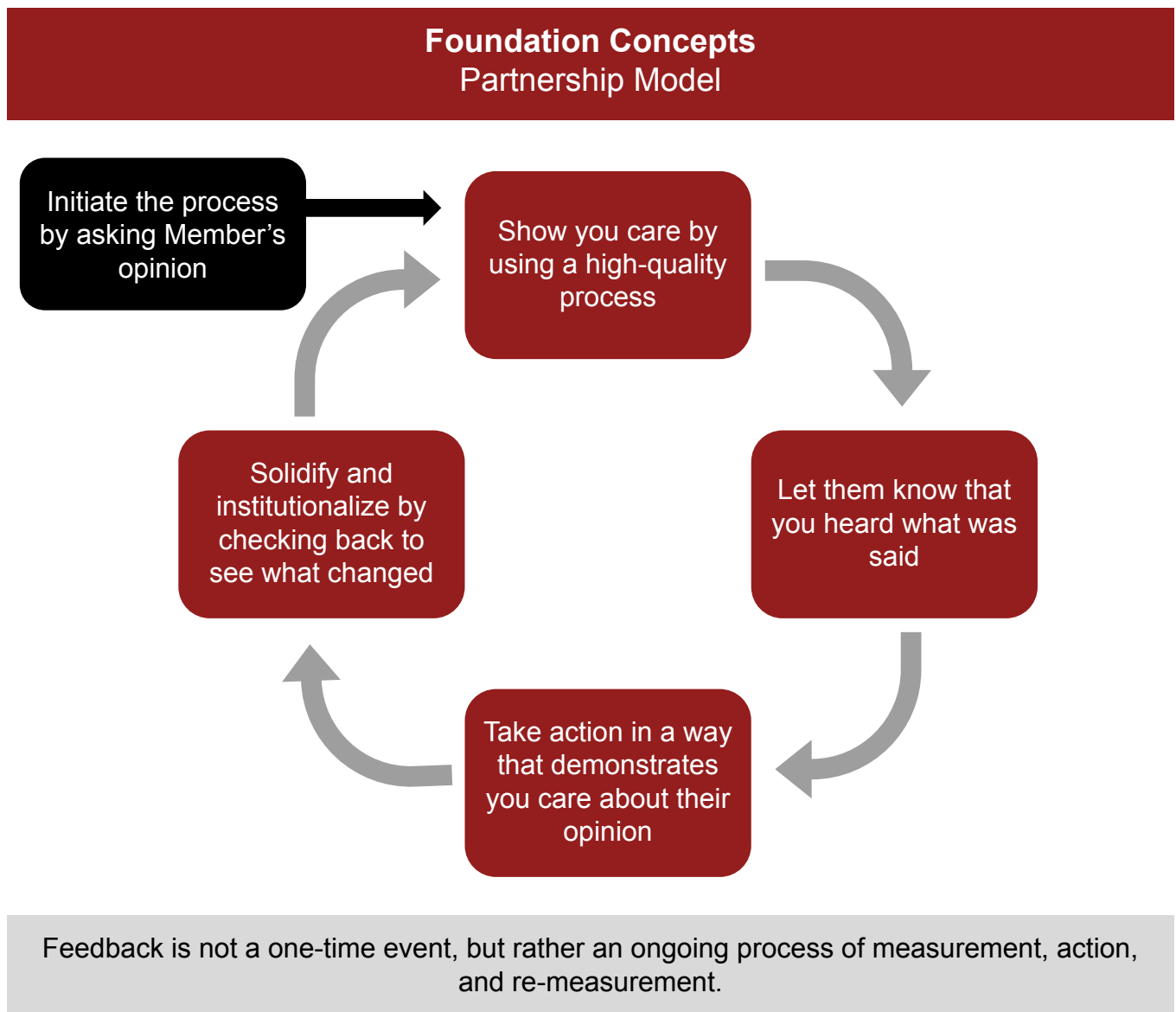
The following Statistical Research Value/Cost Model visualizes this survey in relation to the necessary precision and associated cost of execution.



IMPLICATIONS

Foundation Concepts

In alignment with NAHRO’s brand promise, this survey was designed to gain feedback on how to better create a “diverse, inclusive, and inspiring environment for members to learn, connect, advocate, and achieve .The feedback gained from this survey will be incorporated into NAHRO’s future and strategic plan through the Partnership Model outlined below.



NAHRO is dedicated to advancing resilience and promoting equity through listening, learning, and innovating in areas that matter to members across the nation. The approach to personal, professional, and corporate growth is what differentiates NAHRO from every other professional organization. This focus on developing a community of leaders who are committed to a shared set of values and a “serve first” mindset has made an impact in the lives of so many people.

KEY FINDINGS AND RECOMMENDATIONS

The overall results of the survey were positive. As NAHRO prepares for a strategic visioning and comprehensive planning process to meet the current and future needs of its members we have identified a few key findings based on members responses and provided our recommendations below:

Respondents are overwhelmingly satisfied with all current areas of service, communication methods, and the mission and values of NAHRO. Respondents are particularly fond of NAHRO's publication and information sources, professional development training, and conferences. There is great support for the re-introduction of increased in-person trainings, conferences, and operations in general. Although roughly half of respondents also use services from NAHRO competitors such as Nan McKay, PHADA, and Nelrod, over 98% of respondents believe that NAHRO's scope of services is better than other housing organizations.

Engagement across the entire membership can be improved in a few dimensions. A quarter of respondents are new to the housing development profession, and have only been in the profession for five years or less. Due to the COVID-19 pandemic, many of the services NAHRO offers were constrained and had to adapt to the global emergency. Just slightly over half of respondents have taken a NAHRO training in the past 3 years. As aforementioned, the global pandemic was a major obstacle that prevented many people from conducting routine in-person operations, and in person trainings. In addition, many respondents indicated that the cost was the main barrier to their attendance. Distance was also a challenge for members of smaller agencies, indicating there were no trainings within a reasonable distance that would be easily accessible to them.

Most respondents (75%) are 48 years old or older and prefer more traditional digital methods, such as email-based communications or through the website rather than text or social media. While social media can be a strong tool for connecting members with their local community, peer organizations, or with other NAHRO chapters, it is not an efficient source of information or news for respondents.

As respondents tend to engage more with their local chapters than they do with National NAHRO, the implementation of engagement initiatives at a local level is encouraged. Local initiatives can be better catered towards the needs and desires of the local communities and NAHRO members. One opportunity that members can be engaged more is through serving in a committee. 80% of respondents have never served on a committee. To ensure robust and representative leadership, it is crucial to engage more members into serving NAHRO in this capacity. Moreover, serving on a committee was a wonderful experience for those who participated, as 99% of respondents were satisfied with their experience.

Lastly, while over 60% of respondents think that it is important for NAHRO to focus on DEI initiatives, only 19% of respondents were aware of both the DEI framework and diversity statement. 65% of respondents were not aware of NAHRO's DEI framework and/ or diversity statement.

More detailed findings about each area we surveyed can be found on the next two pages. .

DETAILED FINDINGS

Member Status

Respondents are either new or experienced..

- A quarter (25%) of respondents are experienced in the housing development profession (*Associated with the profession for over 25 years*).
- Slightly less than a quarter (23%) of respondents are new to the profession (*Associated with the profession for less than 5 years*).

Most agencies are small and have been respondents of NAHRO for 10+ years.

- Over half (59%) of agencies are small (*Less than 50 employees*).
- Over half (56%) of agencies have been a member of NAHRO for 10+ years..

Most agencies operate less than 550 units.

Existing Services

Respondents are very satisfied with NAHRO.

- 98% of respondents are satisfied with the existing services of NAHRO.
- 98% of respondents are likely to renew their membership with NAHRO.
 - The 2% of respondents who are not renewing cited retirement, lack of choice, and cost.
- 99% of respondents would recommend NAHRO to others.

Respondents tend to engage more with their local chapters than they do with National NAHRO.

Respondents use NAHRO member services on a monthly, quarterly, or annual basis.

- Popular areas of service include professional development training, conferences, and publication and information sources.

- Email notifications are the most commonly used area of service, followed by Publication and information sources, then conferences and professional development training.
- Social media interactions were by far the least used area of service. Social media interactions were also ranked the least important area of service. While the eight other areas of service were rated important by an average of 78% of respondents, Social media interactions were important to only 36% of respondents.

NAHRO respondents are satisfied with all areas of service.

- Respondents are most satisfied with Publication and information sources.
- Social media interactions was the only area of service that received less than a 50% satisfaction rating. Most respondents are neither satisfied nor dissatisfied with Social media interactions.

Award Offerings

Respondents are most familiar with the Awards of Excellence.

Training Programs

57% of respondents have taken a NAHRO training in the past three years.

- The COVID-19 pandemic was the primary reason respondents have not been able to attend. Other reasons included cost or a busy schedule.

All training areas are important to respondents.

- All NAHRO training areas received over 70% approval by respondents.

There was little variation in the use of NAHRO training areas,

- All training areas were used by 40-60% of respondents.

Committee and Board Offerings

80% of respondents have never served on a committee.

- Respondents who have served on a committee were overwhelmingly satisfied (98.72%) with the experience.

DEI Policy Framework

65% of respondents are not aware of NAHRO's DEI framework and/or diversity statement.

- Most respondents (60%) believe that it is important for NAHRO to focus on DEI initiatives.
- Many respondents (32%) have no opinion on the matter.

Respondents do not feel strongly towards the DEI Policy Framework.

- The survey received no comments or suggestions regarding NAHRO's DEI framework and/or initiatives.

Publication and Communication

Respondents prefer weekly or monthly digital communications through email.

- The NAHRO monitor is accessed through email (44%) or the website, on a computer (43%).
- The job, RFP, and RFQ ads are accessed through the website, on the computer (41%).
- The Journal of Housing and Community Development is accessed through email (43%).

71% of respondents would like to read an electronic version of NAHRO books as a PDF.

All NAHRO Communication methods received above a 98% satisfaction rating.

- The NAHRO Monitor and Direct News informational emails are the most popular forms of NAHRO communications.

Less than 20% of respondents receive information from NAHRO through social media.

- While many agencies have a Facebook (47.37%) only 9% of respondents report using Facebook to receive NAHRO information.

How We Compare

NAHRO's largest competitors are Nan McKay, PHADA, and Nelrod.

- 68% of respondents also use Nan McKay.
- 48% of respondents also use PHADA.
- 33% of respondents also use Nelrod.

Less than 2% of respondents believe that NAHRO's scope of services are worse than other housing organizations.

Mission and Values

NAHRO's mission, values, Brand Promise, and Value Proposition are in alignment with the organization and its respondents.

- 99% of respondents believe that the services and membership benefits of NAHRO align with both its mission and values.
- 99% of respondents personally agree with both the NAHRO Brand Promise and Value Proposition.

Demographics

Most respondents are middle-aged, female, White or Caucasian, and not of Hispanic, Latino, or Spanish origin.

- 57% of respondents are 48-65 years old.
- 68% of respondents are female.
- 62% of respondents are white.
- 80% of respondents are not of Hispanic, Latino, or Spanish Origin.

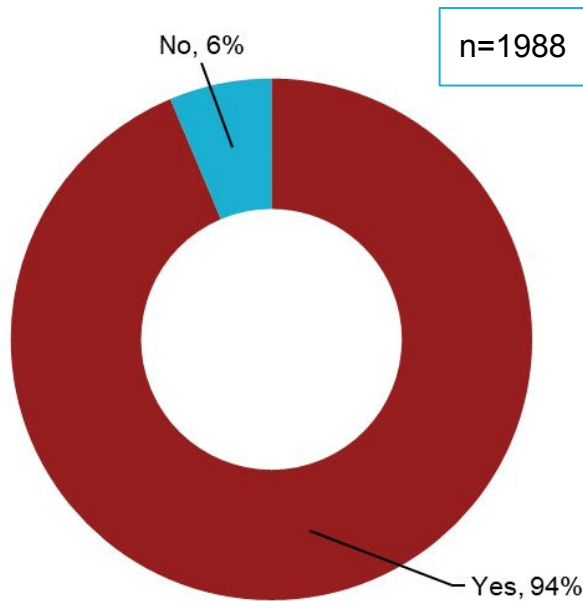


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MEMBER STATUS

MEMBER STATUS, POSITIONS, AND EXPERIENCE

Are you a current member of NAHRO?



Of the 1988 respondents, 94% are members of NAHRO.

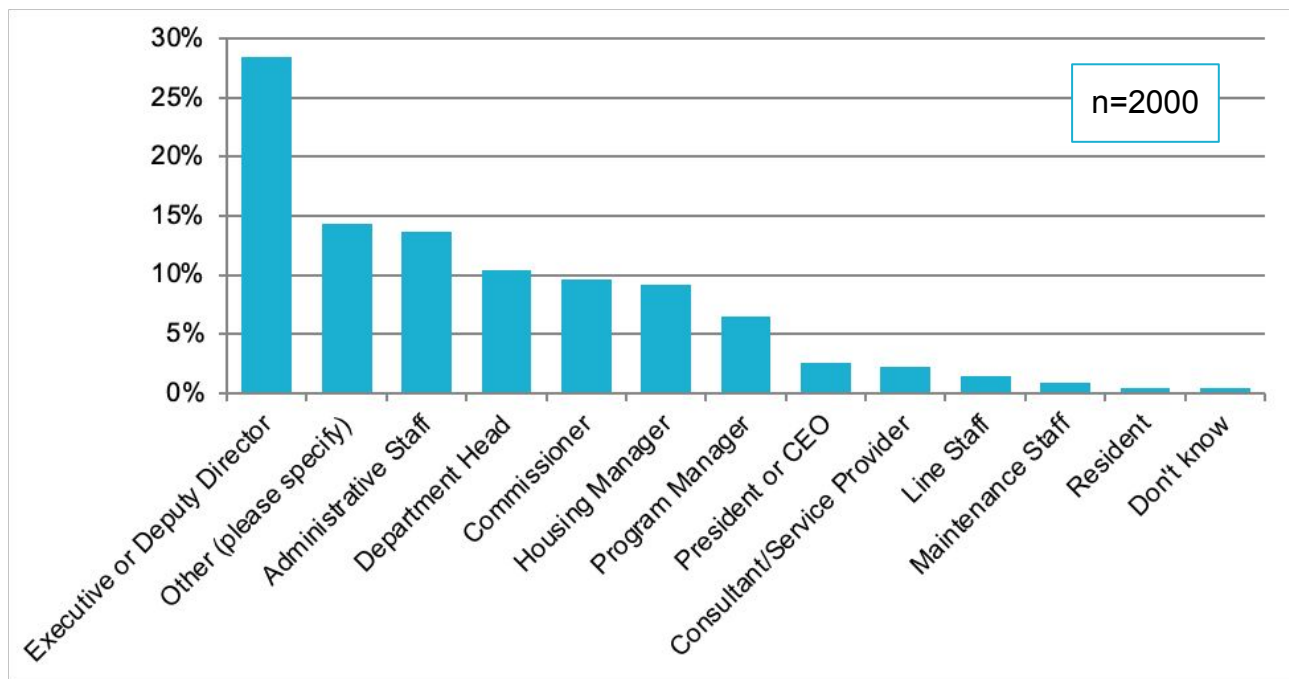
The respondents consisted primarily of executives or deputy directors, followed by administrative staff. Positions listed under “other” included assistant directors and managers, board members, compliance officers, finance directors, FSS coordinators, housing counselors, directors, and specialists, inspectors, property managers, vendors, and retirees. A full list of responses to the “Other (please specify)” option is listed in the Appendix on page 59.

28.5%
Executives or Deputy Directors

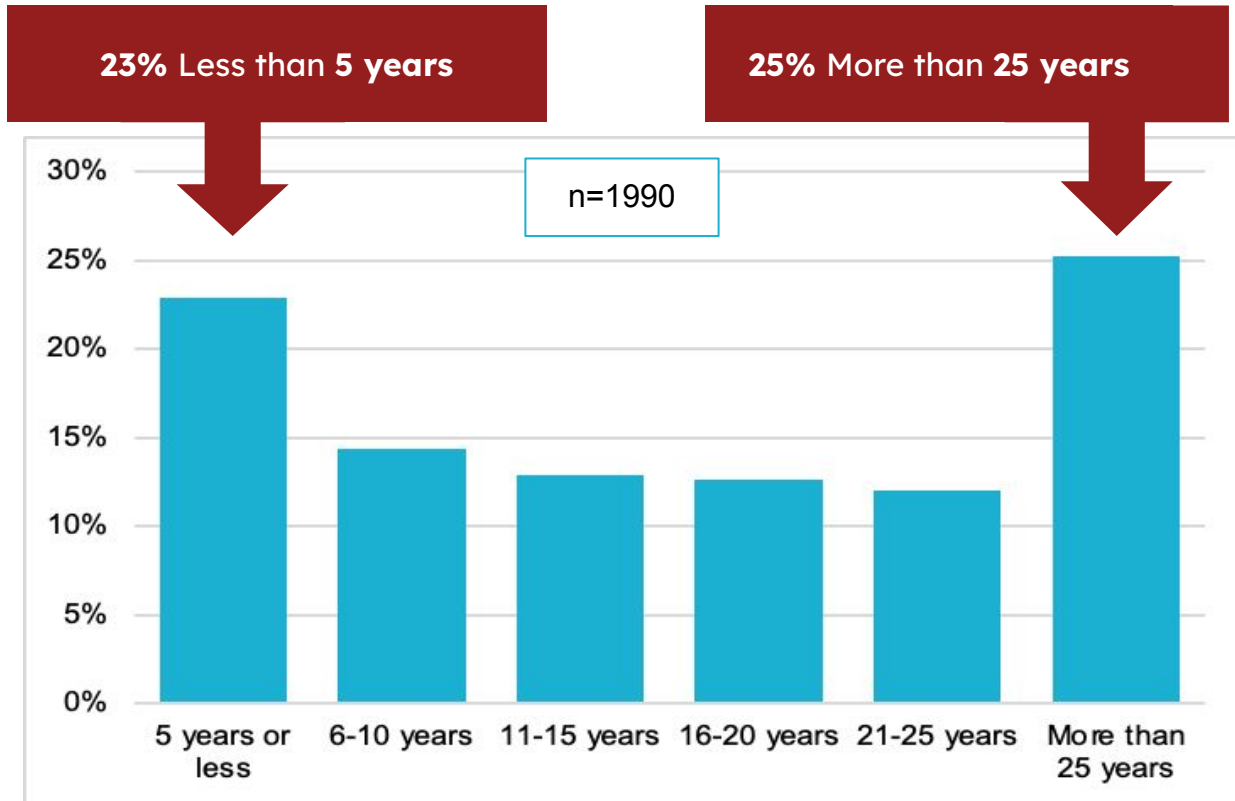
14.4%
Administrative Staff

13.6%
Other (Listed in Appendix, p.59)

Which term best describes your position?



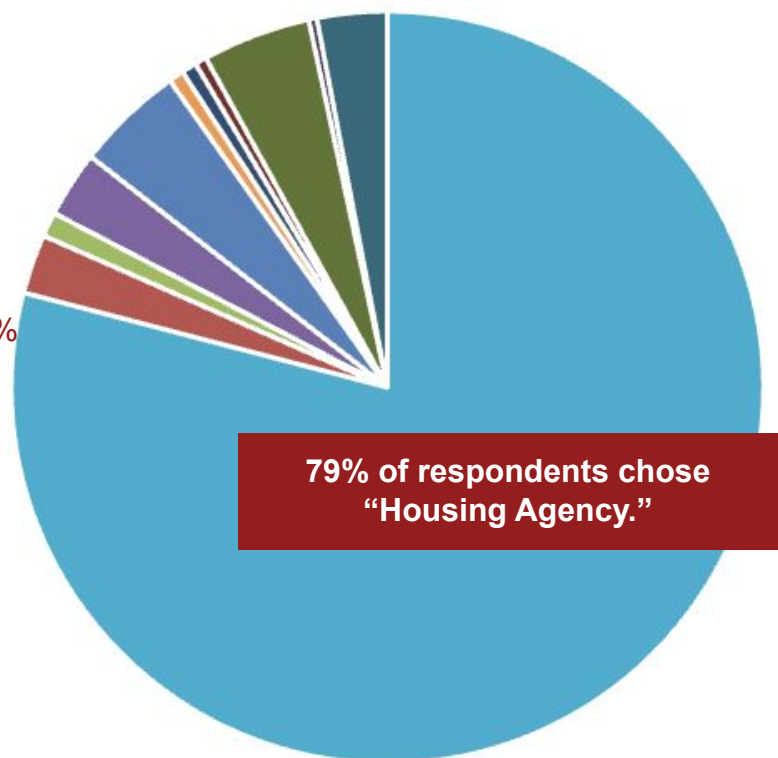
How many years have you been associated with the housing development profession?



Which of the following best describes your current employer or agency?

n=1995

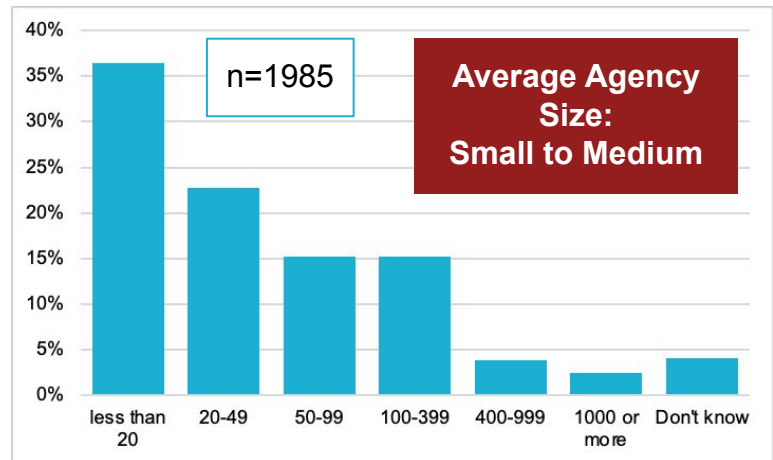
- Housing agency
- Private business/industry 2%
- Joint housing/CDBG or redevelopment 1%
- Non-profit organization 3%
- Local government (other than those above) 5%
- State government .6%
- Federal government .6%
- Community development .5%
- Commissioner for HA 5%
- Don't know .3%
- Other (please specify) 3%



AGENCY SIZE, MEMBERSHIP, AND TYPE

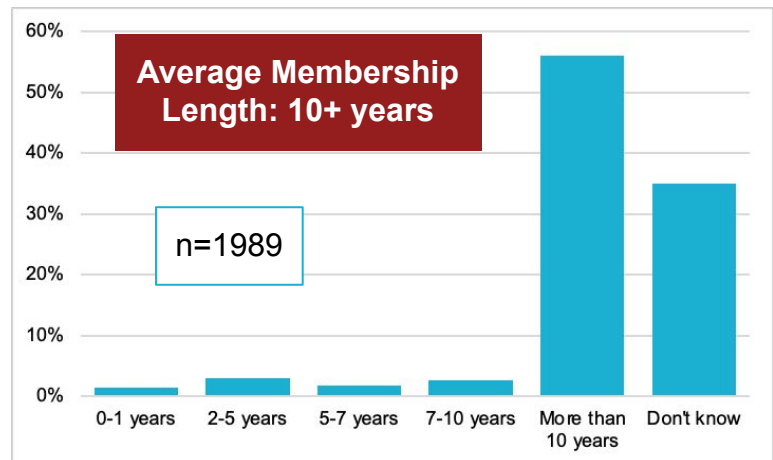
How many employees does your current employer or agency have?

Most respondents belong to a small or medium sized agency of under 400 employees. Over half (59%) of respondents belong to a small agency (Less than 50 employees).



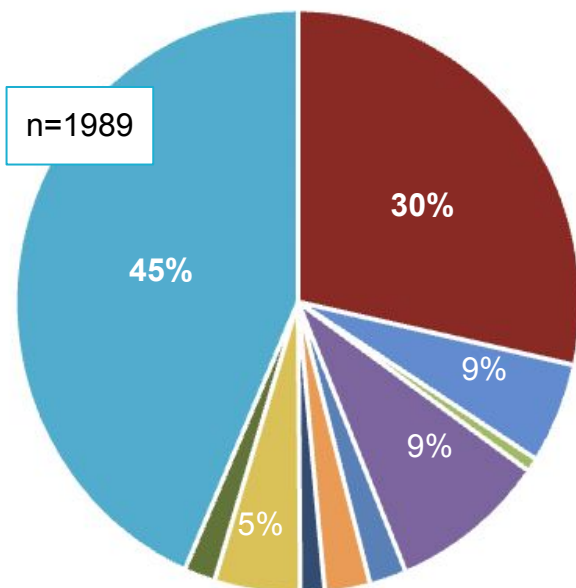
How many years has your agency been a member of NAHRO?

Over half (56%) of respondents belong to an agency that has been a member of NAHRO for over a decade.



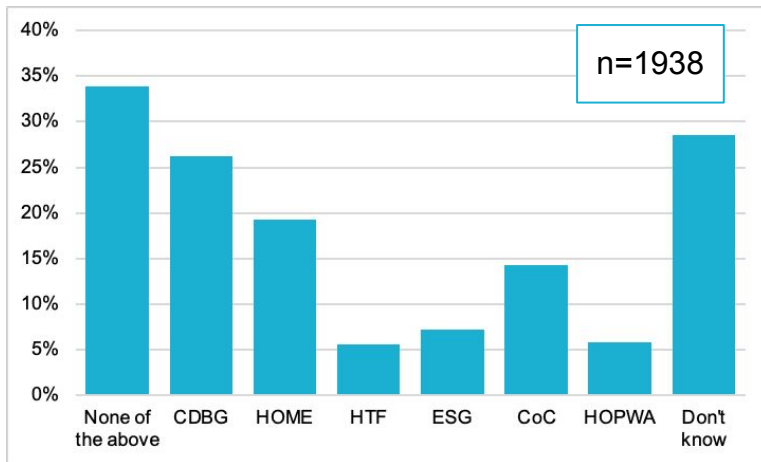
Does your agency/department administer housing units?

We received an abundance of open-ended responses as respondents were restricted to one option choice. Most respondents included public housing units along with multiple types of other housing units, such as HCV, LIHTC, LIPH, PBV, Section 8, and tenant-based vouchers.



- Yes, public housing units
- Yes, public housing units in mixed-financed developments
- Yes, Section 8 voucher but unsure of type 8%
- Yes, Section 8 tenant-based vouchers
- Yes, Section 8 project-based voucher 2%
- Yes, Section 8 project-based rental assistance 3%
- Yes, low-income housing tax credit units 1%
- No
- Don't know
- Yes, multiple types of housing units (please specify)

AGENCY FUNDING, SIZE, AND REGION



Does your agency/department administer or receive funding under the following HUD CPD programs?

CDBG - Community Development Block Grants

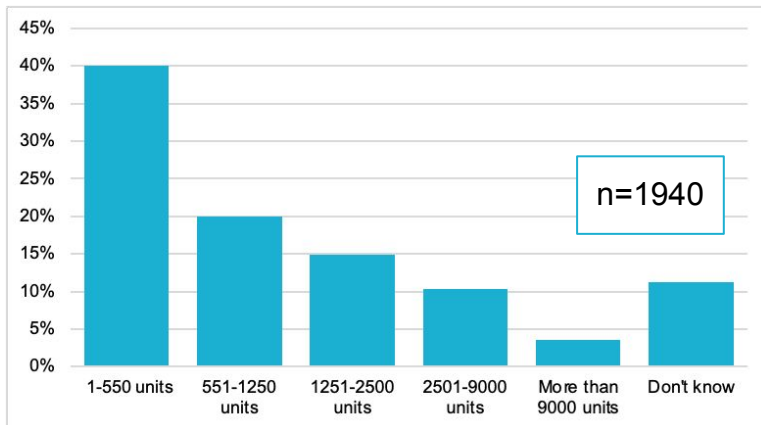
HOME - HOME Investment Partnerships Program

HTF - National Housing Trust Fund

ESG - Emergency Solutions Grants

CoC - Continuum of Care Program

HOPWA - Housing Opportunities for Persons with AIDS/HIV



How many units does your agency operate?

40% of respondents belong to a small agency that operates between 1 and 550 units. 20% of respondents belong to a medium agency (551-1250 units), 15% to a Large agency (1251-2500 units), and 10% to a Very Large agency. (2501-9000 units)

Which region are you employed or do you serve in?

NAHRO consists of eight regional councils and approximately 32 active chapters which facilitate participation at the local level and serve as a means of recognizing special and local interests of the members. In lieu of chapters, some states have “state associations.” Although state associations have no official connection to national NAHRO, they function as chapters and most state associations’ representatives sit on regional boards. Respondents of the survey represented all eight regions: NERC, MARC, SERC, NCRC, SWRC, MPRC, PSWRC, PNWRC. A map of these regions can be found on the next page.

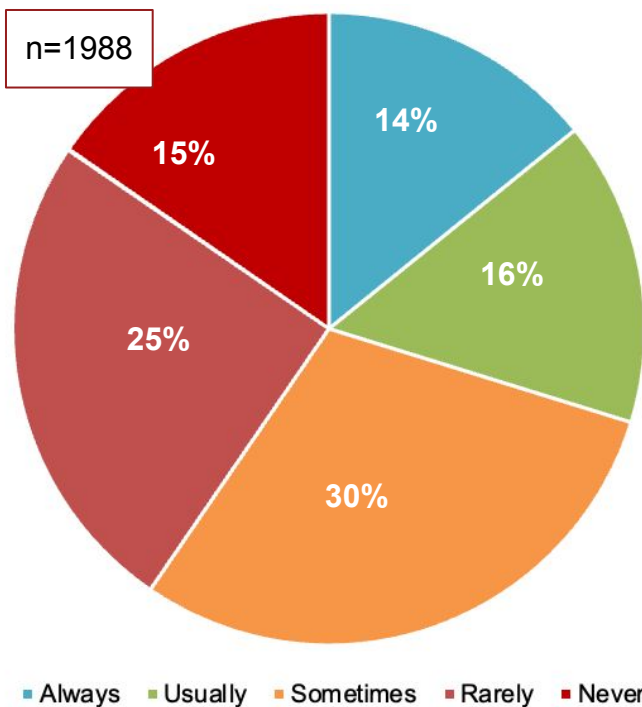
Region	Responses
PNWRC	104
PSWRC	191
MPRC	109
MARC	245
NCRC	391
SWRC	296
SERC	451
NERC	172
Don't Know	28



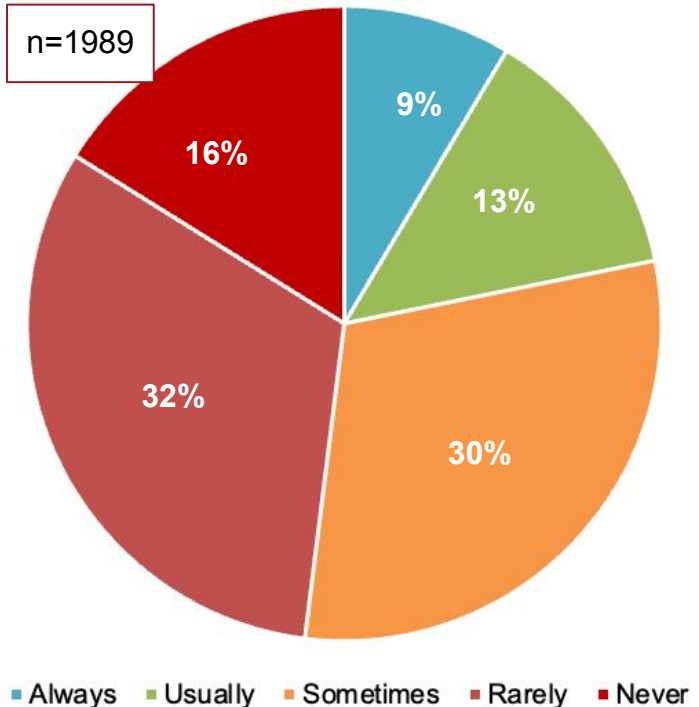
AGENCY ENGAGEMENT

The majority of respondents do not engage with local or national NAHRO. However, they tend to engage more with their local chapters than they do with National NAHRO.

How often do you engage with your local NAHRO chapter or state association?



How often do you engage with National NAHRO?



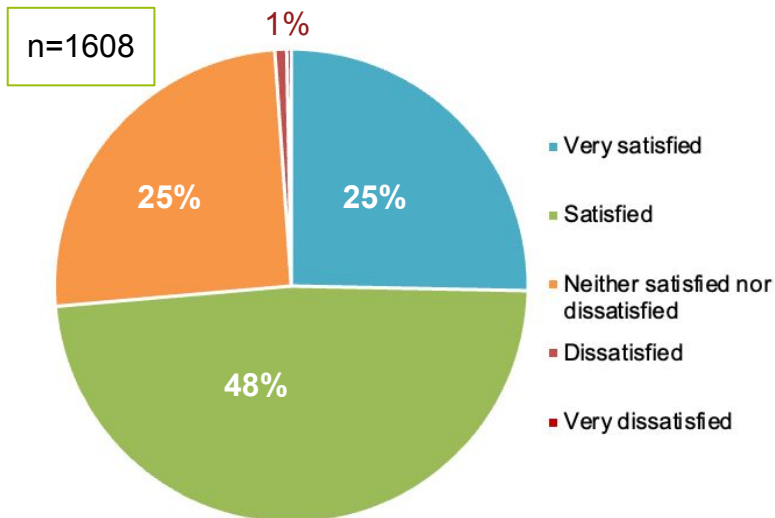


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EXISTING SERVICES

CURRENT SATISFACTION

How would you rate your satisfaction with the existing services of NAHRO?

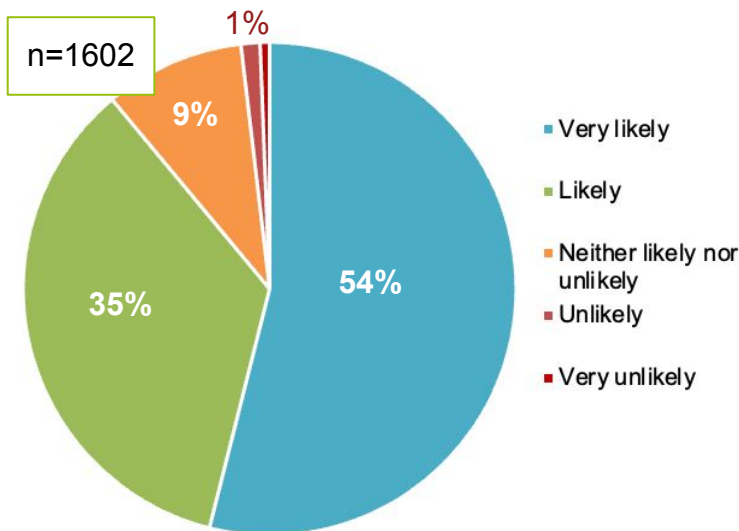


Respondents are very satisfied with NAHRO's current services and likely to renew their memberships. 74% of respondents responded positively to these two questions.

Of the 1608 respondents, 74% are satisfied or neutral with the services of NAHRO.

Of the 1602 respondents, 88% are very likely or likely to renew their membership with NAHRO.

How likely are you to renew your membership with NAHRO?



If you chose Somewhat Unlikely or Unlikely, briefly explain why.

88 people responded to this question, including 15 who answered "n/a." 1921 skipped.

The majority of respondents indicated that they were either:

- ❖ Retiring / Retired
- ❖ Not in charge of making the decision

The remaining responses included concerns related to:

- ❖ Cost
- ❖ Loss of Focus

Selected comments:

"Converting from public housing to PBRA through RAD caused us to join SAMHA which is expensive. Not positive yet we will stay in NAHRO unless there are more advantages for PBRA agencies."

"We really have not used many services to justify continuing membership cost."

"Too expensive for small ha. No grants for low income agencies."

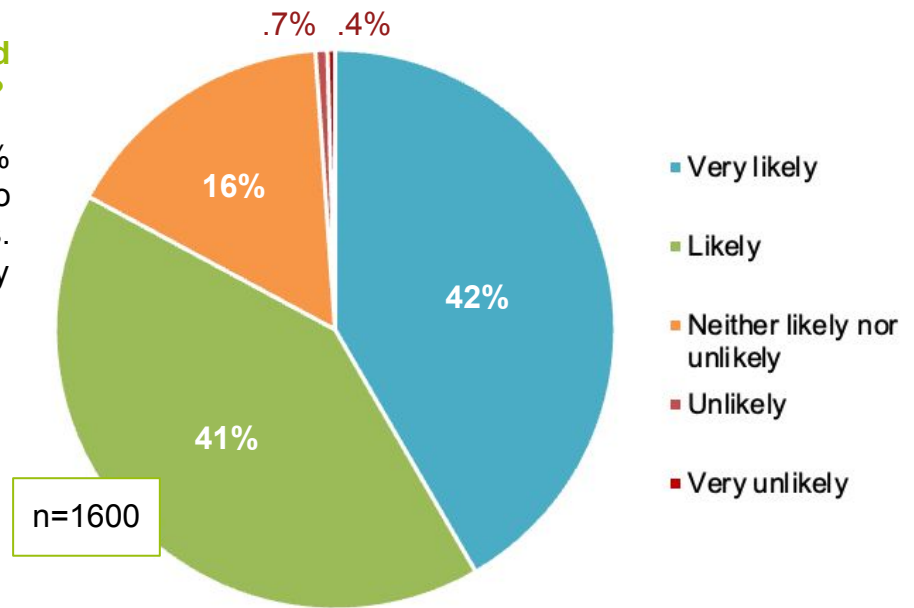
"NAHRO has lost its way"

"NAHRO has lost the focus; Hopefully the new administration will turn the organization around.,"

A full list of responses can be found in the Appendix on page 62.

How likely is it that you would recommend NAHRO to others?

Of the 1600 respondents, 83% are very likely or likely to recommend NAHRO to others. Only 1% are Unlikely or Very Unlikely.



The majority of respondents use NAHRO member services on a regular basis. Most respondents use NAHRO member services monthly (24.64%), quarterly (24.45%), or annually (22.3%). Only 14% never do. The most commonly used services are professional development trainings (55%), followed by conferences (45.53%), publication and information services (41.34%), and email notifications (40.14%).

How often do you use NAHRO member services?



Which area(s) of our services do you use the most? Why?

Answer Choices	Responses
Professional development training	55.29%
Conferences	45.53%
Publication and information sources	41.34%
Email notifications	40.14%
Regulatory and legislative efforts	24.92%
Advocacy	21.62%
Certifications	19.91%
Professional opportunities	13.13%
Social media interactions	5.71%
Other	1.27%
None of the above	6.15%

The open ended responses were highly complimentary, with many respondents indicating that they find the services accessible, informational, and up-to-date. Common topics were:

- ❖ Advocacy
- ❖ Convenience
- ❖ Benefit of Conferences
- ❖ Easily available
- ❖ Educational and effective
- ❖ Good source of information
- ❖ Helpful to keep up with industry
- ❖ Informative newsletters & emails
- ❖ “One stop shop”
- ❖ “NAHRO is an industry leader”
- ❖ Networking opportunities
- ❖ Professional development
- ❖ Service familiarity
- ❖ Training of staff

A full list of responses can be found in the Appendix on page 65. (n=1577)

Which area(s) of our services do you use the least? Why?

The open ended responses indicated that most respondents do not use social media or do not have the time for it. Other comments included:

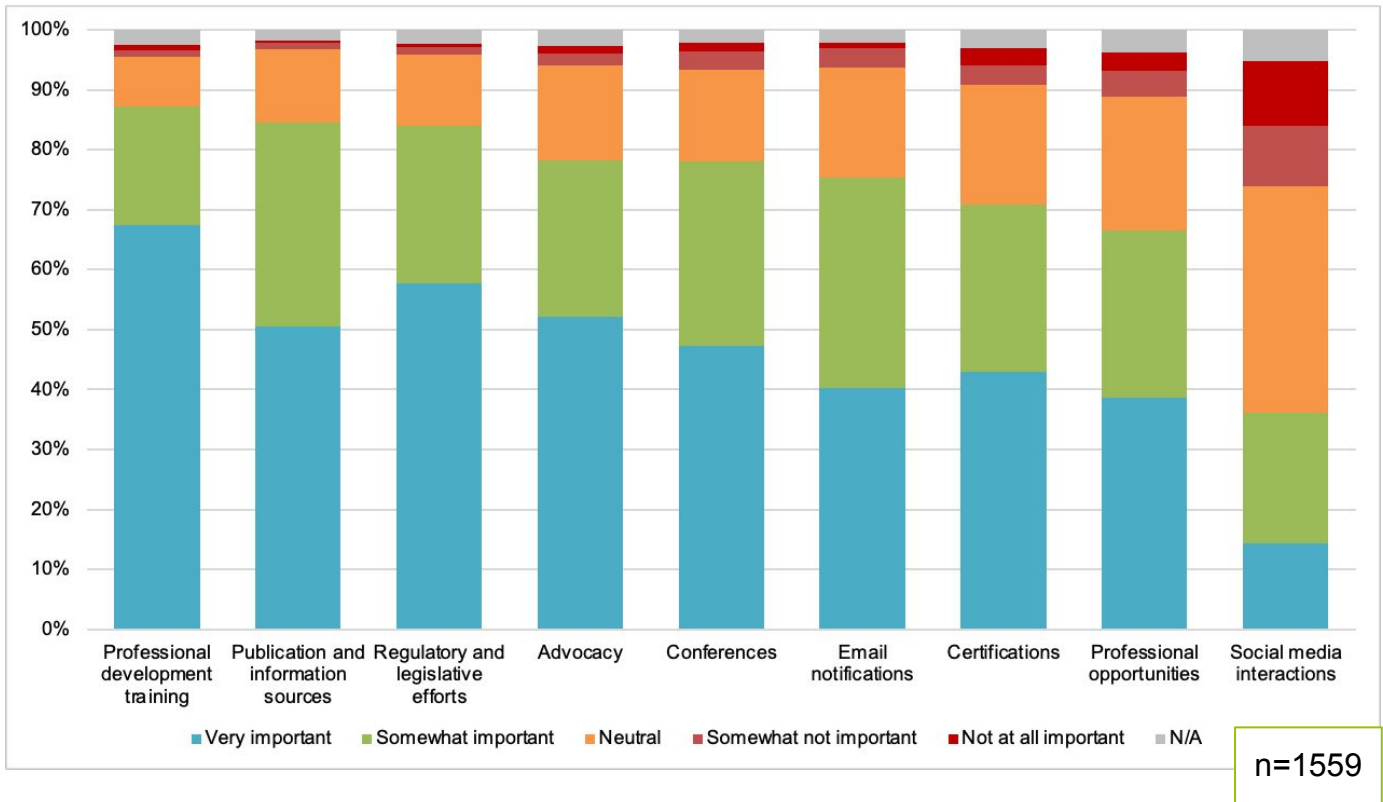
- ❖ Accessibility issues
- ❖ Cost/Budget/Expense
- ❖ Not needed (Certifications, etc.)
- ❖ Don't know
- ❖ Haven't had the time/opportunity
- ❖ Doesn't fit into scope of work
- ❖ Not relevant/interested
- ❖ Travel obstacles
- ❖ Use of competing organizations (CLAPHA, Nan McKay, PHADA) for trainings

A full list of responses can be found in the Appendix on page 75. (n =1480)

Answer Choices	Responses
Social media interactions	46.55%
Professional opportunities	16.49%
Advocacy	13.99%
Conferences	12.91%
Certifications	12.43%
Professional development training	11.76%
Regulatory and legislative efforts	9.05%
Email notifications	5.00%
Publication and information sources	4.46%
Other	1.55%
None of the above	21.01%

How important are each area of our services to you?

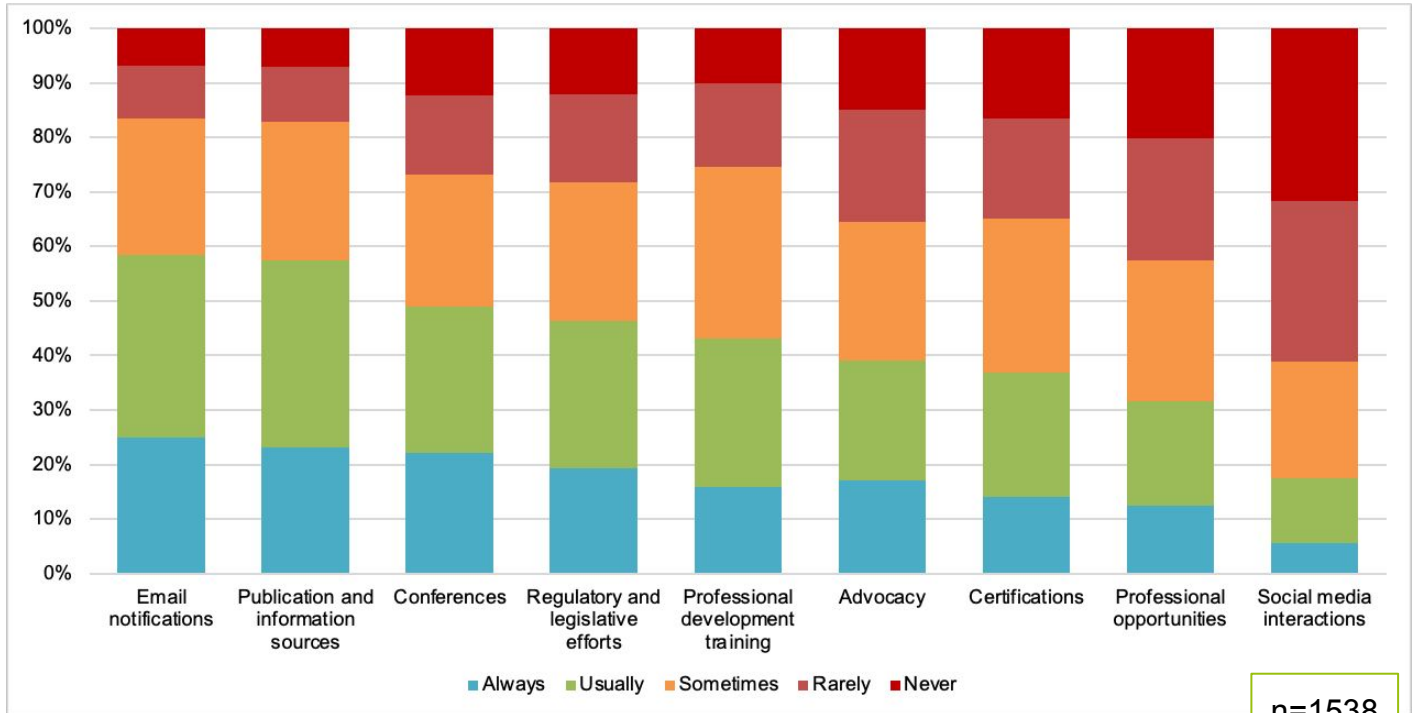
The importance of each service correlated with the use of each service. Professional development trainings, Regulatory and legislative efforts, and Publication and information sources were deemed the three most important areas of service. As indicated in the previous question, Social media interactions were of least importance. The graph below shows the importance of each service, ranked by percentage of respondents who answered either “Very important” or “Somewhat important.”



While “Publication and information sources” ranked second highest overall, it is fourth when the services are ranked by the percentage of respondents who chose “Very Important.” Thus, respondents consider Professional development training, Regulatory and legislative efforts, and Advocacy of greater importance than Publication and information sources, though there is no doubt this service is essential to the members of NAHRO.

How often do you use each area of our services?

The most commonly used area of service is Email notifications, followed by Publication and information sources, Conferences, Regulatory legislation efforts, and Professional development training. Similarly to the previous questions, Social media interactions are the least used area of service.



SERVICE SATISFACTION & FEEDBACK

This section asked the following two questions:

How satisfied are you with each area of our services? n=1528

Respondents were overwhelmingly satisfied with each service. The 3 services with the highest satisfaction overall are: Publication and information sources, Professional development training, and Email notifications. The 3 services with the highest percentage of “Very satisfied” responses are: Professional development training, Advocacy, and Regulatory and legislative efforts. The 3 services with the lowest satisfaction are: Social media interactions, Professional opportunities, and Certifications. The chart can be found on the next page.

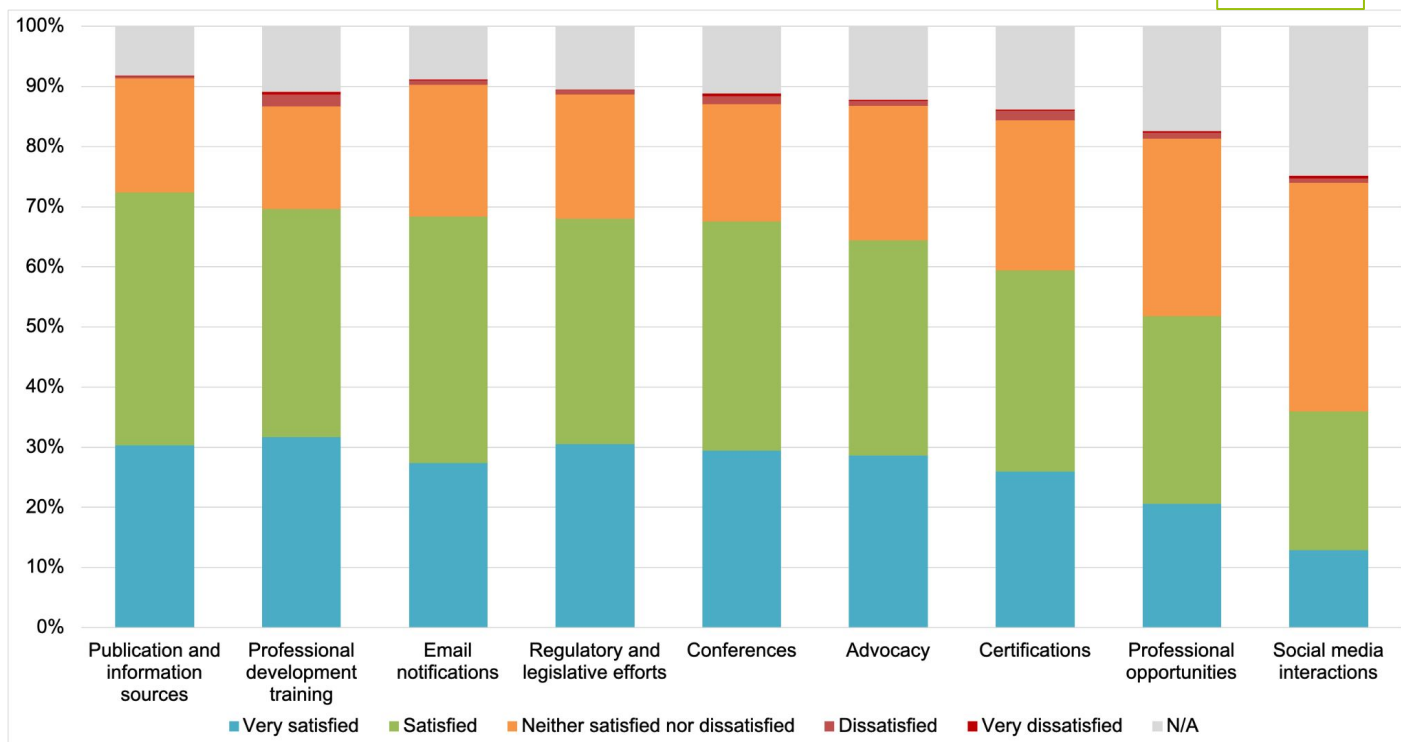
Which area(s) of our services, if any, need improvement? Why? n=1306

68.30% of respondents answered “None of the above” to this question. The services with the most comments related to improvement were Professional development training (15.70%), Conferences (7.50%), and Certifications (7.12%).

Responses to “Why?” categorized by service can be found on the next page. A full list of responses to this question can be found in the Appendix on page 84.

How satisfied are you with each area of our services?

n=1528



The chart above is organized from greatest to least satisfaction.

To highlight areas that need improvement, the following responses to the question **Which area(s) of our services, if any, need improvement? Why?** will be in the reverse order, from least to greatest satisfaction. A full list of responses to this question can be found in the Appendix on page 84.

Social media and interactions comments:

- ❖ “I believe our membership may not be utilizing social media much.”
- ❖ “I would like to see a bigger social media (presence).”
- ❖ “Most likely Covid 19 prevented some of these interactions and services.”
- ❖ “The full interaction is not available to me, or I would use all areas as I find NAHRO to personally be the most valuable advocate.”

Professional opportunities comments:

- ❖ “I am not aware of such opportunities being made available to residents.”
- ❖ “I have not had many opportunities to use the services, but I hope to use them more in the future.”
- ❖ “More opportunities.”
- ❖ “More opportunities closer to home - that is closer to NY.”
- ❖ “More opportunities on the West Coast.”
- ❖ “Need opportunities to be certified in more areas and need professional leadership opportunities.”
- ❖ “Not sure about too much being done in the professional opportunities space.”
- ❖ “We have received opportunities.”

Certifications comments:

- ❖ “All certifications should be a board members choice.”
- ❖ “Certification - compared to other services Nahro is very expensive.”
- ❖ “Certifications for modules/skills are valuable, but overall large scale multi class is less so.”
- ❖ “Certifications - need to be more easily available not everyone can do online.”
- ❖ “I would like to see more certifications on tax credit, fair cloth to RAD, and repositioning issues. Maybe not so much certifications but round tables and policy experts.”
- ❖ “It would be nice if trainings and certifications were based on size of the PHA, just like the membership.”
- ❖ “More certifications options, prices are extremely high and flexible scheduling.”
- ❖ “NEED RAD CERTIFICATION.”
- ❖ “Need stronger narrative on why NAHRO certifications are valuable and/or superior to other organizations.”
- ❖ “Speaker or Teacher of classes or certifications are important. But should be able to stay on task and not get sidetracked, by the umpteen unnecessary questions and a few necessary.”
- ❖ “The cost for certifications is quite high, They should be more affordable.”
- ❖ “There should be reminder emails sent out before certifications expire.”

Advocacy comments:

- ❖ “All of my issues are in regard to the lack of representation and advocacy for redevelopment authorities / agencies.”
- ❖ “I have not seen much from NAHRO on services, training and advocacy for the multifamily agency.”
- ❖ “I never ask for individual advocacy, but when I did, I received an initial general response and then no follow up.”
- ❖ “I see little regarding the organizational goals or legislative advocacy.”
- ❖ “I wish I had been [given] better tools for my aftermarket advocacy.”
- ❖ “NAHRO’s advocacy efforts have become increasingly insular and fail to recognize the need to form broader coalitions with nonprofit affordable housing providers and advocates.”
- ❖ “Seems there is little advocacy for agencies that did PBRA RAD conversions.”
- ❖ “The advocacy web page needs improvement to be more user friendly.”
- ❖ “When sending out advocacy letters I am not able to select both congressional members.”

Conferences comments (Part 1 of 2):

- ❖ “At last conference no signage as to where to go.”
- ❖ “Conferences are redundant.”
- ❖ “Conferences should include residents.”
- ❖ “More in-person conferences are needed.”
- ❖ “Need to have conferences in the middle states. This way its not all the way on the east or west coast.”
- ❖ “Please do not schedule conferences at a fiscal year end or when other state or regional conference are held. Smaller agencies will likely have reduced participation or no participation, because of FYE requirements.”

Conferences comments (Part 2 of 2):

- ❖ “Some of the conferences I've attended tend to have many topics covered other than the social services side of housing and I'd love to see more of that at some upcoming conferences.”
- ❖ “The conferences that our Agency attends are informative and educational, too.”
- ❖ “The most recent NAHRO Conference was a little disappointing. I expected more classes that provided technical, financial & maintenance training options. Lunch was not satisfying. I've attended NAHRO Conferences in the past and they were much better. However, part of the change is probably due to conferences slowly returning after the COVID Pandemic. So, I do understand.”
- ❖ “The national conference severely lacked the presence of FSS information and sessions.”

Regulatory and legislative efforts comments:

- ❖ “Certainly, NAHRO should not lead the legislative advocacy charge or elevate the problem of climate change and global warming as our most important issue among the array of organizations working on this problem, but we should at least be partnering with and having a strong voice with those organizations.”
- ❖ “The framework is there for regulatory and legislative efforts, but participation outside of leadership is tough.”

Email notifications comments:

- ❖ “The emails you receive regularly if you are on a standing committee needs to be a regular email to all members”

Professional development comments:

- ❖ “Cost of virtual professional training is very expensive... very hard to justify the cost of over thousand dollars for training.”
- ❖ “Expand the professional development trainings to include topics related to resident services and Continuum of Care requirements like Harm reduction, trauma informed care, and motivational interviewing.”
- ❖ “More in-person professional training.”
- ❖ “More professional development training over the entire country.”
- ❖ “NAHRO could look at less expensive trainings for professional development, especially small and very small Housing Agency personnel.”
- ❖ “NAHRO is making great improvements in training. Developing training in series for continued improvement would be really helpful.”
- ❖ “Professional development needs to assure that all training material is updated or cease to train with outdated material.”
- ❖ “Professional development needs to grow into the multifamily, PBV, and PBRA realm.”
- ❖ “Professional development training and certifications have become so geared to one individual staff job and most of the housing authorities NAHRO serves is small and medium and so it just costs so much for us small agencies that we find it hard to justify.”
- ❖ “There should be professional development training centering resident such as customer service interaction, conflict, mediation resolve, how to become a resident commissioner.”

Publication and information comments:

- ❖ “All information is comprehensive.”
- ❖ “Commissioners need more information.”
- ❖ “Education/Information on available resources.”
- ❖ “I believe PHADA in particular is more straightforward with their information and it is easier to read and understand as there doesn't seem to be all the ifs and political strife embedded in the articles.”
- ❖ “I look forward each month to the NAHRO Monitor, which is full of informational and education.”
- ❖ “I think they can be better organized by program and specific need. It's not easy to navigate the site for what I am usually looking for.”
- ❖ “NAHRO can do a better job of sharing information amongst members. As a committee member, it's been difficult to access the resources needed to share with the broader membership as deeply as we want.”
- ❖ “Need more innovative concepts and information.”
- ❖ “The information may be out there but I don't know how to find it.”
- ❖ “Would be great to have have provide information specific to small HA. It would be great to provide information from a small HA perspective so we can skip over the stuff that does not apply when HUD has regulatory relief for small HA.”
- ❖ “Would like more information oriented to "why this is important" and "what this would change" for the common, non-industry individual.”

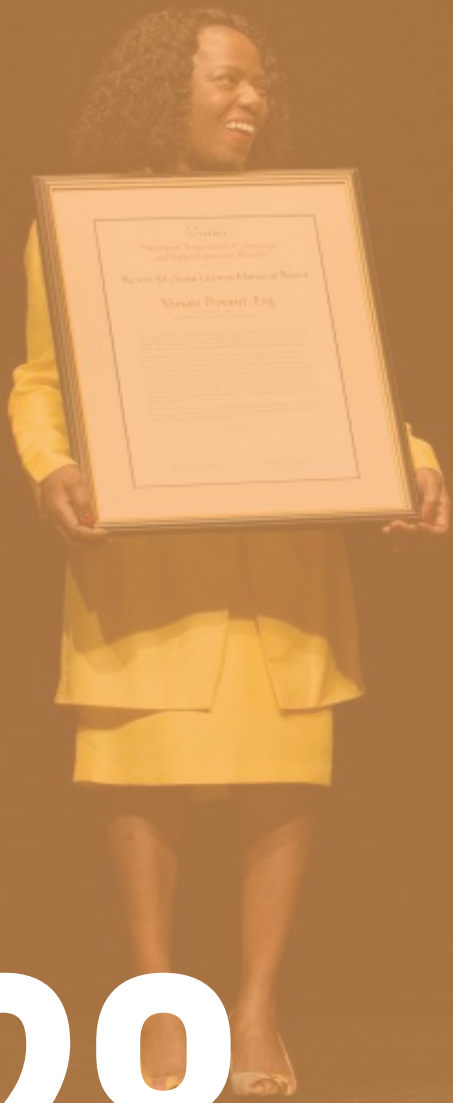
A full list of responses to this question can be found in the Appendix on page 84.

NAHRO has a variety of campaigns and initiatives. Which of the following NAHRO campaigns and initiatives are you aware of? Check all that apply. n=1504

Answer Choices	Responses
“What Home Means to Me” Poster Calendar Contest	64.16%
Housing America Month	43.95%
NAHRO Merit College Scholarships/NAHRO LDG Scholars	41.49%
August Advocacy	34.24%
Housing Update Thursday Webinars	24.14%
Diversity, Equity, and Inclusion Advisory Committee Member-driven Webinars	23.54%
Other (please specify)	0.93%
None of the above	20.01%

The only initiative that was recognized by a majority of respondents was the “What Home Means to Me” Poster Calendar Contest. The Housing American Month and NAHRO Merit College Scholarships/NAHRO LDG Scholars Initiatives were also highly recognized, with 43.95% and 41.49% of respondents marking them, respectively.

Other campaigns and initiatives mentioned included the National Night Out & Fatherhood Initiative, Single mother scholarships, and International conferences and research. We received one suggestion in this section in support of a campaign or initiative that focuses on redevelopment or community development. A full list of responses to the “Other (please specify)” option is listed in the Appendix on page 96.



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AWARD OFFERINGS

Which of the following NAHRO awards are you aware of? n=1504

Answer Choices	Responses
Awards of Excellence	55.88%
Awards of Merit	47.18%
Commissioners of the Year	34.62%
Emerging Leaders	30.17%
Outstanding Professional of the Year	28.64%
NAHRO Fellows	23.32%
Advocacy	20.80%
International Research and Global Exchange	10.83%
Business Partners Council (BPC) Partnership Award	9.37%
Other (please specify)	0.93%
None of the above	29.24%

The only award that was recognized by a majority of respondents were the Awards of Excellence. The Awards of Merit, Commissioners of the Year, and Emerging Leaders awards were also highly recognized, with 47.18%, 34.62%, and 30.17% of respondents marking them, respectively.

Other campaigns and initiatives mentioned included the LDG/Housing America Scholarship which was included under the campaigns and initiatives section. In addition, one respondent commented that “some of the award categories grant so many recipients that they tend to have little value.”



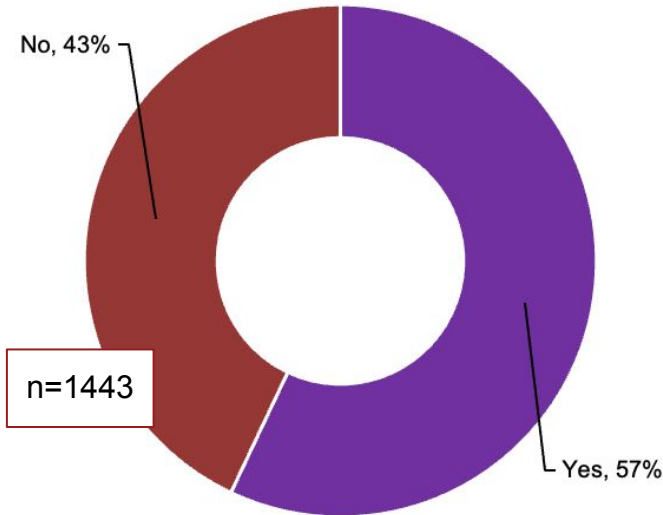
30

TRAINING PROGRAMS

TRAINING SATISFACTION

Have you taken a NAHRO training in the past 3 years? If not, why?

Of the 1443 respondents, 57% have taken a NAHRO training in the past 3 years.



Due to the COVID-19 Pandemic, many respondents indicated that they have not been able to attend a NAHRO training in the past 3 years due to pandemic-related concerns. Other reasons included:

- ❖ Cost
- ❖ Busy schedule
- ❖ Lack of opportunity
- ❖ Not eligible (brand new or retired)
- ❖ Competitor trainings (Nan McKay)
- ❖ None offered
- ❖ Not interested/relevant

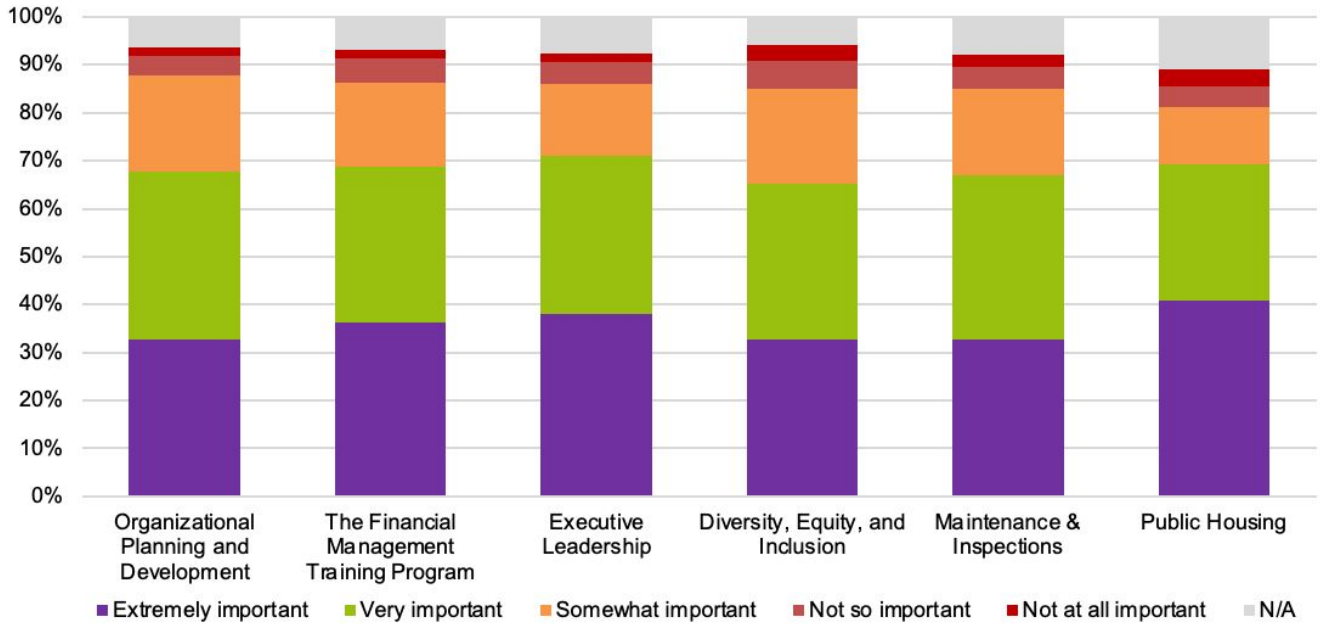
A full list of responses to “If not, why?” is in the Appendix on page 97.

How satisfied are you with the following NAHRO training areas? n=1284

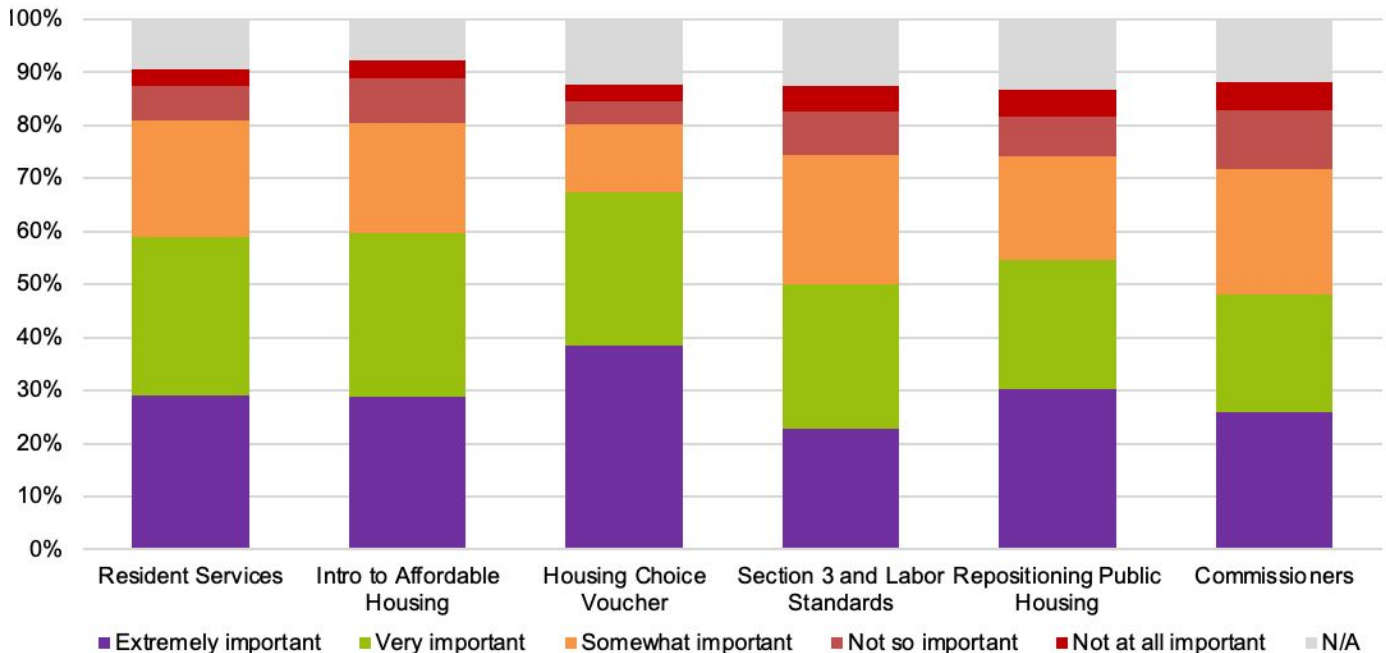
	Satisfied	Neutral	Dissatisfied	N/A
Intro to Affordable Housing	42.49%	24.28%	0.65%	32.57%
Commissioners	40.38%	22.86%	0.82%	35.94%
Diversity, Equity, and Inclusion	41.90%	24.88%	1.65%	31.57%
Executive Leadership	44.94%	21.77%	0.91%	32.37%
The Financial Management Training Program	42.43%	23.85%	1.32%	32.40%
Housing Choice Voucher	48.04%	20.31%	0.65%	31.00%
Maintenance & Inspections	44.26%	24.02%	1.07%	30.66%
Organizational Planning and Development	40.07%	36.66%	1.16%	32.12%
Public Housing	46.26%	20.57%	1.14%	32.03%
Repositioning Public Housing	34.91%	25.21%	1.08%	38.81%
Resident Services	37.10%	25.46%	1.25%	36.19%
Section 3 and Labor Standards	35.10%	26.54%	1.08%	37.27%

Which of the following NAHRO training areas are important to you? n=1408

The twelve NAHRO training area categories below are displayed in order of importance. All NAHRO training areas received over 70% approval, determined as marked as either “Extremely important,” “Very important,” or “Somewhat important.” No training area received more than 20% of respondents who answered “Not so important” or “Not at all important.”

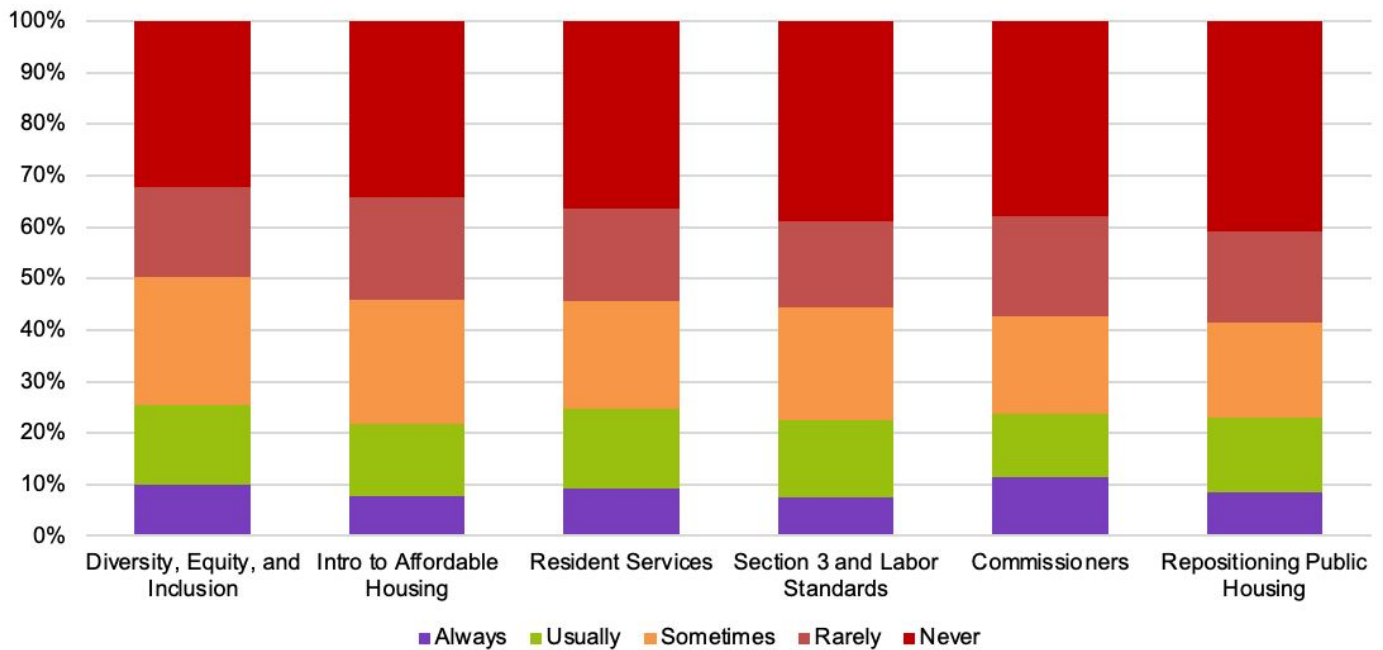
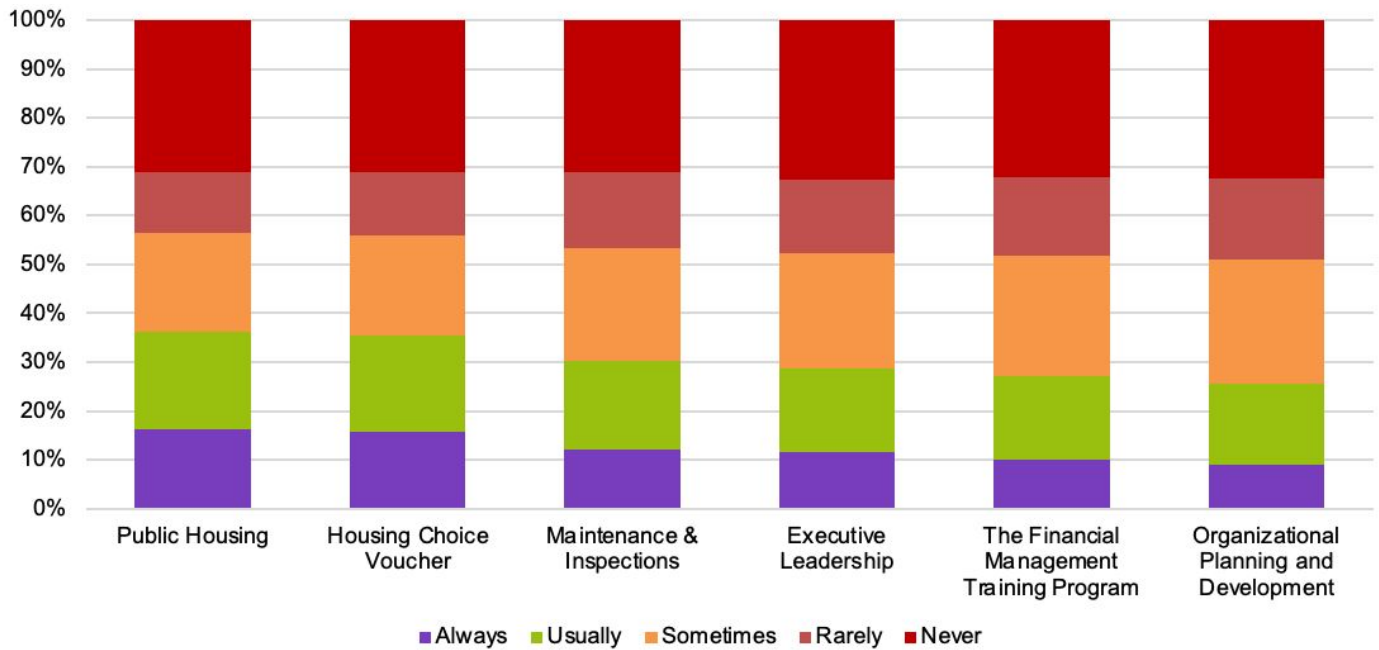


All NAHRO training areas are important to 70-80% of respondents.



How often do you use the following NAHRO training areas? n=1342

The twelve NAHRO training area categories below are displayed in order of member use.



There was little variation in the use of NAHRO training areas. All training areas listed are used by 40-60% of respondents. Diversity, Equity, and Inclusion training was the only NAHRO training area that is used by less than 50% of respondents.

What other training areas or services would you like to see that are not currently being offered?

Most respondents (1752) skipped this question. Of the 257 responses, over 50 indicated a variation of “None” or “N/A.”

Some training areas or services that respondents would like to see are:

- Application processing;
- Budget reading;
- CDBG funding;
- Continuum of Care related programs
- Discrimination and sexual harassment;
- Energy and sustainability strategies;
- Environmental justice and sustainable construction and maintenance practices;
- Fair hiring;
- Fair housing;
- Family self sufficiency;
- FDS;
- FSS training;
- Grant writing;
- HA procurement;
- HCV management;
- Housing terminology;
- HUD programs;
- In-person trainings;
- Legacy planning and training;
- LGBTQ+ training in the workplace;
- LIHTC;
- Low-income tax credit;
- Newcomer trainings for those with little to no experience;
- Occupancy specialist and occupancy standards;
- PBV specific;
- Procurement;
- Programs for the public;
- Public outreach and engagement, Public Relations;
- RAD training and certification;
- REAC inspections;
- Resident relations;
- Software on tracking QC findings;
- Tax credit;
- VMS;
- Working with vulnerable populations.

A full list of responses to this question can be found in the Appendix on page 103.



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**COMMITTEE AND BOARD
OFFERINGS**

COMMITTEE SERVICE

Which committees have you served on?
Check all that apply. n=1317

80% of respondents have never served on a committee.

- 79 Housing Committee
- 72 Professional Development Committee
- 58 Legislative Network Advisory Committee
- 56 Member Services Committee
- 50 Small Agency Advisory Committee
- 37 Community Revitalization and Development Committee
- 35 Diversity, Equity, and Inclusion Committee
- 33 Budget and Administration Committee

- 30 International Research and Global Exchange Committee
- 29 Commissioners Committee
- 28 Nominating and Election Committee
- 25 Board of Ethics and Credentialing Trustees
- 23 Housing America Advisory Committee
- 22 National Conference Planning Committee
- 20 Strategic Planning Advisory Committee
- 5 Business Partners Council

If you served on a committee, how satisfied were you with the experience? n=465

Respondents were overwhelmingly satisfied with the experience (98.72%). Less than 2 percent of respondents were dissatisfied or very dissatisfied with the experience.

BOARD SERVICE

How satisfied are you with the NAHRO Board of Governors' decision-making regarding:

Establishing Policy

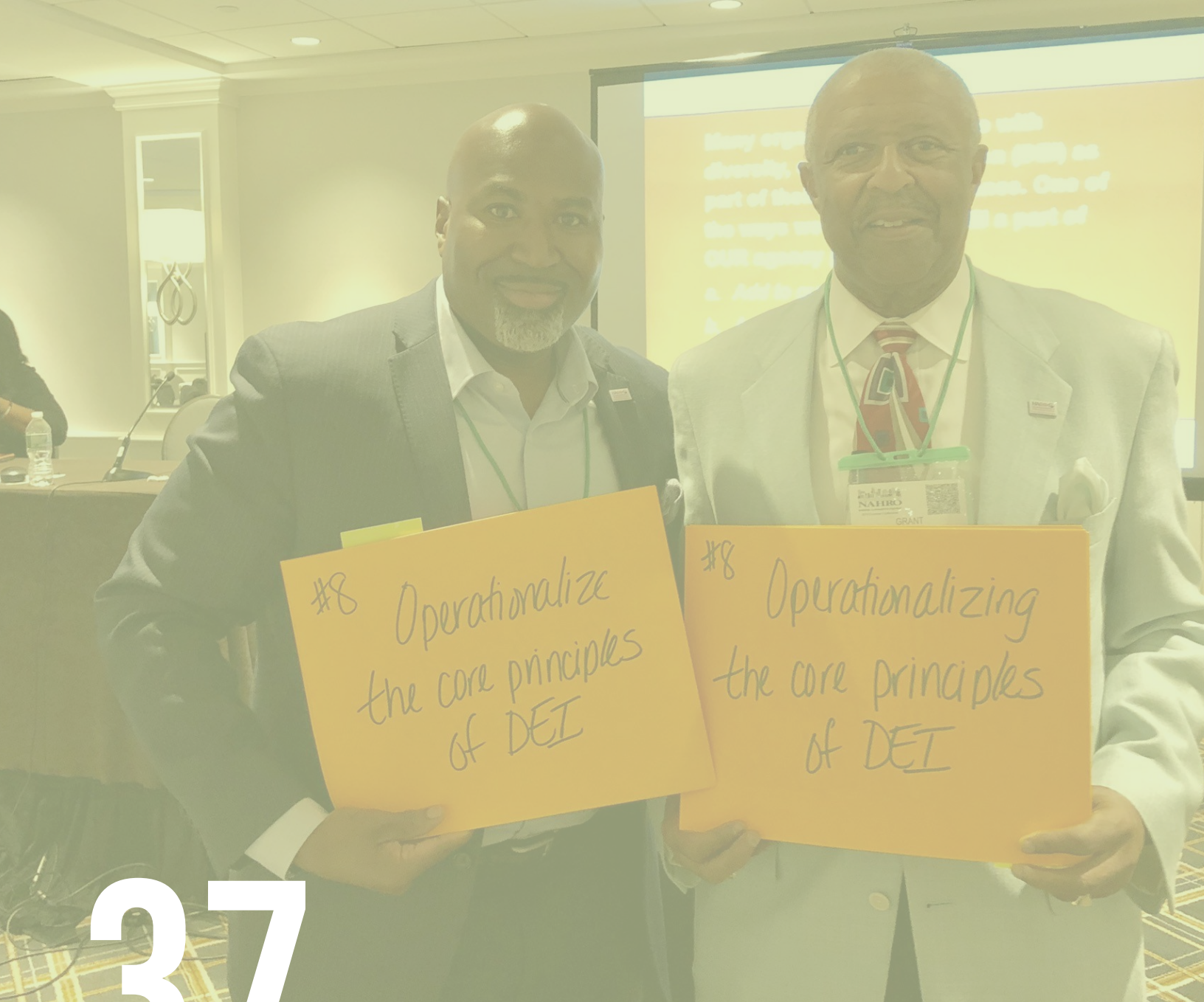
Setting goals and objectives

Taking action...

Establishing Policy		Setting goals and objectives		Taking action...	
Answer Choices	Responses	Answer Choices	Responses	Answer Choices	Responses
Very Satisfied	33.83%	Very Satisfied	33.50%	Very Satisfied	33.03%
Somewhat satisfied	20.21%	Somewhat satisfied	19.85%	Somewhat satisfied	19.51%
Neither satisfied nor dissatisfied	44.31%	Neither satisfied nor dissatisfied	45.08%	Neither satisfied nor dissatisfied	45.16%
Dissatisfied	0.91%	Dissatisfied	0.91%	Dissatisfied	1.72%
Very dissatisfied	0.74%	Very dissatisfied	0.66%	Very dissatisfied	0.57%

n=1223

...on the recommendations of the regions, chapters, national committees, and advisory committees



#8 Operationalize
the core principles
of DEI

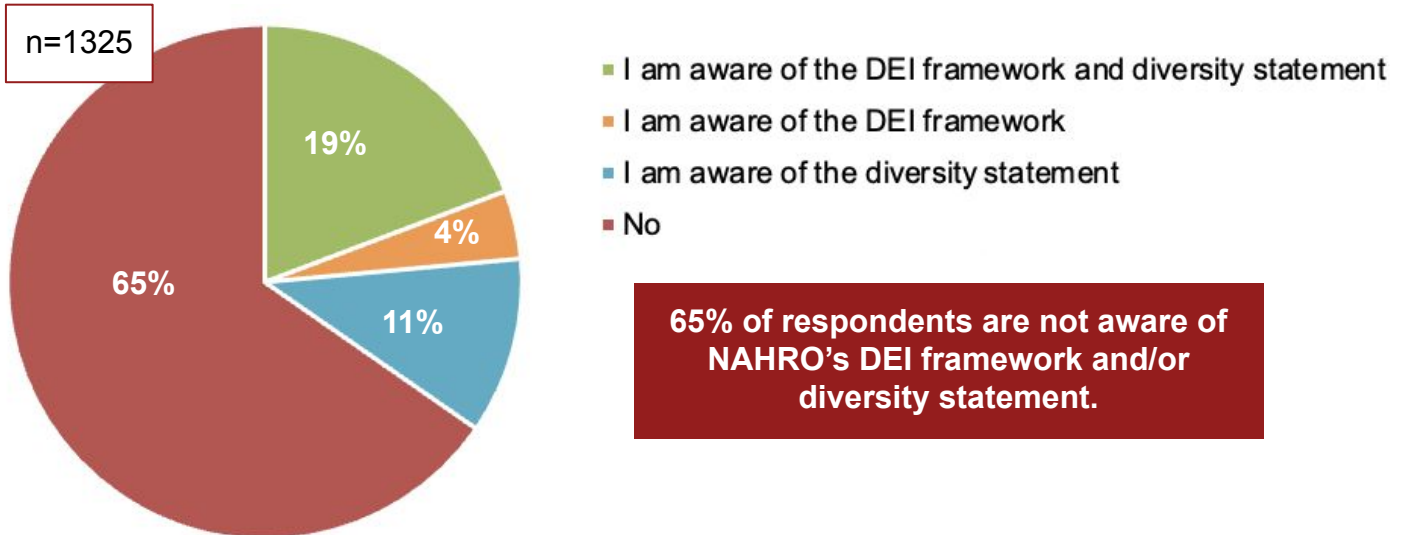
#8 Operationalizing
the core principles
of DEI

37

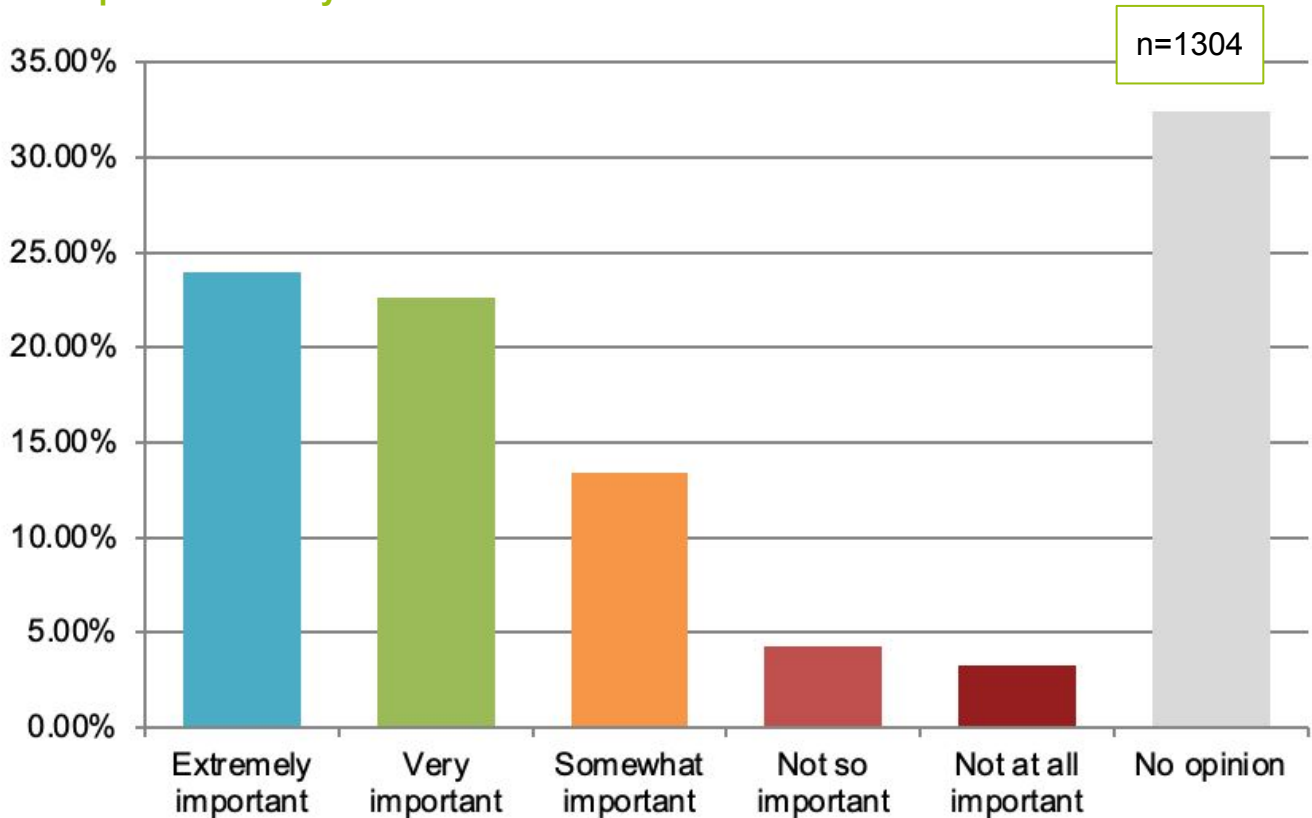
DEI POLICY FRAMEWORK

AWARENESS AND IMPORTANCE

Are you aware of NAHRO's DEI framework and/or diversity statement?



How important is it to you that NAHRO is focused on DEI initiatives?



While most respondents believe that it is important for NAHRO to focus on DEI initiatives (60%), many respondents had no opinion on the matter (32%). In addition, zero respondents offered comments or suggestions regarding NAHRO's DEI framework and/or initiatives. Therefore, we can assume that respondents do not have strong opinions regarding the matter.

GAD Publishes RAD Report

In the fourth in a series of reports, the GAD published a report on the RAD program's impact on the public housing system and the challenges it faces. The report is available at www.gad.org.

The report found that the RAD program has been successful in addressing the public housing system's challenges, but it also found that the program has not fully addressed the challenges of the public housing system and the challenges of the public housing system.

In addition to the report, the GAD also published a report on the impact of the RAD program on the public housing system and the challenges it faces. The report is available at www.gad.org.

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Join Us for a Conversation on Health and Housing!



David Miller
Executive Director



[Name obscured]

NAHRO's 2022 Health & Housing Conference, November 29th - December 1st, 2022, will take place from April 2024 at the Grand Canyon Marriott in Arizona. By joining our Health & Housing Conference you will be able to hear from a panel of experts on the health and housing challenges of today. This is a rare opportunity to hear from experts in the field of health and housing. The conference will be held at the Grand Canyon Marriott in Arizona. For more information, visit www.nahro.org/health-housing.

HUD Expects to Raise Op Fund Proration in May

The U.S. Department of Housing and Urban Development (HUD) expects to raise the operating fund proration in May. HUD is currently reviewing the proration and expects to announce the new proration in May. HUD is currently reviewing the proration and expects to announce the new proration in May.

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PUBLICATION AND COMMUNICATION

COMMUNICATIONS PREFERENCES

How do you prefer to receive NAHRO communications? Check all that apply.

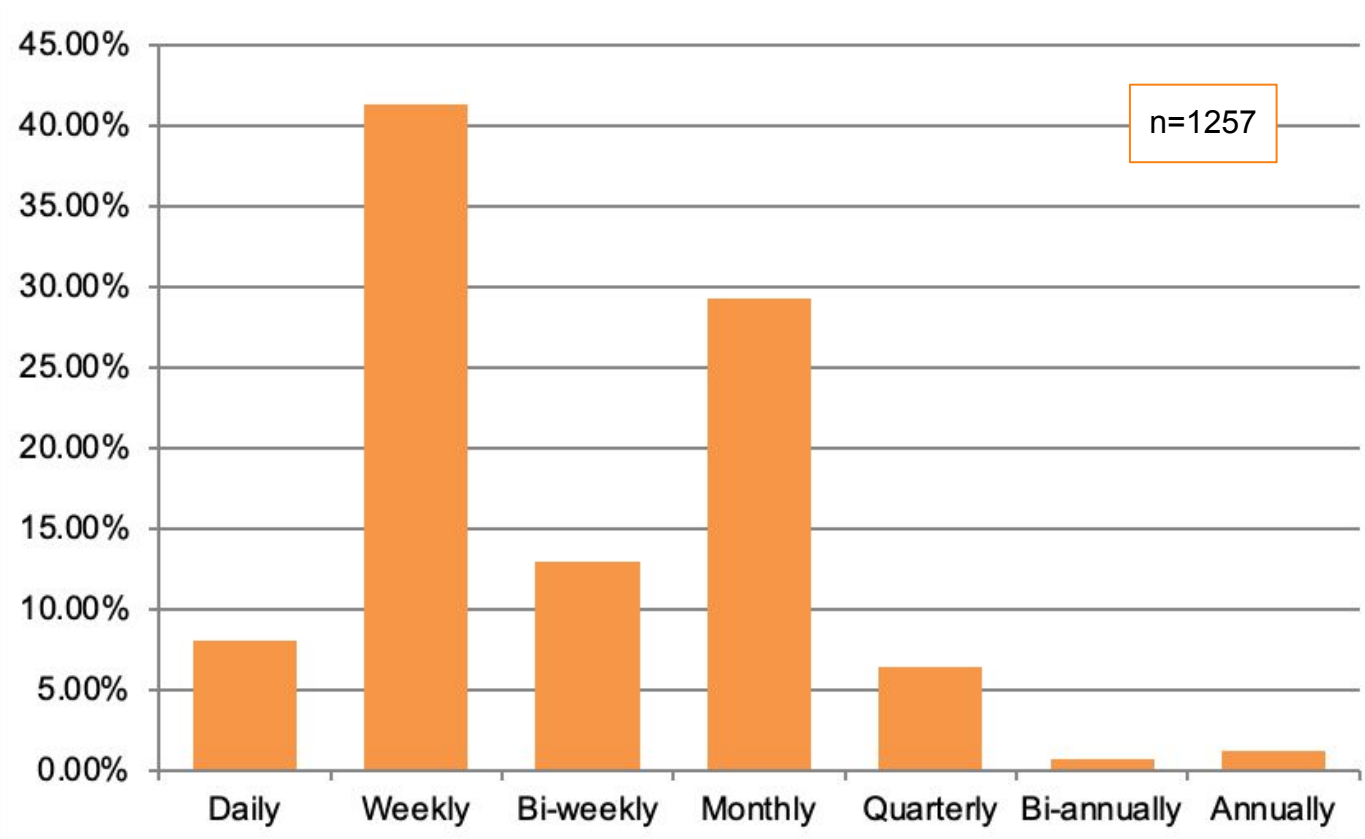
Answer Choices	Responses
Email Blast	85.65%
E-briefings	30.89%
Website	30.42%
Print publications	26.91%
Social media	9.05%
Blog posts	4.68%
Other (please specify)	.70%
None of the above	2.03%

Digital communications were favored over print publications for most respondents. One respondent indicated that they would like for electronic communications to provide attachments that would be able to be printed. Other recommendations included text and direct mail. One respondent shared, "I want to receive info every way possible." A full list of responses can be found in the Appendix on page 110.

Most respondents prefer to receive NAHRO communications weekly (41%) or monthly (29.28). Only 8% of respondents would prefer to receive daily NAHRO communications, and only 1% would prefer to receive annual NAHRO communications.

n=1282

How often would you prefer to receive NAHRO communications?



n=1257

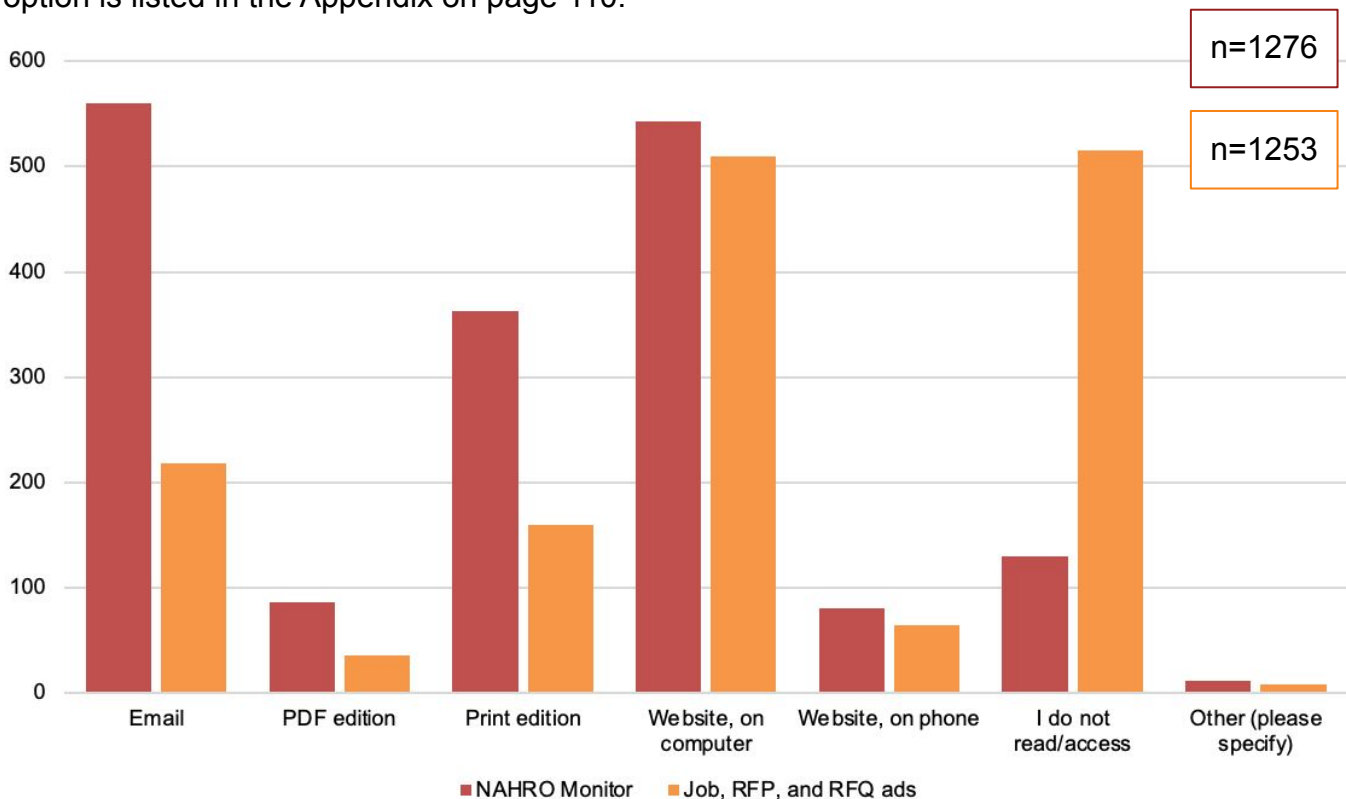
PUBLICATION ACCESS

How do you read the NAHRO Monitor? Check all that apply.

While the majority of respondents read an electronic version of the NAHRO Monitor, 28.45% of respondents still read a print edition. 10% of respondents indicated that they do not read the NAHRO Monitor. The most popular format was email (44%) and the website, on a computer (43%). A full list of responses to the “Other (please specify)” option is listed in the Appendix on page 110.

How do you access the job, RFP, and RFQ ads? Check all that apply.

Most respondents (41%) do not access the job, RFP, and RFQ ads. The most popular form of access is through the website, on the computer (41%). A full list of responses to the “Other (please specify)” option is listed in the Appendix on page 110.



NAHRO began publishing its Journal of Housing and Community Development online. How do you access the Journal of Housing and Community Development? Check all that apply. n=1246

Most respondents (40%) do not access the Journal of Housing and Community Development. 43% access it through email, and 25% access it through the website. Less than 1% of respondents access it through social media. Seven respondents indicated that they prefer to receive a hard copy, print version of through mail. A full list of responses to the “Other (please specify)” option is listed in the Appendix on page 110.

How would you like to read an electronic version of NAHRO books such as the Handbook for Commissioners? Check all that apply.

Answer Choices	Responses
PDF	70.94%
Website	32.20%
I am not interested in an electronic version of NAHRO books	15.01%
EPUB (usable by Kindles, etc.)	6.13%
Other (please specify)	1.21%

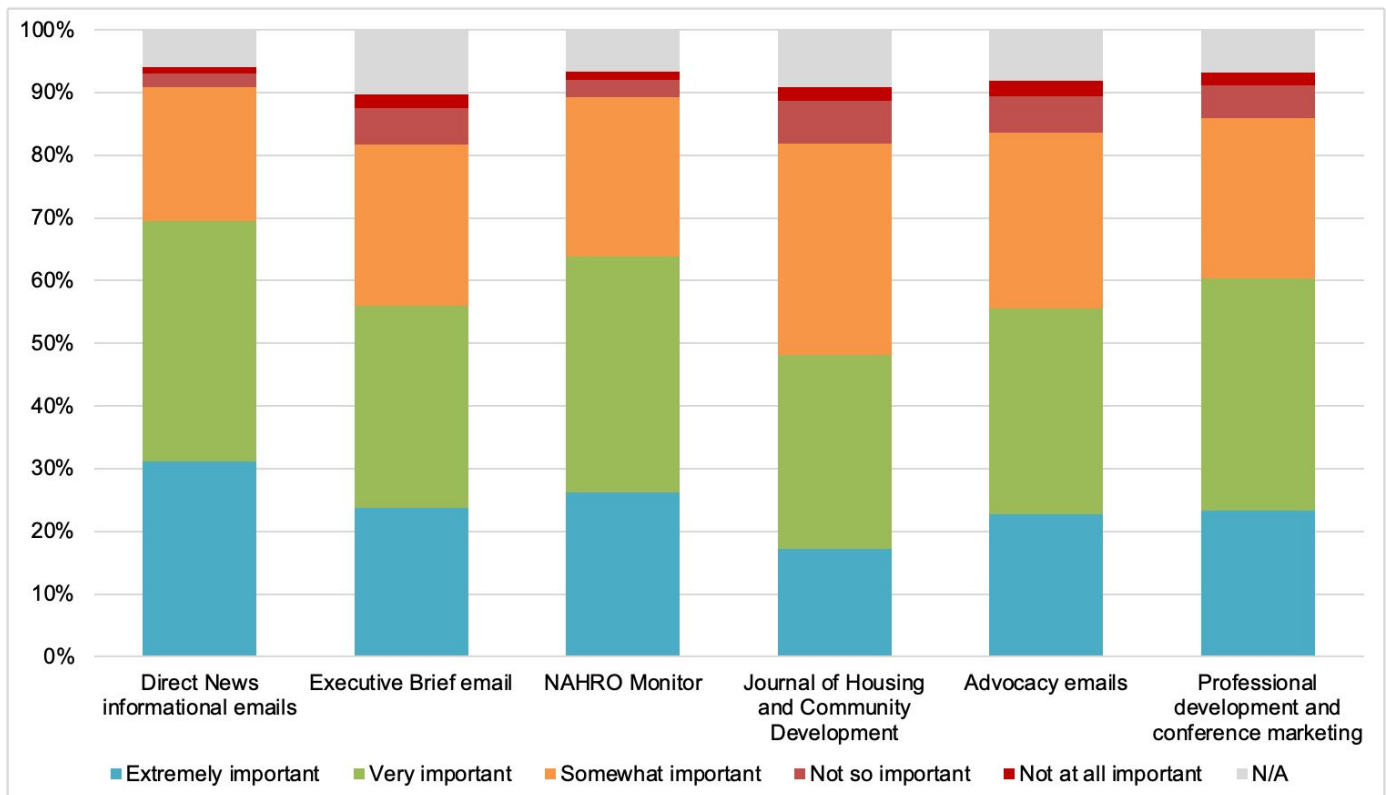
The majority of respondents (71%) would like to read an electronic version of NAHRO books as a PDF. About a third of respondents (32%) would like to access them through the website. Many of the open response comments indicated interest in a hard copy/print version. A full list of responses to the “Other (please specify)” option is in the Appendix on page 110.

n=1239

IMPORTANCE, USE, AND SATISFACTION

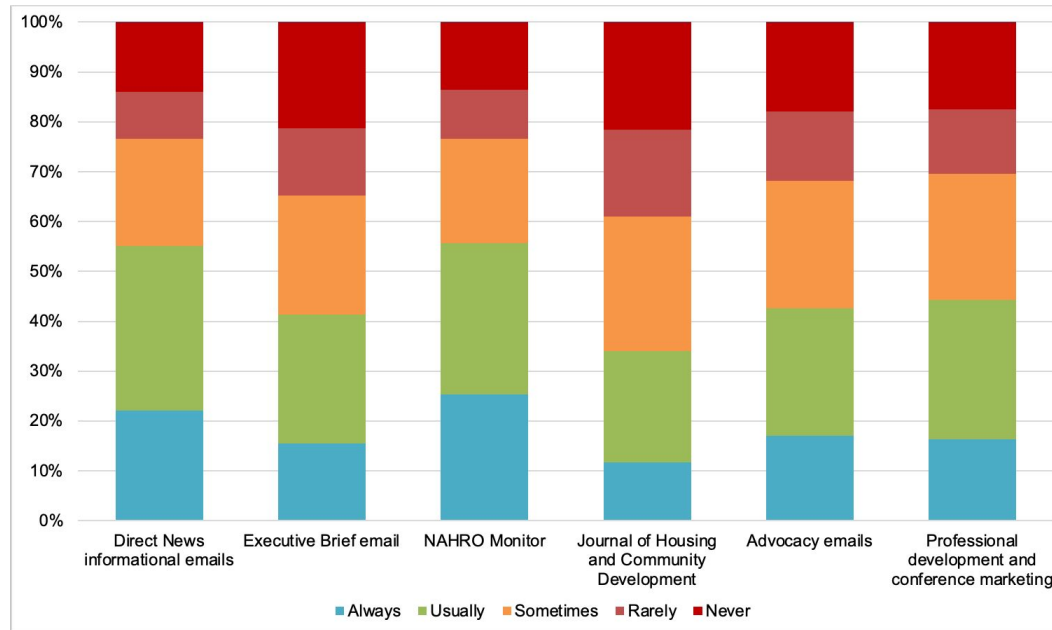
How important are the following NAHRO communications to you?

n=1197



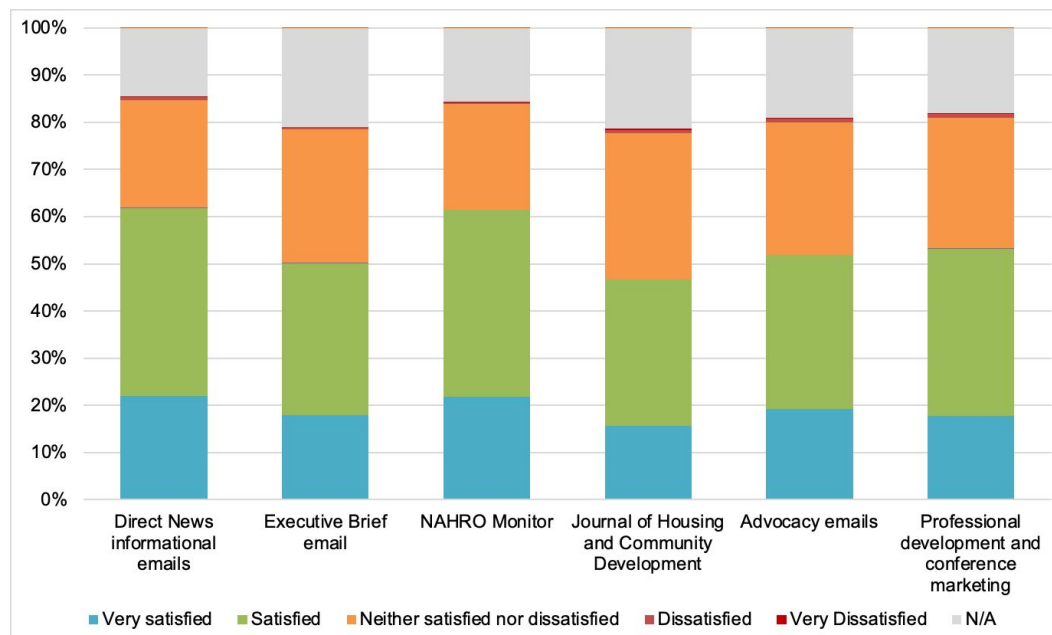
All NAHRO communications received overwhelmingly positive feedback from respondents who deemed all services as important.

How often do you use the following:



n=1162

All communication services are important and useful, though the NAHRO Monitor and Direct News informational emails are the most popular.



n=1144

All communication methods received at least a 98% satisfaction rating.

The use of each NAHRO communication method aligned with the responses to the previous question regarding its importance. The Executive Brief email and the Journal of Housing and Community Development received the lowest total ratings for the previous question regarding importance. Similarly, less than 70% of respondents use these two services “Sometimes,” “Rarely,” or “Never.”

While some communication methods are used less than others, we still believe that all communication methods are valuable and necessary. While the NAHRO Monitor and Direct News and informational emails are the most popular and useful form of communication, all services received a majority positive feedback.

SOCIAL MEDIA

Do you receive information from NAHRO on any of these social media platforms? Check all that apply. n=1183

Answer Choices	Responses
LinkedIn	9.97%
Facebook	8.88%
Twitter	5.49%
Instagram	2.20%
YouTube	1.35%
Other (please specify)	0.59%
None of the above	80.30%

The vast majority of respondents (80.30%) do not receive information from NAHRO through any social media platform. Of the ones listed, respondents receive information through LinkedIn and Facebook primarily. A full list of responses to the “Other (please specify)” option is listed in the Appendix on page 111.

Social media currently reaches less than 20% of the target audience.

To increase social media usage and efficiency of communication, we recommend encouraging more agencies to engage with each other on these sites. While email or websites may continue to be the primary method of communicating information, social media can be a valuable way to build a community.

By shifting the focus of social media as a platform for sharing announcements or information to a source of community building or cross-agency interaction, the engagement and use of social media sites will increase.

Does your agency have a presence on social media? Check all that apply. n=1207

Almost half (47.97%) of respondents indicated that their agency has a presence on Facebook. Other social media sites were much less popular. Nearly 45% of respondents indicated that their agency does not have a presence on any of the listed social media sites. (43.66%)

Some respondents also indicated that their agency uses TikTok, Vimeo, or an agency website. A full list of responses to the “Other (please specify)” option is listed in the Appendix on page 111.

Answer Choices	Responses
Facebook	47.97%
Twitter	14.25%
LinkedIn	13.84%
Instagram	9.94%
YouTube	6.05%
Other (please specify)	4.97%
None of the above	43.66



45

POTENTIAL SERVICES

POTENTIAL SERVICES

What services not currently provided by NAHRO would you like to see offered in the future? n=253

Most respondents (1756) skipped this question. Of the 253 responses, over 100 indicated a variation of “None” or “N/A.”

Some services that respondents would like to see are:

- Advocacy (by region);
- Environmental justice and sustainability;
- Financial training
- FSS specific training;
- Home ownership;
- Housing counseling;
- In-person trainings and more trainings in general;
- More conferences;
- Professional development that is relevant and reasonably priced;
- Resident participation;
- Succession planning;
- Tax credit training

A full list of responses to this question can be found in the Appendix on page 112.

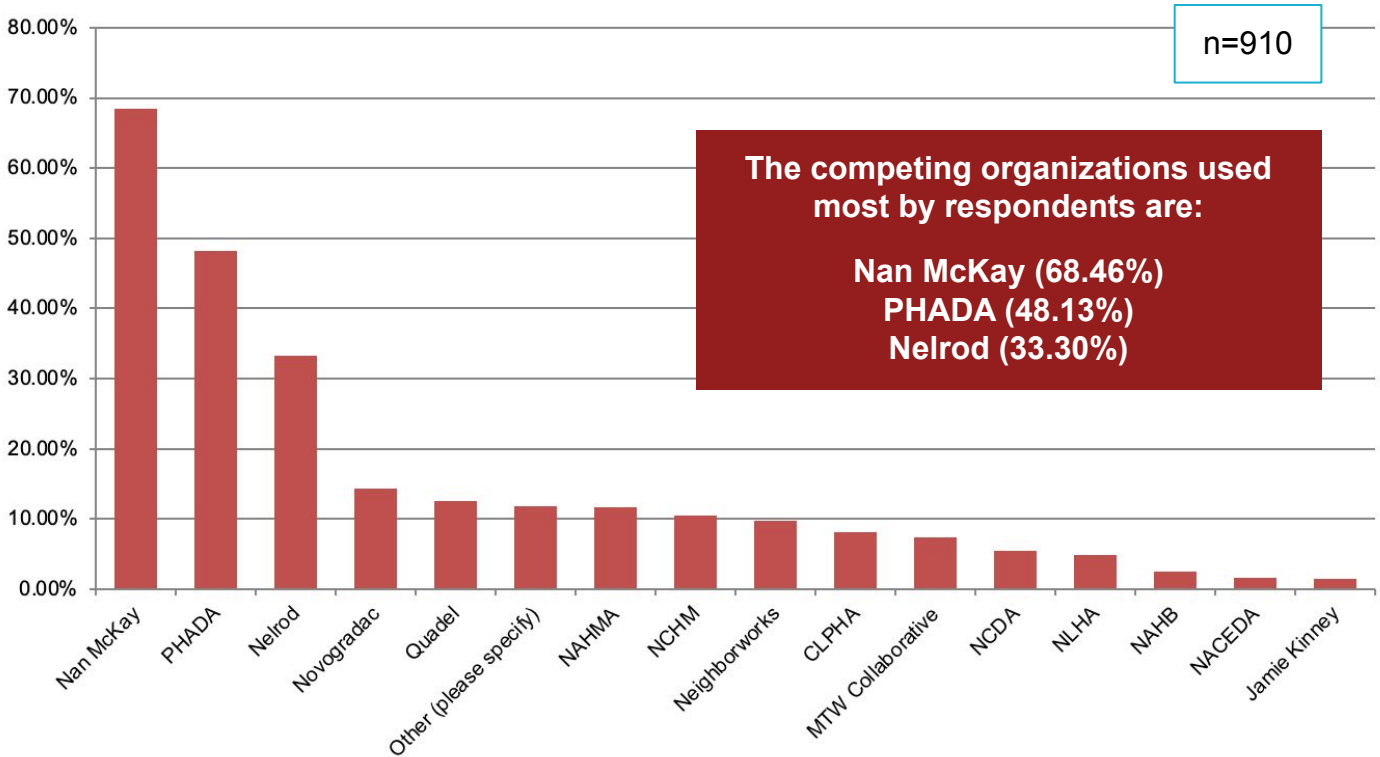


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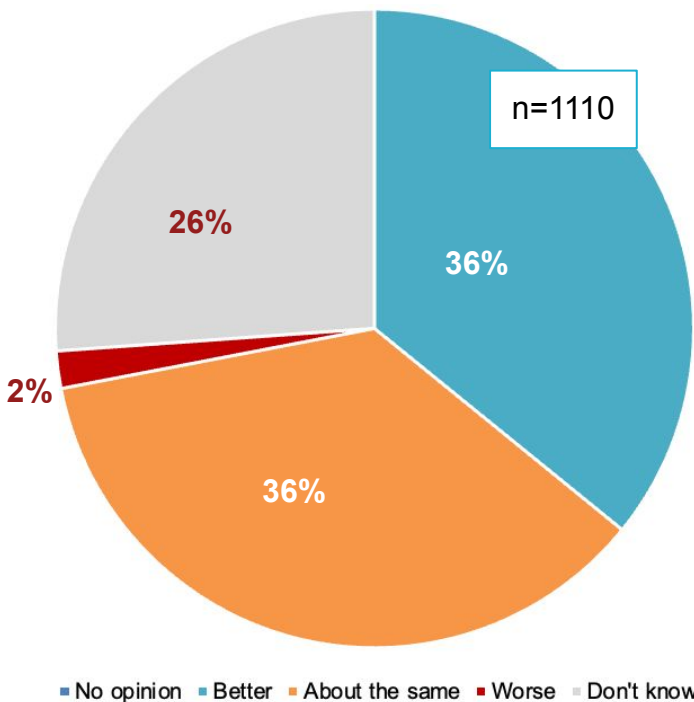
HOW WE COMPARE

COMPETITION

Which other organizations are you currently a member of and/or do you use the products and/or services of? Check all that apply.



How do you feel NAHRO’s scope of services compares to other housing organizations?

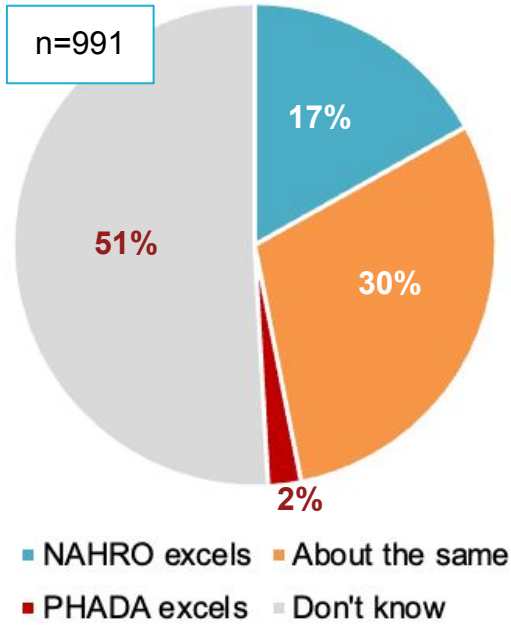


Less than 2% of respondents (1.89%) believe that NAHRO’s scope of services are worse than other housing organizations. Over 70% of respondents (71.99%) believe that NAHRO’s scope of services are either “Better” or “About the Same.”

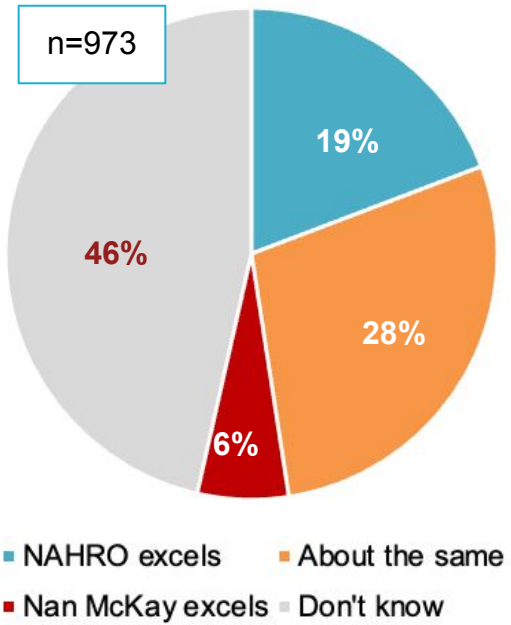
Aside from Nan McKay, PHADA, and Nelrod, the remaining organizations are used by less than 15% of respondents. Other organizations listed in response to this question include GAHRA, National Low Income Housing Association, and local NAHRO agencies. A full list of responses to the “Other (please specify)” option is listed in the Appendix on page 119.

How would you rate the following membership benefits of NAHRO compared to the same benefits at:

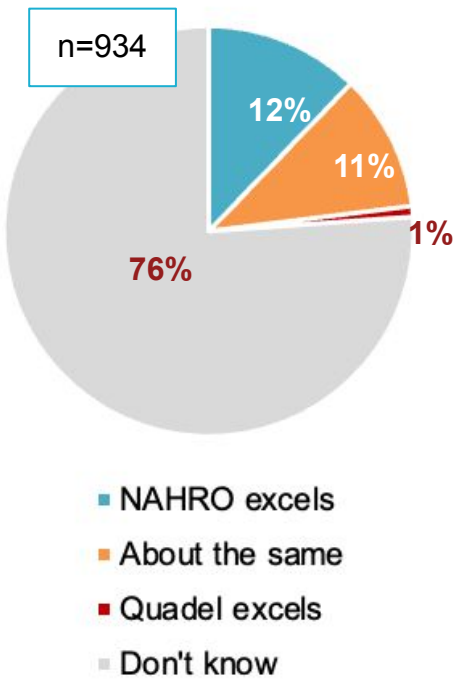
Public Housing Authorities Directors Association (PHADA)



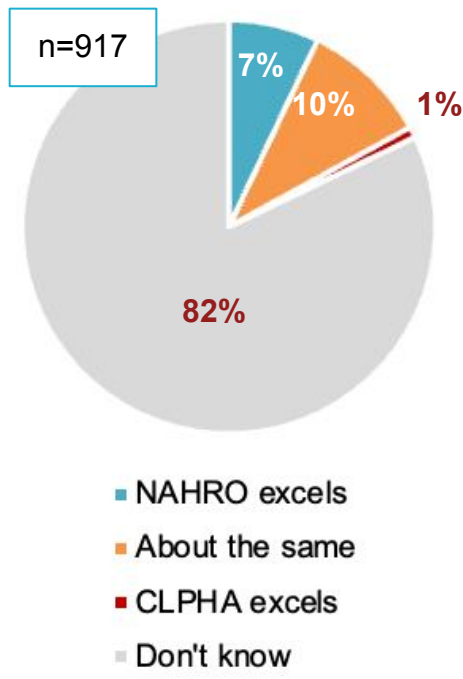
Nan McKay & Associates (Nan McKay)



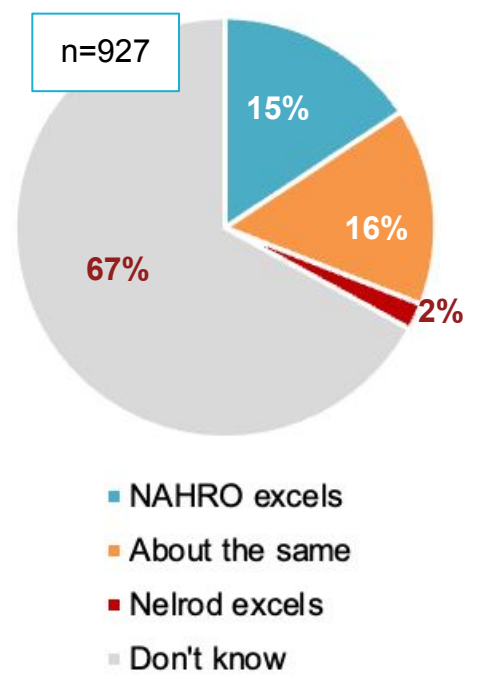
Quadel



Council of Large Public Housing Authorities (CLPHA)



Nelrod





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OUR MISSION AND VALUES

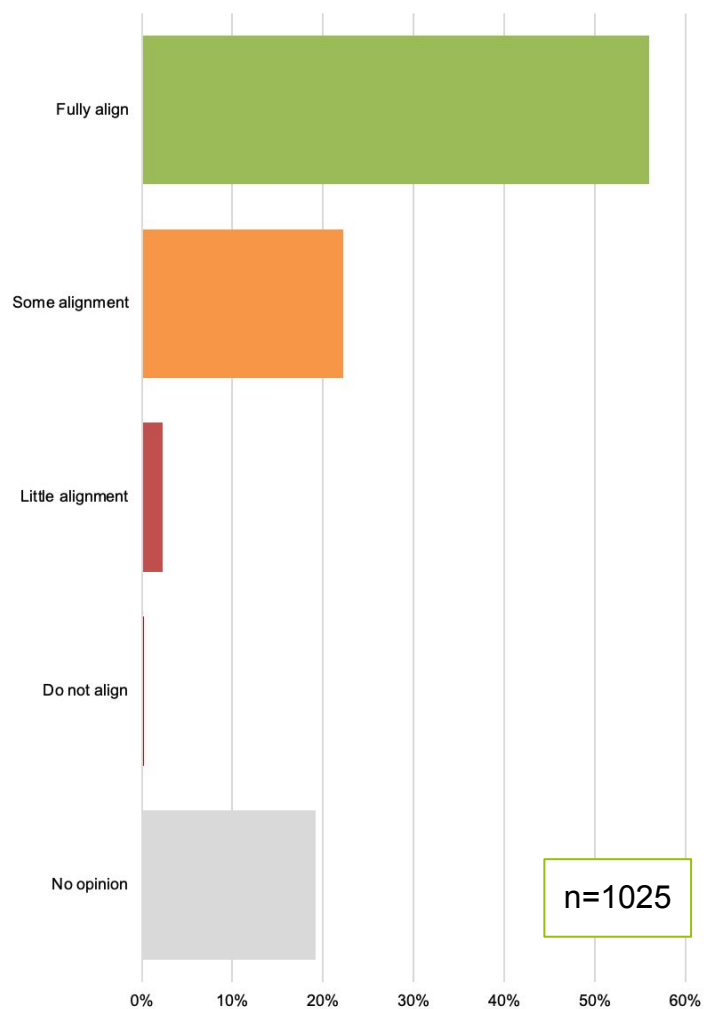
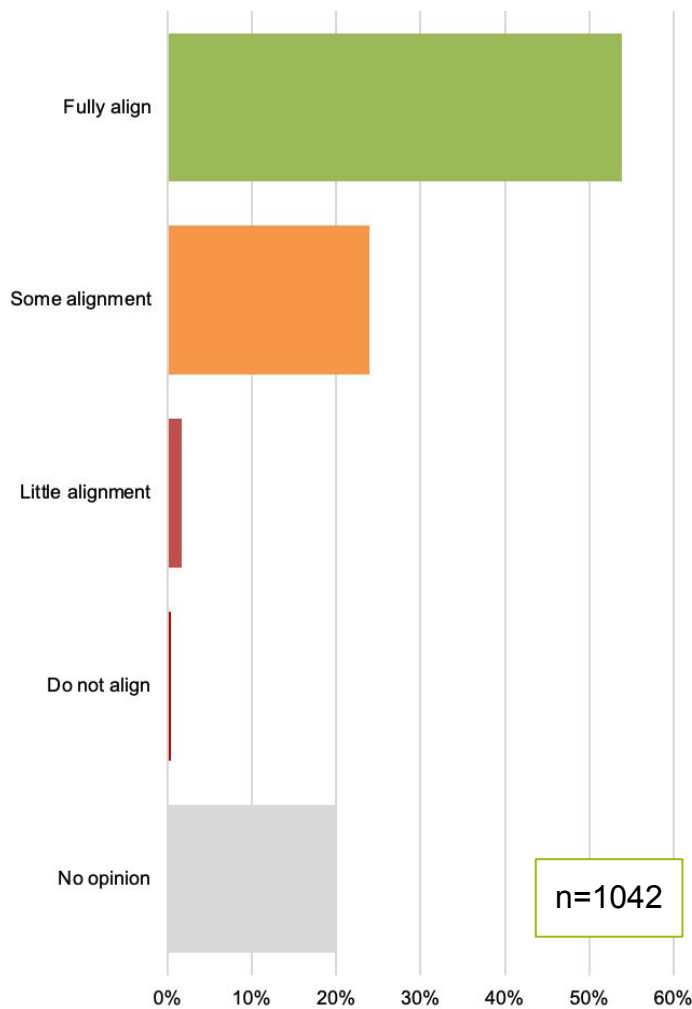
MISSION AND VALUES ALIGNMENT

NAHRO's mission: To be the leading housing and community development association that inspires the creation of strong and sustainable communities.

NAHRO's values: Knowledge, Leadership, Professionalism, Collaboration, Equality, Fairness, Opportunity, Sustainability, and Innovation.

To what extent do the services and membership benefits of NAHRO align with our mission?

To what extent do the services and membership benefits of NAHRO align with our values?



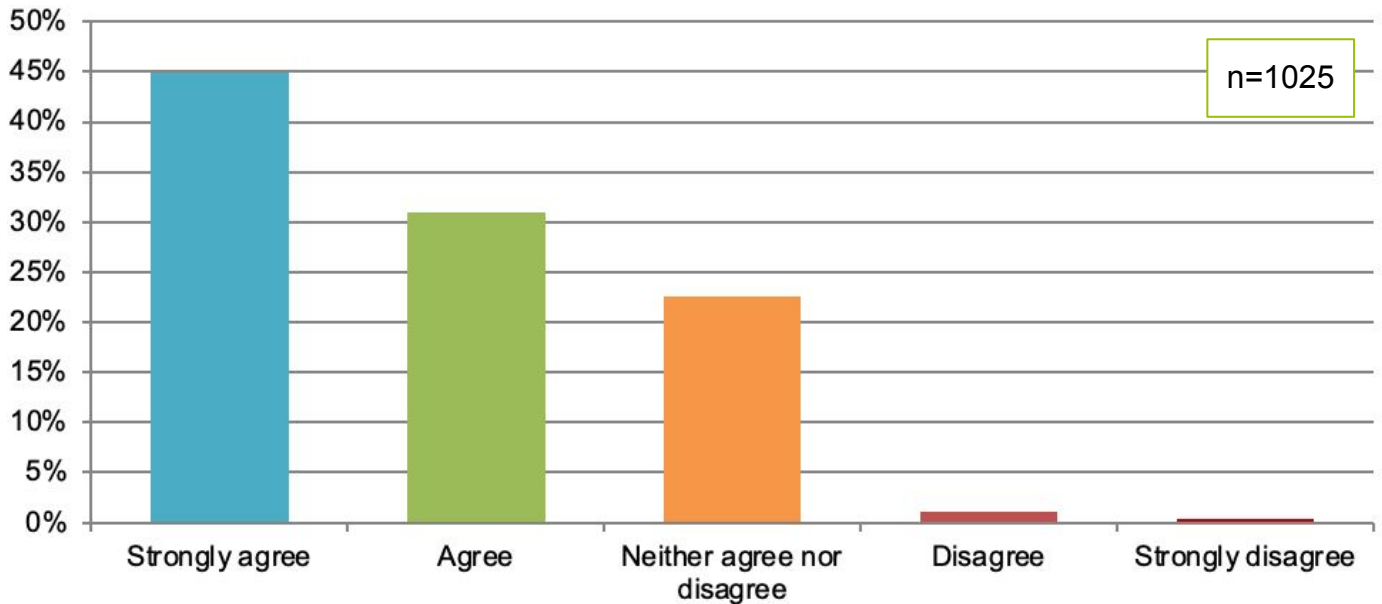
The majority of respondents believe that NAHRO's services and membership benefits fully align with the mission (53.84%) and values (56.00%). Less than 0.5% of respondents believe that NAHRO's services and memberships do not align with the mission (0.38%) and values (0.20%)

These results conclude that respondents believe that the services and membership benefits of NAHRO align with its mission and values.

BRAND PROMISE AND VALUE PROPOSITION

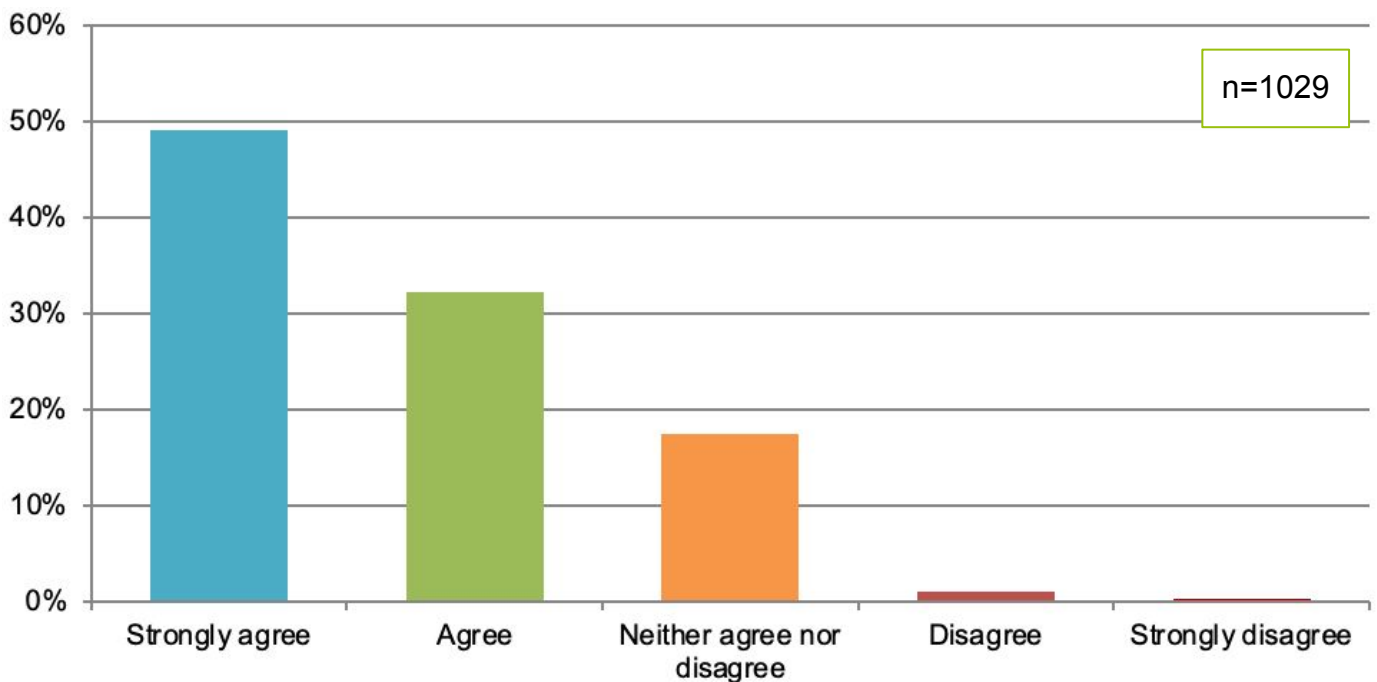
NAHRO's Brand Promise states: "We promise a diverse, inclusive, and inspiring environment for members to learn, connect, advocate, and achieve."

Do you personally agree with the Brand Promise for NAHRO?



NAHRO's Value Proposition states: "Together we are building affordable and sustainable communities through education, innovation, and advocacy."

Do you personally agree with the Value Proposition for NAHRO?





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ADDITIONAL COMMENTS

ADDITIONAL COMMENTS

Are there any additional comments or recommendations that you would like to share?

215 answered this question, 1794 skipped. 100 provided a variation of “N/A” or “None.” Many expressed that the survey was too long. A full list of responses to this question can be found in the Appendix on page 121.

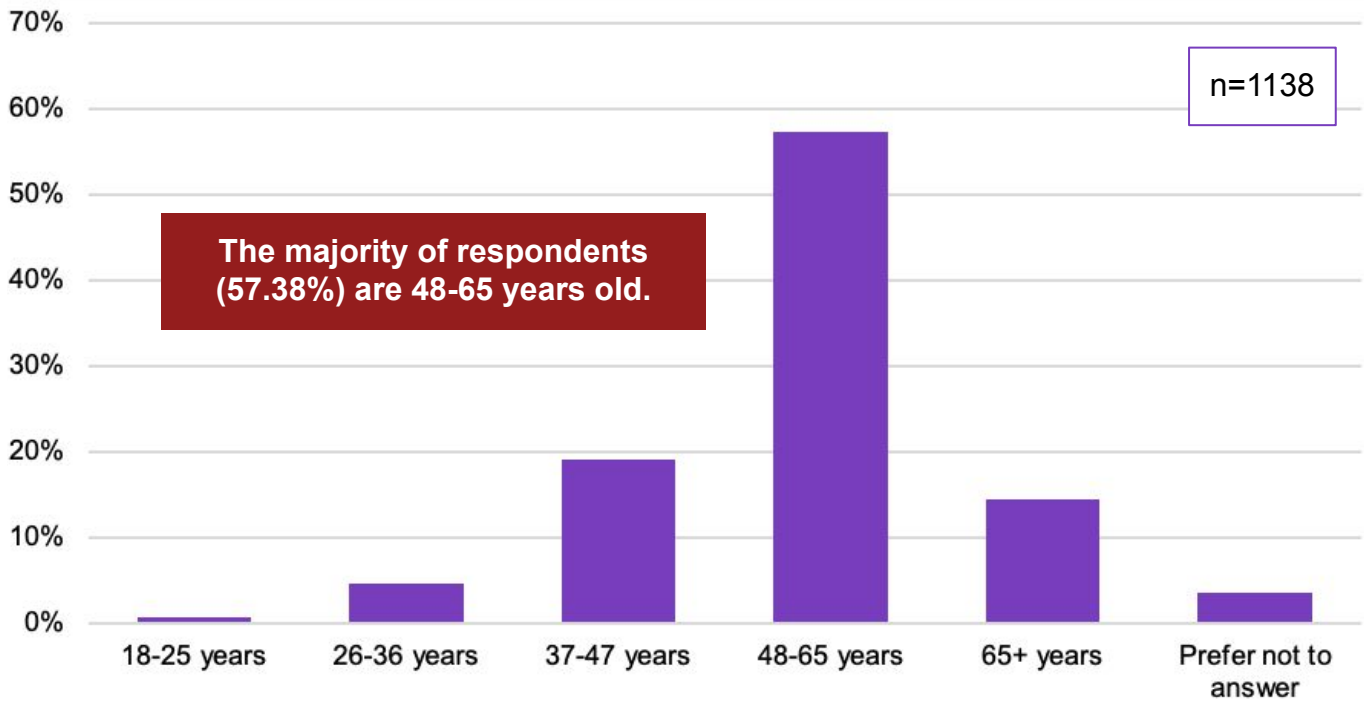


53

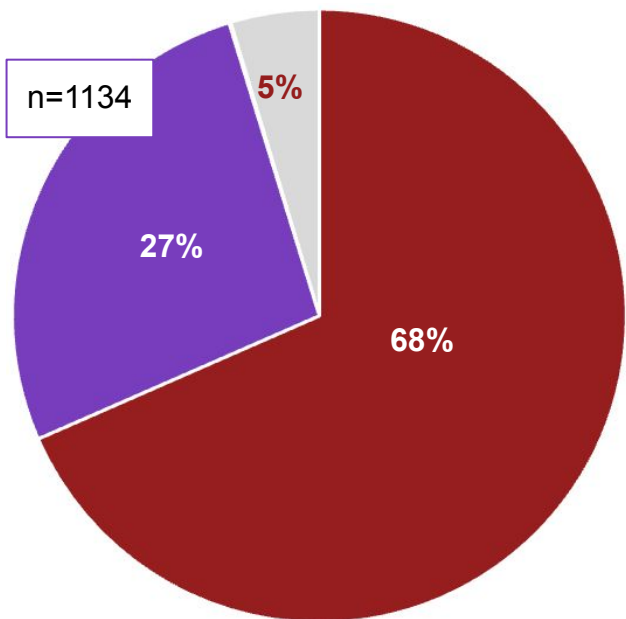
DEMOGRAPHICS

DEMOGRAPHICS

What is your age?



What is your gender identity?

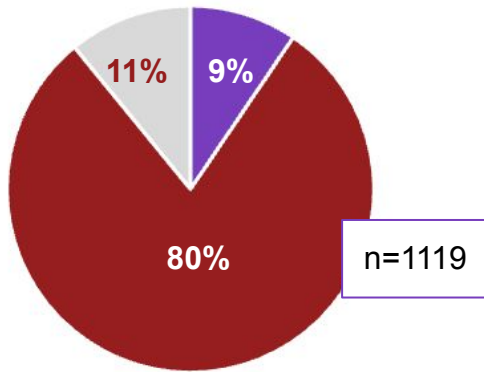


The majority of respondents (68.43%) are female.

The majority of respondents (68.43%) are female. About a quarter (26.81%) of respondents are male. 0.09% of respondents are non-binary/non-conforming. 0 respondents chose to identify as “Prefer to self-describe” or transgender. 4.67% of respondents chose not to answer.

- Female
- Male
- Transgender
- Non-binary/non-conforming
- Prefer not to answer
- Prefer to self-describe

What is your ethnicity?



- Hispanic or Latino or Spanish Origin
- Not Hispanic or Latino or Spanish Origin
- Prefer not to answer

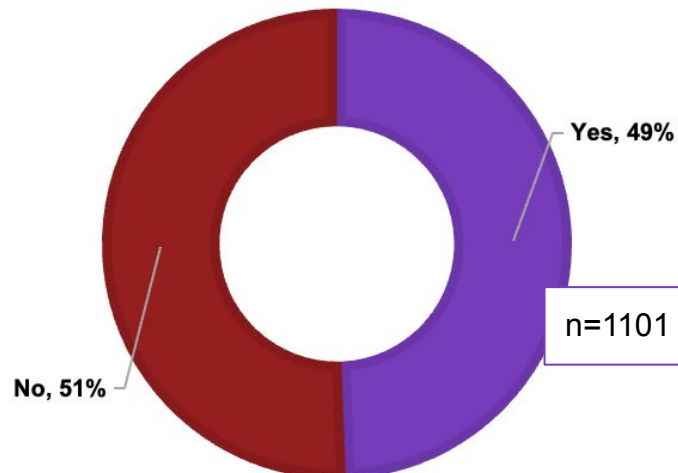
About a tenth (9.47%) of respondents are of Hispanic or Latino or Spanish Origin. 79.62% are not.

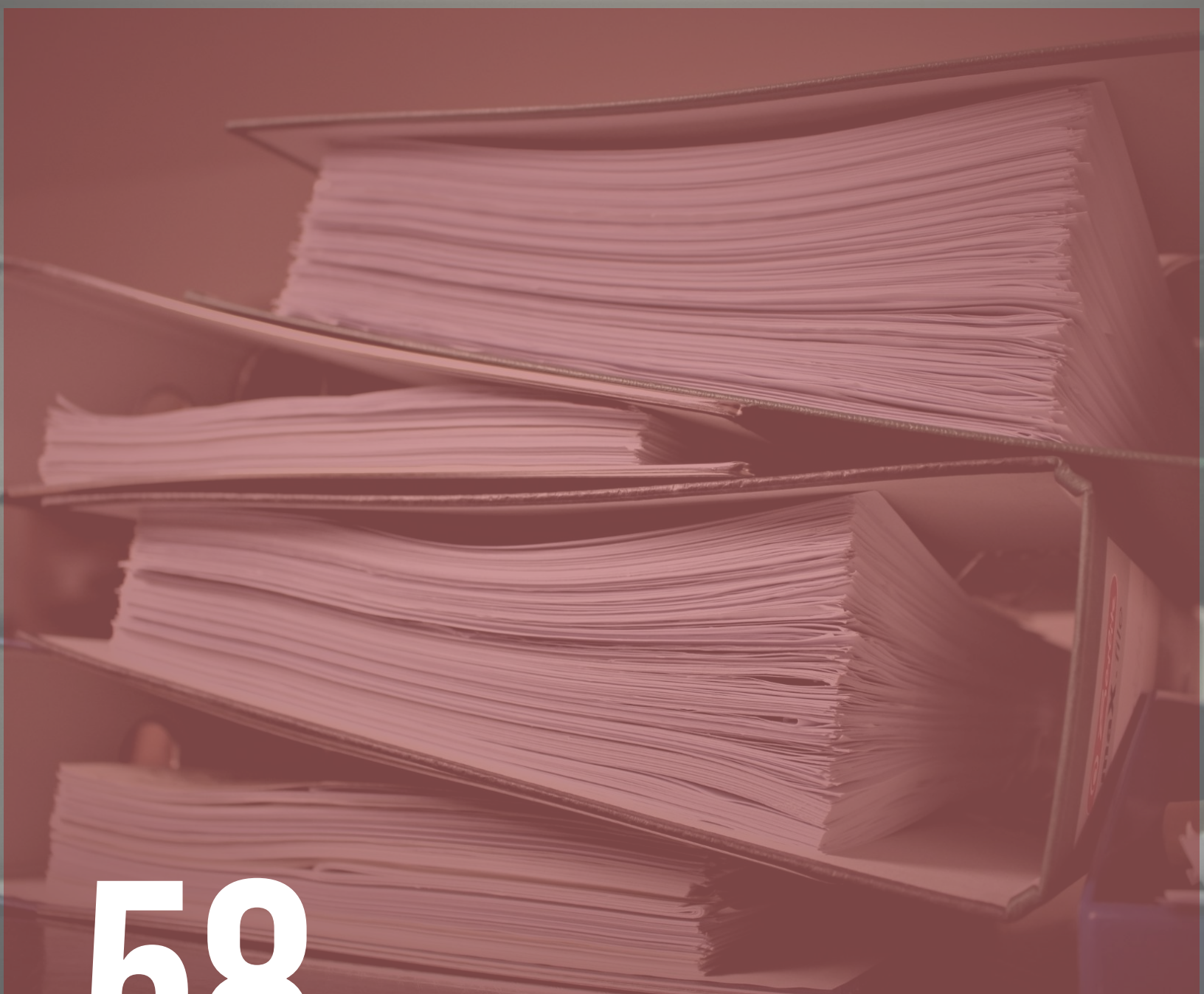
What is your race? n=1130

Answer Choices	Responses
White or Caucasian	62.39%
Black or African American	19.65%
Asian or Asian American	1.68%
American Indian or Alaska Native	1.06%
Native Hawaiian or other Pacific Islander	0.35%
Other	3.81%
Unsure	0.18%
Prefer not to answer	10.88%

The majority of respondents (62.39%) of respondents are White or Caucasian. About a fifth (19.65%) of respondents are Black or African American. 1130 respondents answered this question and 879 skipped. 123 respondents preferred not to answer.

Would you like to be entered into the drawing for a chance to win a \$50 gift card?





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APPENDIX

OPEN RESPONSE QUESTION DATA

Which term best describes your position? Other (please specify) (Page 1 of 3)

Account Clerk	Specialist in the housing space	Eligibility Specialist
Accountant	Communications (3X)	Eligibility Technician (2X)
Accounting supervisor	Community Coordinator	Employee of housing authority
Administration Director	Community Development	Engineer
Affiliate Member	Specialist	Executive Director (2X)
Affordable Housing Developer	Compliance	Executive Director Retired
Affordable Housing Manager and Administrator	Compliance Analyst	Family Partnership Worker
Applicant Review Specialist	Compliance and Admissions Specialist	Family Self Sufficiency Counselor
Architect (2X)	Compliance and Quality Assurance Specialist	Family Self Sufficiency Manager
Asset Director	Compliance Auditor	Family Self-Sufficiency Coordinator
Assistant Director (2X)	Compliance Auditor/ Housing Specialist	Finance (2X)
Assistant Executive Director	Compliance Coordinator	Finance Coordinator
Assistant General Counsel	Compliance Manager	Finance Director (4X)
ASSISTANT HOUSING MANAGER	Compliance Officer	Finance Manager (2X)
Assistant Housing Manager	Comptroller (2X)	Finance/Accounting
Assistant Property Manager (2X)	congressional contact	Former commissioner
Attorney (2X)	Consulting firm / industry Partner	Former Resident commissioner/ current Planning and development committee member.
Auditor	Controller	FSS
Board Member (3X)	Community development Coordinator (3X)	FSS Coordinator (11X)
Bureau Director	Customer Care Manager	FSS Specialist
Buyer/Procurement	Developer (2X)	General Contractor
Capital Asset Manager (modernization programs)	Director (2X)	Grounds keeper
Capital Budget Manager	Director - HR, S8, clerical	HCV - EHV - FSS
Capital Fund Coordinator	Director of Finance	COORDINATOR
Case manager (2X)	Director of Finance & Administration (2X)	HCV Coordinator
Case Manager for Housing	Director of HCV Program	HCV Director
Central Services Manager	Director of HCV/Section 8 Program	HCV FSS Coordinator
CFO	Director of Operations	HCV HOUSING SPECIALIST
CFO - PHA	Director of Policy and Compliance	HCV Intake Specialist
Chapter staff	Director, Sub-Agency	HCV SPECIALIST
Chief People Officer	Elected	Housing Analyst (2X)
Commissioner		Housing Asset Manager
Commissioner and consultant		Housing assistant (2X)
Communication and design		

Which term best describes your position? Other (please specify) (Page 2 of 3)

Housing Authority Board member	International memeber	Administrator
Housing Choice Voucher Program Coordinator	landlord outreach specialist	Program manager, team lead, Staff liaison to board
Housing Clerk/FSS Coordinator	Leadership Team	program specialist
Housing Commissioner	legal counsel	Program Specialist II
Housing Coordinator	LHA Housing Specialist	Project Manager
Housing Counselor (3X)	Lifetime Member	property administrator
Housing Developer (2X)	Maintenance Manager	Property Manager (3X)
Housing Development Compliance Specialist	Mid level manager	Property Specialist
Housing Director (2X)	modernization coordinator	Public Safety Officer
Housing Eligibility Specialist	Modernization	Quality Assurance & Training Manager
Housing Inspector	Coordinator/Inspector	Quality Control Specialist
Housing Liasion	NAHRO Board Member	Real Estate Development Asset Manager
Housing Services Specialist	No longer a commissioner although i do actively keep updated	Real Estate Development Coordinator
Housing services specialist lead	Occupancy Specialist	Regional Housing Manager
Housing Specialist (12X)	Office Manager (2X)	Regional Property Manager
Housing Specialist Lead II	Ombudsperson	Rental Specialist
Housing specialist/inspector	Operations Director	Resident and Community Services Coordinator
HOUSING STABILITY IN HOUSING DEPT	Operations Manager (2X)	Resident Program Coordinator
Housing Subsidy Officer	Owner	Resident Services & member of a MAHRA committee
Housing Supervisor (2X)	Paralegal	Resident Services Coordinator
Housing Technician	Partner - Associate in South Africa	Resident Services Coordinator
HQS Inspector	PHA Outside Attorney	Resource Center
HR / Finance Manager	Policy Analyst (2X)	Retired (8X)
Human Resources	Portability Housing Specialist	Retired Board Commissioner
Human Resources Generalist	Portfolio Mgmt. Specialist	Retired Cift Manager
Human Resources Manager	President	Retired ED
Information Technology	President of Resident Council/Chairperson JWRC	Retired Executive
Inspections	Procurement	Retired housing administrataor
Inspections Department Supervisor	Procurement Coordinator	Retired Housing Authority Director
Inspector (5X)	Procurement Director	Retired Manager and Real Estate Broker
Inspector/ Inspection Liaison	Procurement Manager	Retired public housing and redevelopment CEO
Interim Director, Economic Development	Procurement Officer (2X)	Retired Staff
Interim Executive Director	Procurement/Quality Control Specialist	
	Procurement/Risk	
	Professor	
	Program Compliance	

Which term best describes your position? Other (please specify) (Page 3 of 3)

Section Chief for Special
Housing Program
Senior Director
Senior Housing Choice
Voucher Specialist
Senior Management
Service Coordinator (2X)
Service Coordinator at
Chattanooga Housing Authority
Special Advisor
SR. HCV SPECIALIST
Sr. Management Analyst
Staff Accountant
State Housing Agency staff
Strategic Partnerships Manager
Supervisor (2X)
Support staff
Team Lead
Tenant Selection Department
Training and Development
Coordinator
Vendor (4X)
Vice President
Vice President of Housing
Strategy

How likely are you to renew your membership with NAHRO? If you chose Somewhat Unlikely or Unlikely, briefly explain why. (Page 1 of 3)

An employee was released from employment with our agency. She is no longer an employee of a housing agency of any kind but was permitted to maintain her role of VP of Housing. In my opinion, one of the most critical group that needs first hand knowledge of information to lead.

Any questions regarding membership would have to be answered by the Executive Director.

As a Commissioner, it is not my decision. However, I think NAHRO really needs to up its game to meet the needs of larger, complex housing agencies.

Budget

Converting from public housing to PBRA through RAD caused us to join SAMHA which is expensive. Not positive yet we will stay in NAHRO unless there are more advantages for PBRA agencies.

Cost of various memberships have skyrocketed; eventually our agency will have to decide by the best rate-of-return and renew accordingly

Customer service and to get associates listings has been an ongoing issue. Member website is not user friendly.

Do not like NAHRO not being transparent with operating expenses and receipts

Does not apply to me.

Ever since we converted all our PH units to PBRA through RAD it seems that there is little benefit. NAHRO and HUD alike do not support the multifamily properties at the level Public Housing receives. Almost all HUD grants eligibility criteria omit PHAs with RAD converted units. We are satisfied with our decision to convert except for the no ceiling or market rate cap on rents for PBRA. Every other HUD program caps rents at market. Our tenants have no opportunity to save for down-payments/closing cost, etc. It seems that

once you convert through RAD you are on your own.

First time Commissioner still learning. Would like to learn more about NAHRO

Great organization.

I attended training through Richmond Redevelopment Authority (RRHA) in Richmond, VA. I am a resident of public housing and president of the resident council

I am a Commissioner of a Housing Authority that is a member

I am a NAHRO staff. I remain interested in affordable housing issues.

I am in the process of retiring

I am no longer a board member

I am not encouraged per upper management to take interest in organization. My company pays for membership but does promote being active.

I am retired and have a life long membership

I am retiring at the end of my term in 2023

I am retiring.

I do not make the decision.

I do not renew memberships

I don't decide either way.

I don't feel we are getting the value for our money. Our industry is changing and I don't feel NAHRO or the local chapter is changing with it.

I don't make the decision

I don't know if I'm allowed to. I like receiving the emails and being kept up-to-date.

I enjoy the conferences to learn and get great ideas from other Executive Directors.

I have been designated a lifetime member upon retirement.

I prefer to have a membership with Minnesota NAHRO, not the Washington DC NAHRO

How likely are you to renew your membership with NAHRO? If you chose Somewhat Unlikely or Unlikely, briefly explain why. (Page 2 of 3)

I usually get my information handed down to me.

I will be retiring this year.

I'm not a member and only take trainings hosted by NAHRO

INT A MEMBER

It depend on the Executive Director.

It was very hard to get answers when trying to become a member. I could never get in touch with the right person and everyone else would just transfer me, after I made it known I could not get through to the correct person.

Lack of business in the industry.

Like your trainings, but they are still very expensive even with membership. I also feel like NAHRO is 'old boys club' there is not room for new businesses and new ideas. no room for true innovation. NAHRO doesn't look to growing but rather maintaining. Very expensive

My agency has the membership

My boss and our Executive Director attend the NAHRO conferences.

My HA IS not a member

N/A (14X)

N/A I have a complimentary lifetime membership because of previous service and longevity.

NAHRO does not advocate for raising the Davis Bacon threshold from the 1931 \$2,000 to today's inflated amount of at least \$50,000.

.....WHY!!!!!!!

NAHRO has become more of a trade show organization. It is also expensive from the perspective there are NAHRO dues and then there are chapter dues. It seems NAHRO has tried to become everything for everyone.

NAHRO has lost its way

NAHRO has lost the focus; Hopefully the new administration will turn the organization

around.,

National NAHRO shows their political beliefs with the Democratic party so often and so boldly that I have become very disappointed in the organization. I am not the only one, it gets talked about frequently at meetings, in hallways and on phone calls and emails. NAHRO is a membership organization made up of housing and community development professionals. We are all entitled to have preferences, ideas, thoughts and opinions and we should not be force fed a political view that someone in leadership decided what party they were a part of and then trying to further that view with the membership.

New international member and would need to assess the value of information available to us

None of the training (for commissioners in particular) that I have interest in is available!

Not enough exposure

Not enough focus on large PHAs and PHAs with conventional public housing. Conferences and materials appear to focus on the voucher program and small PHAs.

not worth the cost

Provided by Employer

Questionable value for the money

renewed automatically by management

Request more training programs. In person and on-line.

Retired

Retired, if you wish to save money you could stop sending me the magazine and Monitor, even though I enjoy them

Retiring

Seems like NAHRO is just doing the minimum at the level in which they interact with members.

How likely are you to renew your membership with NAHRO? If you chose Somewhat Unlikely or Unlikely, briefly explain why. (Page 3 of 3)

The Agency manages the membership of select staff members

The CEO/Executive Director determines the individuals that would gain the most benefit from having access to NAHRO resources.

The programing is too expensive.

The training offered is great just a big expense.

This Agency or Organization is well needed to provide housing to local low income families.

This decision is not mine to make.

This is not my membership to reenroll, my employer does this.

This training is horrible. If people lose their jobs behind this, the training would be why.

Too expensive for small lha. No grants for low income agencies.

Unsure of how it would benefit me to become a member

We joined NAHRO many years ago for two main reasons: (1) to obtain current insider information on important legislative initiatives in Congress affecting HUD and LIHTC programs as well as regulatory changes at HUD affecting the capital and voucher programs, and (2) to be part of a broad coalition working for positive change for the field in these areas. NAHRO no longer provides current intel from Congress or HUD; what I see is at least a week or two old by the time NAHRO publishes it and I have already heard about 90% of it from other sources. Additionally, NAHRO members in CA and elsewhere have made it abundantly clear that their #1 priority is taking care of PHAs needs, not the broader needs of the field. Finally, NAHRO over-emphasizes Public Housing needs, which CA has relatively little of.

We need more Multifamily and Section 8 New Construction

We really have not used many services to justify continuing membership cost.

We receive emails and updates and the newsletter from NAHRO, but nothing else.

Which area(s) of our services do you use the most? Why? (Page 1 of 10)

<p>Easily accessible Your agency always keep us updated with the new rules and regulations of HUD.</p>	<p>and advocacy efforts related to housing and redevelopment. Unfortunately the information provided for redevelopment agencies has been lacking, but I still find certain benefit in the other information provided by NAHRO. I also appreciate the professional networking that occurs with NAHRO.</p>	<p>Because it provides information that i need to perform my duties.</p>
<p>1st rate training, Conferences address contemporary issues, I don't have time to advocate and appreciate NAHRO doing so on my behalf.</p>	<p>As a Resident Board member, I felt I was 'left to my own' with support and adequate training. Thank goodness, I found a kit NAHRO - bike riding with a person who was originally from Baltimore, MD (we were discussing the death of an actor who starred in The Wire and she disclosed she grew up in such a neighborhood. She mentioned NAHRO as a resource. In my opinion the ED of the LHA is more comfortable with board members, staff, and residents ill-informed and unaware.</p>	<p>Best way to have our voice heard, stay current on rules and regs, and improve skill set CE hours, networking and knowledge</p>
<p>Access to webinar training classes Advocacy is well done and easy to participate. Conferences and training are well done. I appreciate the email updates that are quick to review and keep up to date. We also like the NAHRO Blog.</p>	<p>As a resident who is dierectly impacted these area are important</p>	<p>Certifications and trainings help in my line of work Close to home and also to supply board informat come to our inbox. always read to stay current Comes right to my in-box Commissioner</p>
<p>Agency request All the information is very informative, and keeps us up to date.</p>	<p>As a service vendor (architectural services) you never know which agency may need our services. So we keep our eyes open on communications and go to conferences when we are able.</p>	<p>Company requirement Conferences and professional development to get more information about changes in HUD requirements.</p>
<p>An easy way to follow NAHRO's advocacy, and services to its members</p>	<p>As a board member who serve my community I believe it's my duty to learn and know what is happening.</p>	<p>Regulatory and legislative efforts to see what is coming up and provide advocacy to most effectively implement the impending changes.</p>
<p>Another source that provides information that might impact our agency</p>	<p>As a long term member of NAHRO, I appreciate the ability to keep aware of information provided regarding legislative</p>	<p>Conferences are a good place to share our expertise and meet others in the industry. Conferences are beneficial to me, as a certified commissioner professionally Conferences for important updates, networking with other agencies, staying current with housing trends</p>
<p>Any training will be assigned by the Executive Director. appropriations, funding, proration updates, any information that will have implication to \ the Authority</p>	<p>As needed Because it is related to my position.</p>	<p>Content is relevant and pretty cost-effective. Continue to have relationship with Federal and State legislative and share housing</p>

Which area(s) of our services do you use the most? Why? (Page 2 of 10)

needs with them, Email notifications keep me in the loop. I am BECT Board Member, and chair of Certification Committee, Meet the people on my board at conferences and helps to build a better team with face to face interaction.

Convenience (3X)

Convenience, knowledge and training purposes

COVID has really dropped my interaction with NAHRO.

Covid prohibits travel. Use other professional development. We don't USE your advocacy, but do appreciate it and send letters when offered the opportunity.

Current information

Development training, post RFP/Job openings, and to stay current with regulations.

Do one on one counseling sessions and need resources or additional certification to better assist clients

Don't know I'm new

Ease

Easily available

Easy to find current information and updates

Easy to location information you are looking for.

Education and connection to other professionals

Email is the best communication for me.

Emails contain articles and information that are beneficial. NAHRO represents our industry in advocacy, regulatory and legislative efforts that are important to our Agency.

Employee growth

Enjoy reading updated information.

Excellent and up to date training/information.

Excellent services, easy to access.

Excellent source of information to keep me abreast of changes.

Excellent Training

for news pertaining to our PHA.

For professional development

For staff development for staff training

for the information being provided that might help me understand what other HA agencies are going through and the direction the industry is heading towards

For training and legal information

Further education

Further my knowledge

Get new information and interaction with other commissioners.

Get up-to-date industry information

good training

Good conferences and information is good to keep up on the national scene

Good information is provided that is summarized after HUD has published in a more user-friendly version.

Good information is sent out by NAHRO which helps keep this HA up to date on happenings in the industry. Good training is available.

Good information/sources for keeping staff and board members updated.

Good product

good quality industry specific training

good resources (2X)

Good source of information especially what is trending. Too much work to get done in any given day.

Good source of timely information

Good training

Good training, good updates, good networking

Good way to get info on what's going on in a brief way

Great help !!!

Great Information

Great information for my programs

Great information that is useful to the housing profession.

Great organization and very informative

Which area(s) of our services do you use the most? Why? (Page 3 of 10)

Great resource, easy access to information.	efforts on behalf of PHAs	I am new to the HA sector of affordable housing and am focused on expanding my knowledge
Great Resources	HUD approved training	I am not as involved as in the past.
Great source for current information regarding affordable housing	I am a Commissioner who came from a different industry (healthcare), and I need training in the regulatory & financing issues of subsidized housing.	i am not in control of my involvement
Great training for our public housing agency	I am a fairly new Commissioner.	I am relatively new to housing/community development and would like to learn more.
Great way to keep abreast of all housing regulations and newest developments within the industry	I am a housing professional and I use what resources work for my agency, staff, residents and community.	I am retired
Have no knowledge of your services	I also use other housing industry groups and have begun to lean more to those as they don't have a political agenda like NAHRO has developed in the last 12 or so years. It makes me sad but it also makes me mad that NAHRO is doing this. My tax dollars Goes into this agency and I am under the HATCH Act and when I spend agency dollars attending conferences that lean to one certain political party, that doesn't sit ethically with me. We have a BECT and we have an ethical component to our membership pledge.	I am so business I can never really seek profession development or knowledge.
Helpful information		I am trying to be more active, going to conferences, etc.
Helpful to keep up with HUD changes.		I am very engaged in state, regional and national NAHRO and find the information provided to members to be timely, reliable and always informative and enlightening.
Helpful to keep updated with industry		I came on my board 20 years ago as a resident advocate for families (commissioner). So I want to be as informed as possible. I take my job seriously.
Helpful to learn more about the industry and the regulations.		I didn't even know these services existed.
Helps develop staff and commissioners and keep abreast of industry trends, challenges and changes	I am a newly appointed commissioner therefore I'm just becoming actively involved in services.	I do not use the services, but others in the agency do use services.
Helps keep me in touch with current regulations and what direction housing is moving in	I am in a support role. As far as I know, there is no HAHRO training or certification that applies to me.	I don't work directly in the program
Helps me keep in tune with where the industry is going.		I enjoy the conferences and professional development offered.
Helps to stay on top of current housing events and changes and allows for staff development towards future leadership.	I am new in my role and am using NAHRO training modules	
High quality		
High quality training, timely and applicable legislative updates and efforts, I've seen the positive results of NAHRP		

Which area(s) of our services do you use the most? Why? (Page 4 of 10)

I explain new information coming from Washington

I find that NAHRO is a hands on organization compared to others.

I find these to be most useful.

I get a lot of national information from NAHRO

I go to network.

I have been in the PHA & Compliance business for several years. However, I am new to management. It may help if your agency didn't require so many training classes before being able to test for the Executive Management & Leadership Certification, though the class was taken with our agency's Senior Staff in February 2022.

I have just recently started working on the Advocacy. I have also attended some conferences where there is training by NAHRO. I am a regular participant in SERC.

I have little contact with NAHRO.

I have not been sent to training and/or any conferences

I know NAHRO has broadly accepted certification and reputable knowledge on housing subject matter.

I know these services are always professional and of high quality.

I like email notifications

I like participating at the conference.

I like receiving the most up to date information as quickly as possible.

I like to keep up with hot topics to plan local workshops and conferences.

I like to stay informed on what NAHRO is advocating.

I look up the trainings offered, but are very costly. I do look/read publications that come through.

I need these services, for my development and the agencies development.

I occasionally find an article of interest.

I primarily use NAHRO for help following national housing policy.

I read the Monitor, that's about it these days. Well, occasionally I also see something in NAHRO emails that I find informative.

I read the monthly news letters

I read updates and like to hear trends. occ. participate in advocacy letter promotions

I receive the emails and always read the contents and look on the website to gain information that is needed.

I regularly went to the legislative conference while I was in active commissioner.

I started with my housing authority in July, so I am still in training.

I use conferences for seeing what others are doing. And I'm

using the Washington branch for helping with policy.

I use these to reference different regulations when I need to and also to keep myself informed and updated with any changes that happen.

I used NAHRO HCV Homeownership Certification for because no other institute offers that service.

I want to learn as much as I possibly can about housing solutions and stay in the loop on changes to legislation.

I want to make sure that my certifications are up to date and accurate. Upcoming trainings are always of interest to further educate myself.

I work for the local government and the information provided can be very useful.

I work in communications and these are the only ones applicable to my position

I'm a Commissioner on the HA Board and have attended conferences. I have attended several meetings and received Commissioner Certifications.

I'm a social worker & used to present at conferences but they have not happened that often over the last few years.

I'm actually not sure what other members use it for. I just use it set up training when needed.

I'm relatively new to the industry and want to learn as much as possible.

Which area(s) of our services do you use the most? Why? (Page 5 of 10)

I'm interested in what retired interested persons can do effectively. I see this as an untapped resource for NAHRO	It's a good way to understand the housing situation in my area and find a way to improve it as the system of the economy changes.	Leader in the industry
I'm retired after 40 years	It's what fits our agency needs.	Learning purposes
Improving processes and educating staff	Its very helpful	Legislative
Industry leader in these areas.	Just started job	Like to stay up to date.
INFORMATION	Keep abreast of changes, keep up with training,	Long-term supporter of NAHRO, feels its the best housing association for our agency
Information and networking	Keep current	Looking for best practices on Rental Assistance
Information and updated news.	Keep current on HUD's housing and community development initiatives	Demonstration & Low Income Tax Credits as we consider the future state of the CPHA
Information in emails and legislation is very helpful	Keep up to date on what is going on.	Lots of good information at the conferences.
Interest to grow my workplace professional educational goals.	Keep up with any new Regulations and any Training available.	Most applicable to agency operation
Interested in training and employment opportunities	Keep up with current administration changes & budgeting. Follow the blogs on a daily basis.	Most of my experience with local and national NAHRO were prior to my current employer.
Involved with professional development locally with state and regional organization.	Keep updated	Most times, services offered do not align with or are available to our small agency
It depends on the Director, when she invites the staff.	Keep updated with information.	My agency previously attended all trainings and attended the majority of other types of meetings. We depended on MO NAHRO to provide information and publications. Due to the permission to allow a non-housing employee to retain a vital role in the organization has removed all confidence in leadership abilities.
it helps to be an effective leader	Keeps me informed	
It is a great source of info	Keeps me informed	
it is good training	Keeps me informed and up to date.	
It is passed around the office and we are encouraged to view materials and become a member by our Executive Director	Keeps me up to date on what I absolutely need to know and ideas for what I could do in my agency.	
It keeps me current on all the changes	Keeps me up to date with changes	My only interest
It pays to stay current with information regarding federal allocations and programs.	KEEPS US UPDATED	NAHRO - one stop shop...I love this organization
It tends to get the news to me quicker	knowledge of the field	NAHRO does a good job with advocacy and regulatory and
	Knowledgeable and ease.	
	latest information	

Which area(s) of our services do you use the most? Why? (Page 6 of 10)

legislative efforts. Other than leadership, the membership not so much. Conferences are very good. Daily news briefings are best thing for me. A lot of information.

NAHRO has the latest news and keeps me informed.

NAHRO has vast knowledge and experience

NAHRO helps keep our agency abreast to new regulations and offers good training for staff.

NAHRO is a great resource

NAHRO is a great resource in "curating" information and providing a focused explanation and interpretation of the many moving pieces in our industry.

NAHRO is an industry leader in these spaces.

NAHRO is nationally known and well respected in the housing industry.

NAHRO IS THE "GO TO" ORGANIZATION, HANDS DOWN.

NAHRO is the premier subject matter expert

NAHRO keeps me informed of changes in programs and regulations.

NAHRO keeps me up to date with the ongoing issues with housing, both locally and nationally

NAHRO provides excellent information

NAHRO provides good resources!

NAHRO provides great advocacy and a great information source.

NAHRO provides info about Congressional approvals, so we have an idea how topics are moving. New ED more open to my interacting with NAHRO site, while we move into partnering to develop affordable housing.

NAHRO provides the most current and pertinent information for us.

NAHRO trainings are high quality. The information that NAHRO sends in publications and email notifications is timely and easily absorbed. The NAHRO perspective adds value.

NAHRO's newsletters are a great way to keep track of regulatory developments in the public housing world.

Is emarketplace professional opportunities? I definitely use that a lot.

I often to go conferences to speak or to meet up with clients. It's a great connection spot.

Need the interaction

Need these certifications to be acknowledged within the industry and to provide services. Very expensive

Need to stay current as much as possible

Networking and industry focused sessions/trainings

Networking with housing authorities forms the core of our business model, and NAHRO at all levels facilitates this.

Networking with peers

Networking.

New to NAHRO

No exposure .

not aware of any other service.

Not enough time in the day

Not much offered for Multifamily PBRA agencies.

Not sure about how they work

Not that familiar with what and who NAHRO is.

offer great training

Office quit sending me to NARHO meetings, not sure if it's lack of staff or budget.

On the committee

One stop shop for information

One stop source for info

Online training is the best method for our small agency.

Time away from our desk could be lethal when small staff employees wear many hats.

Only thing we have time for

Only those allowed by the Executive Director.

opportunity to learn of bast practice from multiple participants

Opportunity to network with other agencies

Our agency's budget limits opportunities for participation in most of what I have seen as

Which area(s) of our services do you use the most? Why? (Page 7 of 10)

fee-based engagement opportunities	that I can always use.	changes, professional development.
Our CEO/Executive Director determines which NAHRO activities would benefit which specific staff the most.	Provides timely information to stay current	Staff careers
Our operations support staff looks at the different pieces of training that is being offered and let management staff aware so that we can better equip our staff of the new knowledge.	Provides updates on housing issues.	Staff trainings, updated housing authority software
Personal development	Quality of knowledge and effective communication	Stay informed.
Personnel improvement	Quality training	Strong reputation of providing training.
PHA's are dynamic, we look to stay in front of changes and train employees properly	Received almost daily	that is all I've been to.
PHAs need support and NAHRO delivers	Relevant	That is just where our need is greatest.
Posting job openings	Relevant services and information.	That is the only services we are familiar with.
Procurement and contacts training	Reliable	That is the only time I will know what is going on when I receive emails.
Professional development & training is utilized often by our agency to ensure our staff is properly trained to help pur community. Regulatory & legislative efforts are vital to the success of our industry.	Remain current with HUD changes	That is what I am most interested in since I am at a New authority with public housing
Professional Development is important, it is so important to stay current in industry trends.	Required by agency and well taught	The agency is quite active, but I personally am new and don't access services yet
Professional development training is awesome, but often out of my price range if not directly related to my job. I do read the updates and sometimes do some research.	Resources	The annual conference provides both training and networking opportunities
Professional growth	Resources, professional development & networking	The best in the industry.
Provide you with information	Retired	The conferences are always beneficial, informative, educational.
	Se always need training	The conferences have ALWAYS been very informative.
	Seek audit leads	The form letters are efficient and easy to use
	Seeking client development and engagement opportunities.	The HQS trainers are very Knowledgeable. The Conferences are a great way to connect with other PHA's.
	Sent via email daily so I'm constantly reminded to use their services.	The information comes from
	Simple and at my finger tips.	
	So, we can stay up to date on the laws and regulations of the state	
	Sole source	
	Source of information to better oversee my housing authority.	
	Staff and facility improvement, funding, information regarding HUD/housing activities and	

Which area(s) of our services do you use the most? Why? (Page 8 of 10)

other housing providers so it's good to hear what other agencies have to say...NAHRO Monitor is very informative.	They have great information and are generally free.	To keep everyone updated of current and new regulations and give appropriate training.
The information helps me to be better at my job.	They have great information.	To keep informed
The more training I can receive, the better.	Think we are unsure of services available	To keep up with current changes, etc.
The most accessible to me	Time	To keep up with HUD regulations
The most updated information. In this field you need continued education, support and ideas.	Timeliness of information. Help with my advocacy efforts.	To keep up with HUD rules and regulations.
The services are vital to me as an employee and our agency in order for us to do our jobs as best we can	Networking.	To keep up with national front and to advocate for additional affordable housing.
The trainings are engaging, the publications are very informative.	To be kept up to date on the housing industry as well as opportunities, regulations etc.	To keep up with training opportunities for our staff and our commissioners training.
There are few other resources offering what you offer.	To be up to date in happenings in our industry	To keep us up to date on new developments and new legislation and to listen to other agencies thoughts and opinions
These are important to our agency.	To better myself in the housing industry	To learn
These are personally relevant	To develop the staff and have professional training	To learn about how my peers are making NAHRO work for their agency. Keep the agency growing with up to date lecture, shared by other agency and how they are benefitting from.
These are the areas where I need the most use of services offered.	To enable me to be more professional	To learn the latest on HUD, LIHTC, and other updates for developing affordable housing and providing services at existing and future developments. Appreciate advocacy and legislative efforts, but now that we've received LIHTC award dpn't have time to track.
These are what pertains to my job	To ensure we are current with changes regarding HUD regulatory guidelines.	To me you have the best trainings
These services are very needed to keep us informed.	TO FURTHER ASSIST WITH MY KNOWLEDGE OF THE BUSINESS.	To new at job - do not know resources yet....
they provide a diverse amount of information.	To further my knowledge within my job description.	
They are comprehensive and immediate vs. reactive.	To gain knowledge but the training is too fast and not interactive.	
THEY ARE EDUCATIONAL	To gain knowledge in the housing field	
They are informative.	To get updated information	
They are very educational and effective for running housing orgs.	To help with our training	
	To keep abreast of industry issues	
	To keep abreast of what job opportunities are available.	

Which area(s) of our services do you use the most? Why? (Page 9 of 10)

To remain updated	Training and advocacy are important to ensure we have knowledge to efficiently operate and advocacy to ensure we have proper funding to operate. Time is always an issue in a small organization and having NAHRO send notifications on training, regulations, advocacy, etc is very helpful.	expertise to train staff effectively.
To stay abreast of current events		Training opportunities available at conferences
To stay abreast of what is happening and new opportunities in the housing industry.		Training staff is important.
To stay abreast of what's happening in the industry nationally.		Training, Information and Networking
To stay current with trends in the field	Training and notifications of changes.	Trainings and conferences have been easily accessible and good content
To stay informed and caring deeply about NAHRO trying so hard to get NAHRO to involve itself in advocacy regarding climate change and global warming and impact on our members and clients	Training because it is visible and relevant and often the first I have heard of the change or reason for training. Publications and information, newsfeed in my inbox. I don't look at them all, but if a headline catches my attention.	Trust the resource
To stay informed and educated	Training budget not available for me.	Trusted training staff and materials that my staff and I need to perform our job duties.
To stay informed and engaged with stakeholders and the community we serve.	Training for new employees	Trustworthy information
To stay informed of ever-changing policies	Training for staff	Unsure - my boss handles this.
To stay informed on Policy changes and Housing Finance.	Training helps keep my staff stay up to date with current changes in the housing industry.	Unsure new Commissioner!
To stay up on what is happening, gain knowledge and to network with other housing agencies	Training is important with changes happening daily	Up to date information and analysis.
To stay up to date (2X)	Training is relevant to my position, publications same.	Updated information
To stay up to date on rules and regulations.	Training of staff is the only way to succeed in this field. Rules and regs change too often. It is impossible for a single person to keep up with the changes and ensure they understand so they can train their staff.	Updates (2X)
To stay up-to-date with the changing regs or new opportunities.	NAHRO provides the knowledge and the	Updates with Procurement.
To try and keep updated on changes		Used to provide great information. Its been inconsistent lately.
Training (3X)		Useful
		Useful information at both conferences and training opportunities.
		VERY GOOD CLASSES
		Very informational and easier to understand
		Very informative
		Very informative.
		Very knowledgeable and keep our agency up to date with all of what is going on

Which area(s) of our services do you use the most? Why? (Page 10 of 10)

Very thorough and good training. VP -Training for VAHCDO We are satisfied with courses in the professional development training arena. We are very engaged in the affordable housing industry and NAHRO helps keeps us connected with all of the latest events, changes in the industry. We can always count on the accuracy of any information from NAHRO. I also feel that Congress listens to NAHRO	We find that they offer up to date information, guidance and training. We have found your professional development to be valuable. We receive the e-mail notifications. We rely on NAHRO to keep us abreast of legislative issues, training and education, and industry networking. We typically utilized advocacy because we need the masses at times to effectuate change. We use these services across the Agency of HOC.	We will do certifications and training with conferences if they come up for my department stuff. Website - for updates What our agency utilizes the most When staff needs training I look at NAHRO training opportunities first. WHMTM Poster contest Working for a very small housing authority for a mid-size city that has very little staff support for housing Y'all are on the ball. You can never get enough of training\
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Which area(s) of our services do you use the least? Why? (Page 1 of 9)

Accessibility issues

Again at this point I don't know how I would participate in those. I would very much like to. As a former residential commissioner, financing and access as an issue.

All services are good. Some just may not apply to some agencies.

All will be used at some point.

Almost all of the above are used at various times

Although I am interested in this topic, my current daily workload sometimes prevents spending much time on "extra" activities, even if they are of interest. Time and energy are finite resources and at the moment are stretched about as much as they will go.

Although I believe the professional development training is done well, we have typically utilized our state NAHRO trainings but would like to use the national trainings more, especially webinars.

As above

As an employee of a local government my advocacy is limited.

As I said I am not a member. Attended training through RRHA of Richmond, VA

At times I feel NAHRO only displays the views of the less conservative side of the government.

awards and recognition. Your latest individual award from San Diego should be referenced.

Because I'm a lawyer in private practice, many of the trainings are not relevant. Conferences - face to face with potential clients - and the newsletter are most useful.

BUT IF, professional opportunities includes emarketplace - then i use it all the time!

Bogged down with emails already.

Budget (2x)

busy schedule

Can't compete.

Can't think of any at this time.

cannot afford the high cost of the training sessions

certifications don't seem to have real value in my profession. I currently don't need additional work opportunities, but would use them if I needed them.

conflicts with work schedule

Cost (12X)

Cost and don't use social media

Cost can tend to be expensive for a small housing authority.

Cost of travel, nothing local to Northern California.

Cost prohibitive

Cost, location, and limited staff for any training that isn't on line.

Cost/Budget

COVID (2X)

Covid has kept me away from conferences

Currently our agency doesn't need these services

Did not feel I was able to retain what was presented. Maybe it covered too much in a short period but the lack of interaction did not allow me to learn. I found this to be true with other organizations.

difficult to travel due to other commitments. Hoping to be able to attend in near future.

Do not need services

Do not use social media

Do our own

Does not contain very much material anymore

Does not rank high on my priorities

Doing my best to learn and I have aspirations to branch out

Don't do social media.

Which area(s) of our services do you use the least? Why? (Page 2 of 9)

Don't follow NAHRO on social media
Don't have the time or support.
Don't have time
Don't have time to attend
don't have time to go to conferences and not big on social media
Don't have time to research the services
Don't like to use social media
Don't need them for our organization
Don't spend a lot of time on social media
don't use social media much and not changing careers :)
Don't use twitter, etc.
Don't know about these services. I attended a fall conference over 10 years ago. Training is too far away and I had to take vacation from my job to attend
Dont need to
Due to workload
Emails sent to the Professional Development department are never answered.
Employer does not participate in these areas
Executive Director determines what we participate in.
Expense (3X)
Expense for a very small authority and hardly ever have anything related to the public housing side of the programs - you serve the community for mostly vouchers
Expensive and no room for new innovative ideas. I have gone to three conferences.
Funding
Greetings, I use all of the services offered.
Group here seems to utilize Nan Mckay for training and certifications - a lot of it comes down to cost
HACL currently uses their own social media.

Happy in my current position
Happy with current employment
Hard to schedule and get to. Loved virtual ones
Have found the current messaging from NARHO to be unprofessional
Have had some less than positive training experiences. Don't do social media.
Have never been politically motivated
Have no use for social media
Have not seen the need
Have tried to get any certifications at this time
Haven't been afforded the opportunity to attend a conference
Haven't had a need for these services, as of yet
Haven't had the opportunity to attend any conference and I'm not very active in social media.
Haven't needed it
Helpful
Hoping to start to use for new staff. As a new ED in a couple of month I will utilize the certifications.
I don't need any certifications.
I already attend too many events and with our move away from Public Housing ongoing, it is better to invest in other national events. Plus OHAC offers every opportunity that I find at national conferences for NAHRO.
I am a new Exec Director and haven't had the opportunities until now.
I am comfortable where I am and plan on retiring from the Housing Authority I currently work for.
I am happy in my community and my position.
Social media takes time away from my duties and my family, my community service and my church.

Which area(s) of our services do you use the least? Why? (Page 3 of 9)

- I am happy with all of your services
- I am late in my career.
- I am newer and am not fully aware of the services offered
- I am not as involved as in the past.
- I am not on social media.
- I am not seeking any professional opportunities.
- I am retired
- I attend local chapter conferences but have not had the budget to attend national conferences.
- I attended the Boyne Mountain conference and was disappointed by the lack of diversity from presenters.
- I concentrate my work on a local level.
- I didn't even know these services existed.
- I didn't know they were offered to NAHRO members.
- I dislike social media
- I do not have a particular reason. The Executive Director and commissioners are normally the only ones that attend conferences.
- I do not have the time and Professional Development notifications are often received after they have occurred.
- I do not have the time for Conferences due to my work schedule.
- I do not see a benefit to be certified by NAHRO. The certifications are expected or known within the housing industry. NAHRO certifications are really only beneficial to those seeking employment in the public housing industry.
- I do not see a lot of publications on social media
- I do not use social media in my professional interactions
- I don't do a lot social media
- I don't do social media at work. Send it to me directly or I won't see it.
- I don't do social media.(2X)
- I don't have a desire to take advantage of professional opportunities. I haven't had the chance to take a training.
- I don't have federal public units
- I don't know about those services
- I don't know how the commissioners feel about it.
- I don't know how to use Twitter effectively and rarely use FB.
- I don't like social media. At this stage in my career, professional development and certifications are not beneficial to me.
- I don't really use social media for work, I would find it to difficult to keep up on things in that manner.
- I don't require certifications for my employees because they tend to stress instead I want a positive experience from NAHRO training.
- I don't think they are as good as some of the others such a Nan Mckay
- I don't use social media (2X)
- I usually don't agree with what is being advocated
- I don't use this information.
- I don't know
- I don't use social media.
- I dont feel I need certifications and dont need more social media time
- I find social media too invasive; it's tougher to manage.
- I get all the information I need from publications or online seminars.
- I get the information we need via your publications & emails.
- I have little contact with NAHRO.
- I have never had a problem

Which area(s) of our services do you use the least? Why? (Page 4 of 9)

I have no current need for them. But I do see how looking into conferences and other professional opportunities could benefit me very soon.

I have retired from both

I JUST DO NOT HAVE A NEED FOR THEM

I live in a Rural Alaska area where it is hard to reach the conferences

I only utilize the services that I can use that is related to my position.

I personally don't use social media much

I rarely use social media

I started right before COVID and haven't had the opportunity.

I try to avoid social media

I try to consume as little social media as possible, I'm not looking for another job, we already have the certifications we need from NAHRO

I use all of these (3X)

I use it all

I use them all the same for the sake of obtaining information that could be relevant.

I usually leave social media to my staff.

I was certified by another agency

I was not aware of training opportunities

I was not aware there were member services that we can tap into.

I was unaware of these services

I wear many hats and do not have the time.

I would enjoy the opportunity to move up and be more educated in the system and what it may have to show me in the advancement in my life.

I'm a subject matter expert

I'm not a fan of social media. I concentrate within the state for professional development training and prefer live seminars to webinars. I am not currently interested in professional

opportunities.

I'm not a social media person

I'm not seeking employment.

I'm not sure what services are offered or how relevant it is to my work. If there are tools available, I haven't taken the time to learn what those things are. So not sure how to apply any of it or if it's worth my time/energy.

I'm retired so haven't found a need for those services

I'm not looking for a job

In its attempt to be everything to everyone, I believe it has diluted its effectiveness. There should be more coordinated efforts with the other housing organizations, i.e., CLPHA and PHADA. It seems everyone is trying to show its worth to its members and that is a hit and miss proposition.

In local government, we don't usually engage as staff in advocacy for legislative action.

In many circumstances, the point of view of NAHRO is not compatible with the local operation requirements and needs

Inconvenience of live events. Don't like zoom.

international member

It doesn't offer any service I need.

It hasn't been consistent and for cost it was not historically comparable to the quality of other vendors

It is not my thing!

It's cost prohibitive in the context that it doesn't directly aid my day-to-day work.

Just a commissioner

Just doesn't fit into my scope of work.

Just doesn't work out

Just don't access

Just don't feel the conferences pertain to me

Just don't know enough and have the time to find out about these services.

Which area(s) of our services do you use the least? Why? (Page 5 of 9)

Just haven't had the time.	My team handles training, I don't handle personally.
Just not as aware of what they have to offer.	N/A (5X)
Need to get more in our agency subscribed to get information.	NAHRA is a great organization but over the years our agency has been more involved with other professional organizations, such as PHADA and a couple of state organizations. It's too difficult to manage more than a couple. Little time for travel due to staffing shortage.
Just time constraints, not lack of interest	NAHRO does not seem relevant to development or redevelopment activity under Section 18 and LIHTC. Too much emphasis on public housing.
Lack of funding	NAHRO seems best suited to education and networking.
Leadership mostly involved.	National conference not in our area or what we need to be trained in. We do attend Michigan conferences though.
Like all of the above.	National NAHRO is primarily concerned with HUD and assorted federal programs. I deal mostly with state housing.
Like them all	Attending conferences is also quite costly to my agency.
Limit use of social media	Nearing retirement age
Limited funding. Agency is not connected to social media.	Never really considered using...may need more information about availability of services.
Limited interest in topic.	Never see anything offered.
Limited resources	NJAHRA is a local chapter of the all the authorities in New Jersey
Limited time in the office	No available content
Limited use	No Budget
Limited use of social media	No exposure
Management prefers other sources.	No funding available
Most of the staff are already certified	No intentional reason.
Must get approved by department/agency.	No interest (2X)
Must of our training are done in person	No interest in social media.
My agency does not travel out of state. Most training is geared to HCV programs	No need. (3X)
My commissioners position does not require them	No needed for my position
My days of selling NAHRO software, developing and delivering training courses and attending conferences is long gone as I now proclaim semi-retired status at age 72	No particular reason (2X)
My experience is that most NAHRO trainings are of poor quality and expensive as well.	
My own lack of involvement and knowledge of legislative efforts.	
My position does not warrant much of this services	
My position within the agency does not require these	

Which area(s) of our services do you use the least? Why? (Page 6 of 9)

no real reason	choose to research on other platforms.
No real reason; I just don't typically use it	Not interested in time constraints
No reason (2X)	Not interested. (2X)
No time (2X)	Not into social media
No time and never invited to conferences	Not involved with social media at all.
No time and not attending in-person events.	Not looking for a job
Don't use social media,	Not looking for another job and I am not on social media
No time to check	Not looking for new job opportunities and not very active with social media.
No time to deal with more than what I have to do.	Not looking for new position; not a social media user
No time to travel. Don't use social media much in my professional life.	Not much into the social media side of things
No time.	Not much offered for Multifamily PBRA agencies.
None of these provide adequate services or benefits for Redevelopment Authorities.	Not much on use of social media for personal or professional use
Not a high user of social media	Not my area of expertise
Not a particular need for me or our organization.	Not my choice of involvement
Not a priority	Not my style
Not always able to participate.	Not necessary for my position
Not an area I use.	Not necessary to complete requirements of job
not applicable to my role	Not needed
Not applicable to our firm	Not needed as often.
Not as important to me	Not on my radar at moment, more concerned with development.
Not as relevant	Not on social media (3X)
Not aware how to use any of the above	Not on social media much (2x)
Not currently attending conferences.....	Not our area of focus/expertise
Not enough time	Not really into social media
Not enough time in the day	Not relevant to my work.
Not enough time to engage how I would like to.	Not required for my job
Not familiar with the services offered.	Not sure why
Not fully aware of them. Has only been a commissioner 2 months.	Not sure why, limited time available
Not in the job market now.	Not sure. Don't know
not interested in current advocacy platform	Not tech savvy for social media interactions
Not interested in Social Media and would	

Which area(s) of our services do you use the least? Why? (Page 7 of 9)

and networking. And really don't have the time to learn about using Twitter, LinkedIn, etc. Too much to do with 1.5 FTE to get a LIHTC built and resident services provided.

Not useful

Not useful in my work

Not usually on social media...

Not where I go for information.

Not within my scope of work.

Not yet

Nothing new for Commissioners.

Nothing really applies to the work I do. I do recommend them for others though.

Oly what the Executive Director allow.

Only use when we post a related job.

Opportunity has never been presented by E.D. to attend conferences, etc.

Other housing associations ensure a more personal touch and actively seeks to understand the issues that impact individual markets.

Other sources available.

Other than conferences, we don't engage

Others are normally selected to attend

Others within the agency would be better suited to go to these.

Our agency is a HFA and have limited Certification requirements.

Our agency is small and we do not need the use of professional opportunities to often all our employees are here over 10 years.

Our agency's budget limits opportunities for participation in fee-based engagement opportunities

Our CEO/Executive Director determines which NAHRO activities would benefit which specific staff the most.

Our Executive team does that

Outside the scope of my position

Over stimulation from social media & email communication.

Overwhelmed with the digital world.

PHM LICENSEE

Prefer other forms of training

Pricing

Primary purpose for membership is to try to stay current

Procurement does not use advocacy. It could use publications but you don't provide information on that.

Professional growth

Rarely on social media

Rarely Use Social Media

Retired (5X)

Same answer: Think we are unsure of services available

Same reason as previous, the VP of Housing is not able to be in a leadership or supportive role due to her lack of first hand knowledge.

Satisfied in my position

Satisfied where I am

Social media irrelevant in light of other options

Social media is boo.

Social media takes too much time and is too much of a toll upon the soul/

Social workers are not a very prevalent group in NAHRO

Sole source

Someone from our organization does Social Media interactions for us

Staff trained...and or certified

Starting to use it more

That is not my area, though it may be others within the PHA.

The agency is converting PH to RAD-PBV

Which area(s) of our services do you use the least? Why? (Page 8 of 9)

The agency is quite active, but I personally am new and don't access services yet

The cost

The expense to travel is very hard at this time.

The information is not update and fresh.

The offerings are not well organized. I would like to use them more.

The price of the trainings usually much higher in the industry

The training and conferences seem to mostly focus on public housing administrators.

There are limited trainings for commissioners.

I don't use social media

there has not been much engagement

they are all needed!

They are very expensive. But, I would love to attend since they seem very interesting and could provide much information.

They can be cost prohibitive for a small agency with little funding.

They don't seem appropriate to my role

This agency does not have a web site.

This is done by another in the agency.

This would only apply to the Executive Director.

Those services have little relevance in my day to day operations.

Time

Time Constraints (2X)

Time consuming

Time limits what can be done.

Time Restraints

Time, agency direction.

To clarify, I like to stay informed even though I can't actively participate (retired & health issues) and keep my membership for the benefit of the agency's numbers "strength".

Too busy

Too busy with other tasks.

Too costly

too costly both in time and financial for a very small PHA

Too expensive (4X)

Too far away from Midwest.

Too many emails from other sources

Too many openings on professional opportunities that are not always germane to what I do. I don't really use social media.

Too many social media agencies to keep up

Too much social media overall

Training is ineffective. Mantra of not training to training materials does not make sense for an industry that is regulation bound. Conferences are mediocre at best.

Training is too pricey. Some trainings should be free as a member of NAHRO. Conferences not nearby

Training oriented to PHAs, as a consultant most training does not apply to our role

Travel

Travel has gotten too expensive and unnecessary with the various sources of information / training.

Travel is too hard - too small an agency to find other useful

Travel issues and we also do not have a social media presence, so don't use that.

Travel makes it difficult to attend conferences. We are a small agency and cannot be out of the office that long. We do not do social media as a business.

Travel, hard to sneak away. Wish I could do more.

Traveling to conferences is usually a long way for me. I had never been informed about the Regulatory and legislative efforts yo know about them.

Which area(s) of our services do you use the least? Why? (Page 9 of 9)

Unfamiliar with them, personal new to the area.	We tend to go to CLPHA and the MTW collaborative most for these I think, but there is probably an opportunity to work with NAHRO more on this
Unsure	
Unsure - my boss handles this.	
Use HAI or Nan McKay for certifications, conferences are too far away for small HA, social media can be good but there are negative aspects	We travel locally/regionally instead of nationally.
Use others	We use a different platform
Usually certify with NMA	We use Nan Mckay for trainings
Very limited procurement training and conferences in NAHRO	We're involved in CLAPHA and AWAH and usually go through those channels for regulatory and legislative efforts
we are a vendor not an agency	We've always been pretty loyal to NanMcKay for our certifications, but would like to start using NAHRO. Prefer in person classes.
We are all seasoned Housing Providers here and are satisfied with our current employment.	Well as much as I want my staff to better themselves, and succeed. I want them to do it at my agency. I am hoarding them and keeping them for myself...
We are small and do not attend the large conferences	Were able to attend with past organizations and in past years, the opportunity has not been presented
We do not get on social media via work computers due to security issues.	While we take advantage of the training when we can afford it we don't always feel the need to complete the certifications. We are in a small rural area and are just now trying to update our "technology" to create a web site for a better need to interact with our clients.
We do not mingle in social media interactions, we want info directly from source without additional sites to manage.	With 2-4 professional organizations; I have to choose. I participate as much as possible, but if I did state, regional and national, I would be traveling to at least 10 conferences a year--that's a bit much.
We do not use social media.	Work with PHADA for training.
We do not utilize social media	
We don't administer housing units.	
We have a company	
We have along-term staff who have certifications, but that is evolving.	
We have own internal group for advocacy.	
We haven't found a need for the certifications offered and don't tend to get involved in social media interactions.	

Which area(s) of our services, if any, need improvement? Why? (Page 1 of 13)

I am a multifamily agency converted from public housing to multifamily PBRA through the RAD tool. I read news daily from NAHRO and other national organizations and do not see much, if any, news about what NAHRO is doing for multifamily agencies as far as advocacy for more funding or grants made available. I see a lot for the public housing agency. We are housers for low-income persons just as much as public housing agencies are. We need the funding levels increased, funding of programs afforded to the public housing agencies and grants made available that has been seen in the past couple of years.

More correspondence is needed. Everyone is not on a computer and all info is important. I didn't know about my certifications needed to be updated. I am not always on my email but had I got info in the mail I could have stayed current. Better communication is needed. I have been on my board for 22 years and still I am learning about other housing strategies(ex. Phada) and my district agency. More needs to be done for new people and current commissioners.

Actually, I'm loving that you are sending out the Monitor and The Journal by e-mail now. But you are still sending them by mail. Please give us an option to opt-out of the mailings since we can now receive these by e-mail. Save NAHRO some money by not mailing these out anymore.

Again, I think if the groups, i.e., CLPHA, PHADA, would work together it could bring change at a faster pace. Acting independent of one another, allows HUD to "slow walk" any change.

Agendas can be lacking

All I know is good.

All information is comprehensive

All of my issues are in regard to the lack of representation and advocacy for

redevelopment authorities / agencies. NAHRO has regressed over the past several years to only represent housing agencies. This is reflected by the lack of even including "Redevelopment Authority" as a sole choice on the type of agency responding to this survey. It is also reflected by the lack of redevelopment / community development sessions at NAHRO conferences and the lack of redevelopment / community development articles in publications.

All satisfactory.

All seem appropriate for Housing Authority needs.

Always is good to improve and be updated

Any service should regularly conduct self-examination.

Any training is necessary for growth and I would like to see our agency actually provide work related training (in depth) rather than one day or 2 hour trainings - hard to absorb information that way.

As a Commissioner from another industry, I see a real hole that needs to be filled in: 1) providing professional development to the C-suite / ED/CEOs of housing agencies -- especially large complex ones. Putting the heads of agencies with 1-5 buildings/100 - 500 units; and under 1,000 vouchers in the same room as those heading agencies with 50+ buildings / 5,000+ units; 8000+ vouchers of 6 different types and serving as their own financing agency with private development partners is NOT helpful to either. The issues are so different. I have seen "Leadership Circles" where hospital CEOs/EDs meet 3X per year for presentations from industry experts, discussion time and joint problem solving that has been very powerful as a professional development tool -- however, they grouped CEOs by size of their organization and the same ED/CEOs in the same group each time to build helpful networking peers. The segmentation by size (thus complexity) of

Which area(s) of our services, if any, need improvement? Why? (Page 2 of 13)

organization and continuity of who was in your "your" leadership group created lots of fellowship & peer counseling even in between formal sessions.

2) Board education on HUD regulatory framework, risk management (especially under RADs), performance metrics and measurement of agency performance.

As far as I can tell you are preaching to the choir. Those of us within the industry know the problems and issues. The bigger advocacy needs to come from those we serve and the general public at large.

As I do not do much, do not know what I am missing out on.

As said above.

At last conference no signage as to where to go - social click - those in charge not friendly

Awards should be checked on. Last one self submitted using another's employee address.

Bring materials and presentations up to date

Can always be improving at something.

Cannot comment on something I don't know about

Certification - compared to other services Nahro is very expensive

Certifications for modules/skills are valuable, but overall large scale multi class is less so. Not sure about too much being done in the professional opportunities space.

Certifications-need to be more easily available not everyone can do online

Conferences-redundant

Charge more and provide better services at the conferences. Ridiculous that cold cuts are served at conferences, never a hot meal. Always feels like the cheapest conferences available. Also - more relevant topics, where is serious consideration of EDIB - not a small sub topic.

Commissioners need more information

Commissioners should be able to take any of the trainings that are offered to better understand how the housing do things. The councils should be able to have more than once a year training and should be partners with the housing authorities.

Conference hotels always run out of rooms.

Conference scheduling - Please do not schedule conferences at a fiscal year end or when other state or regional conference are held. Smaller agencies will likely have reduced participation or no participation, because of FYE requirements.

Consider very small agencies costs - and don't just concentrate only on vouchers or section 8 programs include more info on public housing.

Constant improvement always necessary.

Cost (2X)

Cost and access to your services.

Cost of virtual professional training is very expensive, understand the cost if it is in person, but when no travel is involved, very hard to justify the cost of over thousand dollars for training.

Cost too expensive without knowing more details of training.

Diversity of topics, relevancy and complexity, region options/ rotation of training.

Don't know

Education/Information on available resources. everything needs to be improved and updated routinely

Expense

Expensive for members to participate in.

Face to face trainings when feasible

For my niche, NAHRO needs more about procurement.

For online offerings, the courses are unjustifiably expensive

Which area(s) of our services, if any, need improvement? Why? (Page 3 of 13)

FOR OUR PERSONAL AND PROFESSIONAL GROWTH

For someone who has been a member for over 17 years there is very little new classes. Also in the Eligibility department there is little training offered. As for conferences, Why aren't National Conferences held in the Midwest so it is easily accessible and more cost effective for everyone to attend.

For what I have used services for, It has benefited me in allowing me to be efficient and professional in my duties as a Housing Specialist

Full RAD converted agency assistance - not just S8 and PH

Funding opportunity

Getting the word out and engaging members needs to be strengthened

Given the rarity with which I use these services I cannot judge.

Grant funding

Greater emphasis on RAD PHA topics.

Have no experience yet - new member

Have not come across any situation that would make me feel improvement is needed.

Haven't had a negative experience.

Haven't used any of it enough to develop a strong opinion

Horrible process to submit job postings. No customer service guidance and No customer service guidance available. Recruiting for open positions is very important and time is of the essence. The cost to post is extremely expensive. Horrible but we have to reach the housing industry population. it is very distressing to TRY to post and the cost just makes is more punitive. Sorry to be so direct and honest but it is horrible. Posting with PHADA is so easy, smooth, cost effective and all in all immediately gratifying. Time after time I post on both and the immediate comparison

always surprises me that the NAHRO system has not improved over the last 5 years I have used it. Thank you for making an effort to make it better....

Housing America Month press kit is always SUPER last minute which makes it really hard for our agency to plan on doing a campaign, the materials are also not super helpful or branded well-- this year there were like 3 different styles of materials. I need a press kit like 2 months in advance.

I always find what I am looking for.

I am a housing authority that converted through the RAD platform from public housing to multifamily. I have not seen much from NAHRO on services, training and advocacy for the multifamily agency.

I am disturbed and increasingly concerned that NAHRO has what appears to be almost a silent or inconsequential voice regarding a problem that has, is, and will continue to escalate in terms of severe negative impacts on our nation, states, communities, neighborhoods and especially those we serve. That problem is climate change and human caused global warming. Adrienne Todman was so very correct early on during her tenure when she said that NAHRO must be "Future Looking" and when it comes to climate change and global warming NAHRO must become more "Future Looking" on this problem.

I absolutely respect the work of the Board of Governors. But for some reason, NAHRO leadership appears to be essentially "missing in action" in elevating the attention and advocacy NAHRO must take on this problem.

I see little regarding the organizational goals or legislative advocacy NAHRO needs to embrace regarding this crucial problem.

Certainly, NAHRO should not lead the legislative advocacy charge or elevate the problem of climate

Change and global warming as our most

Which area(s) of our services, if any, need improvement? Why? (Page 4 of 13)

important issue among the array of organizations working on this problem, but we should at least be partnering with and having a strong voice with those organizations. We should at least show up. In particular, the rapidly expanding issue of environmental justice especially regarding global warming and climate change impacts on communities and neighborhoods of color should be one of NAHRO's primary areas for attention and action.

Global warming and climate change are and will have even more serious and devastating consequences on our urban and rural areas. We have seen and will see even worse impacts on those we serve and the communities they inhabit. Many of our best and most extensive efforts and services our membership has and will continue to provide will be seriously impacted if not literally drowned as our planet warms. The human and financial cost to mitigate or recover from devastating events like wildfires or floods or the aggregating damage from rising sea levels and climate shifts will be immense and sap and deplete resources needed to address a host of other housing and community development needs in our communities.

I very strongly believe NAHRO must seriously elevate the attention we pay to global warming and climate change through our training, conferences, educational materials and most importantly of all – Advocacy. \ The current voices of denial and misrepresentation regarding this issue at the national level are beyond belief. NAHRO must do a great deal more on this issue.

I am just not really sure how NAHRO works.

I am never able to access the newsletters. States I am not a member but our organization is a member.

I am new so this is all new

I am no longer an active participant & feel unqualified to answer.

I am no longer in the position to make choices to utilize these resources

I am not aware of such opportunities being made available to residents

I am not in a position to judge.

I am not sure what you mean by "Email notifications" after the last few questions.

As for Publication and information sources, I think they can be better organized by program and specific need. It's not easy to navigate the site for what I'm usually looking for.

I am overall satisfied with the services that I utilize.

I am satisfied with what is currently provided and available.

I believe it is more important to ensure members are well trained but set costs that are more accessible.

I can't answer this question because I have not used the services.

I can't speak to which area may need improvement because I don't use any one of them enough.

I do not know enough about the services.

I do not recognize any areas of improvement since receiving the information.

I do not use all of the services that. However, the ones that I use are basically satisfactory

I do not use the services enough to justify a response.

I don't feel that I have accumulated enough experience with NAHRO to formulate an opinion in this area.

I don't know if these necessarily need improvement but these are the areas where I believe our membership might either not be aware of the benefit (of certification) or may not be utilizing social media much.

I don't know what needs to be improved since I only have just recently started using the

Which area(s) of our services, if any, need improvement? Why? (Page 5 of 13)

services and do not have first hand experience with all of them.

I don't utilize these items as much due to competitors being able to provide often at a better cost.

I feel as though you are not advocating for the actual needs of the Housing Authorities.

I feel like there is a lot of opportunity to expand the professional development trainings to include topics related to resident services and Continuum of Care requirements like Harm reduction, trauma informed care, and motivational interviewing. HUD requires all those and I have to send staff for training at other agencies like Corporation for Supportive Housing or National Alliance to End Homelessness.

I feel we should have more free on-line trainings.

I find the national/regional/state structure to be duplicative and burdensome. I would like to have the regional/state structure reviewed.

I got removed from the Congressional Contacts list because we did not sign on to advocacy letters. Our city government does not always allow us to do this but we engage when we can.

I have been retired for nearly 22 years

I have many new staff members and training is hard to find

I have no comments here.

I have not had many opportunities to use the services, but I hope to use them more in the future.

I like to learn more hands on for a conference if we spend that kind of money. What has been offered has not been what I Need.

I never ask for individual advocacy, but when I did, I received an initial general response and then no follow up.

I specialize in affordable housing development/

tax credit financing. NAHRO doesn't assist me in that regard. The best conferences for me are TAAHP in Austin or AHF Live in Chicago

I think NAHRO needs to do more on the intersection of housing/community development and climate & environmental resilience

I think outreach to other employees in the housing agencies would be helpful. I never know about anything going on because it is only sent to me ED.

I think that NAHRO does what NAHRO does well. I look forward each month to the NAHRO Monitor, which is full of information and educational, and the conferences that our Agency attends are informative and educational, too.

I think the membership fee is affordable and we get much in return

I think there are potentially higher standards at play.

I wanted to know what professional development would be available at the conference versus taking online. Schedules were not made very available in advance and it is hard to decipher.

I was not aware of services beyond training and legislative information.

I was trying to take the Basic Commissioner training online. It is not available until after the first of the year

I would like to see a bigger social media presents.

I would like to see further instruction for former commissioners. I spent 15 years as a commissioner and when my time was done I didn't really know what to do with all that information and knowledge. Floundered for a year, and then it was suggested that I sign up for committee work for the city. It's been a huge learning curve and I feel like a salmon swimming upstream all the time. Frustrated

Which area(s) of our services, if any, need improvement? Why? (Page 6 of 13)

with industries push to gentrify our area without consideration for Handicapped, elderly, and people living with low income.

I wish I had been giving better tools for my aftermarket advocacy. If the standard term on a board is five years with one renewal or two renewals as in my case, that's an awful lot of advocacy going out the door. Seems like a A rather large missed opportunity.

I would like to see more opportunities closer to home - that is closer to NY

I would like to see the trainings go back to in-person

I would like to see training that no other organization offers.

I'm in HR so I only check in on training on occasion

I'm not involved enough to give an opinion

I'm satisfied with what is being offered

idk

If anything-narrow the focus. Do we really need the awards of merit?

Important for our clients, and staff.

Improve the quality and depth.

In a large field of options NARHO does good things, I just don't really need the services beyond my state association, and the other orgs we belong to at this time

In person classes are better for training

In the area of professional development, should be offered to resident councils, All Certifications should be a board members choice.

Conferences should include residents.

Include more sessions for case managers, specialists to allow them the opportunity to attend the conference

it all about board members and not staff

It could be good if NAHRO reached out to new leadership teams of public housing authorities to share info about their offerings, etc.

It is often received late and notices of Professional Development are received after they have occurred

It is quite cumbersome and expensive to post job ads on your site. PHADA is free and very easy to post.

It meet the agency needs when needed.

It not business friendly

It would be nice to have better explanations of HUD changes. Hate to say it but PHADA does a really good job with their publication.

It would be nice if there were more Zoom or online trainings available surrounding the conference.

It's been a few years, but we attended some rather lackluster trainings that would have been better presented by actual practitioners.

It's not that I would say they need improvement, I don't pay enough attention or participate enough to know anymore. I would say at my stage they are most irrelevant to me except as I have otherwise noted.

Job has become more complex and labor market is tight.

PHA's must develop rather than buy skill set. PHA's need staff development and training services.

Keep HUD accountable on the timing of notification of changes and implementation date to ensure sufficient time to get software updated and staff trained.

Lack of availability recently and costly

Lack of focus on housing issues. Too much focus on diversity and equality, not enough on housing people.

Limited information. Need to increase.

Make them more diverse, diverse presenters

Many people do not take them seriously

Member management website

More certifications options, prices are

Which area(s) of our services, if any, need improvement? Why? (Page 7 of 13)

extremely high and flexible scheduling.

More focus on HCV as more PHAs convert their portfolios through RAD or other programs.

More focus on RAD agencies after the transition.

More frequent and available for the commissioners would be great as some are not as flexible example resident commissioners have other jobs or time is precious for all

more in person training

More in-person conferences are needed.

More in-person professional training/certifications.

More info for developer staff

More local opportunities on the West Coast.

more opportunities

More opportunities in the heartland.

More professional development training over the entire country,

More publicity needed

More time or time slots for trainings. More monthly trainings.

More training opportunities would be nice

More training specifically for FSS

More trainings

More variety is needed.

Most likely Covid 19 prevented some of these interactions and services

Most postings have absolutely NO relationship to Affordable Housing, and the majority are for retail, fast food, restaurants..., etc.

N/A (7X)

NAHRO can do a better job of sharing information amongst members. As a committee member, it's been difficult to access the resources needed to share with the broader membership as deeply as we want.

NAHRO could look at less expensive trainings

for professional development, especially small and very small Housing Agency personnel.

NAHRO could put out sample procurements so members have history or library to review.

NAHRO does a good job.

NAHRO DOES A GREAT JOB

NAHRO does a great job and satisfies our needs as a smaller housing agency

NAHRO efforts are generally left of center although they always purport to be neutral. Anecdotally I would say it is rare to have a Republican member of congress address the membership.

NAHRO fails to advocate for raising the Davis bacon 1931 \$2000 threshold to today's inflated amount of at least 50,000. WHY???????

NAHRO is making great improvements in training. Developing training in series for continued improvement would be really helpful. I always like conference based mini refresher training as well

NAHRO is very active, especially in advocating.

NAHRO needs to improve on publicizing PD opportunities. Right now its an afterthought.

NAHRO no longer provides timely intel on what is happening in Congress or at HUD. NAHRO's advocacy efforts have become increasingly insular and fail to recognize the need to form broader coalitions with nonprofit affordable housing providers and advocates.

Need higher quality training, especially for our maintenance team members

Need more choices; sometimes needed training isn't available

Need more conferences to get more people trained -

Need more content relative to the size of our agency. 50k vouchers, 7k public housing, etc. For example, best practices generally don't work for our agency or we already tried it years

Which area(s) of our services, if any, need improvement? Why? (Page 8 of 13)

ago. Need more innovative concepts and information.

Need more courses for new Directors of PHA. PHA boot camp online maybe

Need more current PD products that are timely!

Need more opportunities for online courses.

Need more outreach to advise us what is being offered.

Need more training classes for non-management positions

Need more training for those of us who have gone through the basic trainings. Topics to keep our interest fresh and new challenges.

Need more training opportunities

NEED RAD CERTIFICATION

Need stronger narrative on why NHARO certifications are valuable and/or superior to other organizations

Need to have conferences in the middle states. This way its not all the way on the east or west coast.

Need to offer more trainings that meet the needs of agencies. Schedules are sometimes conflicting.

Need to take advantage of 501(c)(3) status

Never heard of Nahro until the seminar / trng session I just attended.

New EDs with less than 5 years need a curriculum to get them up to speed on their duties and responsibilities. Starting with the correct way to get access to all the Secure systems they need for their programs. Teach and explain how to drawdown funds, etc. I know there are guide manuals, but I'm a visual learner and I need that one-on-one interaction.

new international member

New to area, need more data to accurately rate

New to housing commission board.

New topics & speakers

No available content or programs

No comment (2X)

No financial accreditation programs at this time.

No ideas

No matter how we attempt to notify NAHRO to correct our Executive Director's name on correspondence, it goes unchanged

no need for improvement...although I do wish there was more of an emphasis on "equity."

no need to change service is great

No suggestions for improvements

No time

Not being promoted by active members.

Not close enough.

Not enough experience to answer this question

Not enough knowledge.

Not enough offerings which means PHAs must turn to Nan McKay or Nelrod. Too much focus on accreditation when we just want access to good training.

not enough Section 8 and PH training of regs and new rules

Not sure (2X)

Offer more classes on CFP and accounting for grants

Offer more training for staff

Or all of the above. I don't use NAHRO much.

Organization is good as is if it would start to update on NAHASDA and IHBG as well.

Our inability to participate in most areas limits our ability to judge these areas.

Out with the old and in with the new.

Speaker or Teacher of classes or certifications are important. But should be able to stay on task and not get sidetracked, by the umpteen unnecessary questions and a few necessary. Maybe an overseer or a second teacher that

Which area(s) of our services, if any, need improvement? Why? (Page 9 of 13)

would be able to keep the other on the original plan, question or the main topic that is being discussed or taught.

Ego boosting (their own benefit) zero benefit to the class and super distracting. And some people feed into that and then it's really confusing. First time Commissioners or new members are really not getting the meat and potatoes of the Commissioners role and or board member roles and responsibilities. Several important factors are not mentioned because of spending too much time going around and around on unnecessary things.

I'm hopeful for my honest input.

A thought..just because someone has served for decades and knows how, what and when about everything HUD or HA does not mean they can teach it or speak it so all that information can be used effectively to pass on to next-generation Commissioners, board members etc.

Overseeing LHA's closely to prevent/prepare for fraud. NAHRO needs to survey residents (provide a gift certificate as an incentive) - hear from tenants. Encourage college students do partake with Internship and Practicums, provide more training/teach in to residents...

Payment Plans for affordability to pay for trainings. Examples, Afterpay App Sezzle App They are really good apps for paying for products and services and social events and educational online class room and self studies etc...

People can always learn to be better at their jobs.

Please with level of services.

Presently doing what we need done

Presently none

Pricing

Professional Development needs to assure that all training material is updated or cease to train with outdated material.

Professional development needs to grow into the multifamily, PBV and PBRA realm. Also, the role of a developer, deal financing (at a beginner level), and tax credits. We need to know what happens in the day-to-day operations after a RAD deal closes. Also, what are the reporting requirements for each funding source.

Professional development training and certifications have become so geared to one individual staff job and most of the housing authorities NAHRO serves is small and medium and so it just costs so much for us small agencies that we find it hard to justify.

Advocacy - not showing a political party bias and acknowledging that the big housing authorities are usually the reason why there is some new legislation or rule or regulation and those hurt us small agencies with more burdensome reporting.

Publication - to be honest, I am glad that I am a member of PHADA and other industry groups as I believe PHADA in particular is more straight forward with their information and it is easier to read and understand as there doesn't seem to be all the ifs and political strife embedded in the articles.

Really do not have anything constructive to contribute

Reduce cost.

Relevance and stale topics education. NAHRO should be leading edge above the regions and region or state these days is worth the travel, not NAHRO

Remain current and relevant

Requirement (2X)

Roles and responsibilities of commissioners are critical to the overall success of public housing....emphasis should be placed on commissioner development

Rules change regularly so training is important

Same reason. Failure to place a qualified

Which area(s) of our services, if any, need improvement? Why? (Page 10 of 13)

person in a VP position.

Satisfied with current level of services

Satisfied with what I am using.

Seems there is little advocacy for agencies that did PBRA RAD conversions.

Seems to be more development driven than Public Housing/Section 8

Selective on who sees the job postings.

Several of the trainings weren't relevant to actually getting a job done. also some of the trainers were terrible

SHOULD BE MORE LOCALLY (ST. LOUIS)

Should have more advanced topics

Since we converted all our public housing through RAD to Section 8 PBRA, we need additional training on the RAD Section 8 PBRA. We were only public housing for over 50 years.

Some of the conferences I've attended tend to have many topics covered other than the social services side of housing and I'd love to see more of that at some upcoming conferences.

Some of the trainers are not very interactive and are only reading the materials, this makes for difficult trainings sessions and should just be offered as self-training and testing. There should be reminder emails sent out before certifications expire. There should also be a full training transcript available for each person as this went away when the website was changed.

Some of the training could be longer to get the confidence of fully understand the material to apply it.

Sorry. I am not able to comment or complete the survey effectively as I am a new member. I am not a regular user/consumer of NAHRO information, yet.

Suffice my needs.

Suggestion of larger venue to ensure compliance with COVID restrictions

The advocacy web page needs improvement to

be more user friendly

The agency is quite active, but I personally am new and don't access services yet

The cost for certifications is quite high. They should be more affordable.

The cost is higher for the NAHRO trainings

I think the views are mostly one sided when talking about the congress and support for bills

The emails you receive regularly if you are on a standing committee needs to be a regular email to all members

The frame work is there for advocacy and regulatory and legislative efforts, but participation outside of leadership is tough. PD is good but rather expensive at times and does not necessarily reach the state level.

The full interaction is not available to me, or I would use all areas as I find NAHRO to personally be the most valuable advocate.

The HCV Homeownership training was poorly performed. Since the presenter spoke fast and jumped all over the place, I wasn't able to keep up with the presenter. Which interfered with my learning.

The industry is changing. NAHRO needs to change or go extinct.

The industry is changing. There is still too much emphasis on public housing.

The information may be out there but I do not know how to find it. Need opportunities to be certified in more areas and need professional leadership opportunities leadership and development

The most recent NAHRO Conference was a little disappointing. I expected more classes that provided technical, financial & maintenance training options. Lunch was not satisfying. I've attended NAHRO Conferences in the past and they were much better. However, part of the change is probably due to conferences slowly returning after the COVID Pandemic. So, I do understand.

Which area(s) of our services, if any, need improvement? Why? (Page 11 of 13)

The national conference severely lacked the presence of FSS information and sessions. Do better. It is an important up and coming program.

The ones I participate in are good, the others I have no opinion on.

The ones I participated in where not engaging and were rushed.

The Program Specialist Training confuses new MTW staff. Trainers are not willing to adjust training on the MTW rules for that specific housing authority

The trainer(s) were knowledgeable about the work, but not good teachers. There was no interaction with audience, no interest in getting to know the level of experience or knowledge of the group. Very boring, one-dimensional, rote training.

The world is changing as are the needs of people experiencing housing instability, to ask HUD to stop new initiatives is inappropriate as despite the turmoil it may initially cause Housing Authorities must change their methods and programs.

There is no training that is useful in the practical sense. The classes are geared for theoretical use not practical. There's no classes on use of the Secure Systems nor Epic or how to write a 5 year plan or annual plan. etc

There is not enough attention paid to residents with disabilities

There is too much emphasis on public housing - you need to improve your comm dev services.

There should be more soft skills training for workforce in subsidized housing. There are so many issues and challenges working with lower income, disabled, or older families.

There should be professional development training centering resident such as customer service interaction, conflict and mediation resolve, how to become a resident commissioner

These need to be of the highest quality and offered consistently, going back to more in-person. They could either focus on specific aspects of housing and community development activities (e.g. PHA regulations, labor compliance, FSS, etc) or how they are evolving (such as leveraging resources), but they need to be presented professionally, consistently and relevant.

They all are good.(2X)

They just don't seem important in my State.

They serve their purpose for my concerns.

They should be to the point. I find them too much to read sometimes or get buried.

Things are always changing

Think it's very important, just need more info on what I can refer staff to.

Times have changed what is needed to lead a PHA is no longer just program knowledge, I would like to see more certifications on tax credit, fair cloth to RAD, and repositioning issues. Maybe not so much certifications but round tables and policy experts.

To bring in small agencies we need to let them participate in an online/conference call manner to allow them to participate in leadership roles. Small agencies can't expend the type of funds it takes to pay registration and attend National conferences. We are missing out on some fantastic prospective leaders due to the expense. I would like to work with Mark to try to devise ways to be more inclusive to small agencies.

To continue to expand my horizons with the Company and bring additional resources and knowledge that I learn from Professional development.

Too much junk, advertising and promotion of irrelevant products or services.

Trainers do not always clearly differentiate between their reading of regulations and black and white regulations.

Which area(s) of our services, if any, need improvement? Why? (Page 12 of 13)

Training does not make sense, it is boring, not engaging, trainers are rude.

Training for Human Service staff that interact daily with public, extremely stressful these past few years. Training that speaks to a Housing Authority staff and compassion fatigue

Trainings are not available often enough and don't cover enough "beginner"/101-type topics

Trainings should be done in the daytime, not late afternoon. So, if trainees need extra help it won't run over their time to go home

very good the way they are

Very Important

We are a regional housing agency and are in multiple state congressional districts. However, when sending out advocacy letters I am not able to select both congressional members. I am automatically selected for the district our office is located in. Is there a way for me to be able to select all congressional members so I don't have to send a separate e-mail with the advocacy letter attached to the one member I am not able to send to through your advocacy system.

We have been S8 Only for my 36 years, our one tax credit complex is managed outside our agency. Our previous ED handled all of it. We attended your S8 Financial Mgmt seminar, it was exceptional! I have relied upon it repeatedly, as our previous ED thought the guidance was unnecessary, until HUD began requiring us to comply as your resource manual indicated. New ED supports so much more and relies on this position as she is unfamiliar with accounting, where I have experience and resources such as your manual! Too many do not understand how Finance Mgmt relates to business success, structures and systems and interpret it as an affront, instead of a necessary piece.

We have had a trainer or two, that did not quite know the materials. The effort was there but she retrieved answers to our questions at

breaks and lunch.

We have had better luck with Nan McKay training to fit our needs.

We have received opportunities.

We just need more communication

We need more updates from HUD and HUD programs.

We should look to continually improve our offerings. I haven't seen anything that is subpar thus far.

While it is great to have a number of trainings offered online and over zoom, some employees need to be able to attend in-person trainings.

Why would folks be charged to look at job listings?

Would be great to have have provide information specific to small HA. I attended section 3 training and almost none of the information really applies to our office. It would be great to provide information from a small HA perspective so we can skip over the stuff that does not apply when HUD has regulatory relief for small HA.

Would like more information oriented to "why this is important" and "what this would change" for the common, non-industry individual.

Would like to see the availability of training to be more frequent and accessible

would love to see more zero to low cost training for housing authority finance.

Wouldn't it be valuable to have input from past directors and practitioners?

You are doing a fantastic service - I can't think of anything that you could do better

You doing well

You need to offer advanced commissioner training. The training that is offered at conferences is entry level at best.

You need to provide more ways for HAs to

Which area(s) of our services, if any, need improvement? Why? (Page 13 of 13)

share and develop strategies in Environmental justice and sustainable practices

Your pre-requisites are not feasible for individuals like myself. My years of experience should be taken into consideration so I can actually excel in my current roles.

Your surveys are too long!

Your training is very expensive, especially for PHA's who have one full-time employee and part-time maintenance and less than 50 units. Rural PHA's have to be very conservative with their budgets and can't do conferences and the trainings. Sometimes it comes down to choosing one or the other. It would be nice if trainings and certifications were based on size of the PHA, just like the membership.

NAHRO has a variety of campaigns and initiatives. Which of the following NAHRO campaigns and initiatives are you aware of? Other (please specify)

Awards of excellence

Enjoy the updates

Get all email notifications; however, sometimes don't read them.

Good

Good information

I am also aware that there is no campaign or initiative listed that focuses on redevelopment or community development.

I haven't been here that long

I'm heavily involved, not a good barometer for this question

International conferences and research

Large member

National Night Out & Fatherhood Initiative

Single mother scholarship s

we are an affiliate does not really apply

Yes

Have you taken a NAHRO training in the past 3 years? If not, why? (Page 1 of 6)

After CME, then what?!	Brand new to organization personally and never heard of NAHRO	were not offered.
Agency has not offered	Budget	Covid hit and I just haven't done any.
Agency not able to afford	Budget issues	Covid interfered with most everything in life. Rarely any training in our area
already took the trainings that have been offered, however, other staff have taken some trainings in last three years.	Busy schedule (2X)	Covid past two years and no time
As a consulting firm, we will engage in training as needed - say RAD Section 18. We have used industry resources for training new staff members in our company. We may, however, recommend training to our clients.	Can not afford (2X)	Covid put our training back
As chapter staff I haven't needed it	Cause I didn't need to.	Covid then was replaced with a another person in my district , i miss serving and seeing all the work our agency and NAHRO accomplishing
I am also a board member at a housing authority so will try to take the 2 certification trainings soon	CEO level	Covid-19. Want in person training.
As to training and conferences, we didn't travel in 2020 or 2021 because of the pandemic.	Certified in the necessary areas.	COVID, agency change
At a conference held in Wisconsin	Conferences offer the information needed	Covid, and change of leadership is the last three years. We would love to go to some.
attempted a training via Zoom but it was flat, boring and dense. Did not return the next day because I could not fully participate nor was I motivated to do so.	consultant service provider	COVID; also prioritizing line staff's training needs above that of executive staff.
Attend GAHRA trainings instead	CORONA	Decrease in number of in person training sessions and employer
Because there isn't any useful things for communications professionals	Cost (4X)	Department has been extremely busy and cannot keep staffed up to levels that business demands, after pandemic, more issues arising to mental health and housing stability for clients.
Been active for less than 1 year.	Cost and COVID	Did not find any of interest
Been around so long that I don't think I need it	Cost and time.	Did not know it was available
	Cost compared to other offerings	Did not know they were being offered and at what cost
	Cost is higher than I can get locally	Did not see one of interest to me.
	Cost prohibitive	
	Cost; out of state travel	
	Cost. Time and availability.	
	Could not afford it.	
	COVID (20X)	
	Covid + we are a vendor bit an agency	
	COVID + Work Responsibilities	
	COVID and budget	
	Covid and not had the time	
	COVID and not much was offered in the comm dev area.	
	COVID and other restrictions	
	COVID hit and a lot of trainings	

Have you taken a NAHRO training in the past 3 years? If not, why? (Page 2 of 6)

Doesn't fit with my day-to-day responsibilities.	Haven't had time	I didn't know there was training available.
Don't know. Costly.	haven't needed anything offered	I didnt like the ones I took some years back.
Don't need it	Haven't really looked at what is available	I do not work in the industry.
Due to availability amid COVID	Haven't seen many opportunities	I don't find them to be as good as some of the others.
Due to my department being short-staffed; We were focused on assisting the clients.	Haven't sought it out due to schedule.	I got my certifications when I first began my employment here over 6 years ago, and I haven't been required to take any additional trainings
Due to the COVID	Haven't traveled due to age and COVID. On line have worked recently either due to content or time.	I have been associated with public housing for less than 6 months.
Expense (2X)	HQS INSPECTIONS	I have been in the housing field for 29 years.
Expense and no where in close enough to attend	I am a new NAHRO member.	I have not been selected to do so by the agency leadership
expense, time	I am in a temporary legislative position at my HA and have not had the opportunity to participate.	I have not needed to in the past 3 years.
EXPENSIVE FOR MEMBERS	I am just to busy trying to focus on ongoing work.	I have not taken any classes in the past few years because there is nothing new, and the last one I took for Tax Credit taught by Mr. Stacie (something) was the absolute worst NAHRO class I ever took and I have had many. He was rude, and did not spend time reviewing the test or reviewed items that were not even on it. There were many complaints amongst others in the class.
Expensive for my little housing agency. Will do NAHRO training through our state annual conference.	I am MTW	I have not, but our staff has.
For my position my employer hasn't recommended it.	I am near the end of my career, having been at the Housing Authority for 30 years, I am not in a position to continue my training.	I have sent staff to trainings but personally have not due to the stage of my career.
Funding (2X)	I am nearing retirement	I have taken Nan McKay trainings instead. I will be taking a NAHRO training within the next year.
Getting ready to retire.(2X)	I am new to this position	
Had not had the opportunity	I am unsure which trainings are available to me as a member of the private sector (though I am an affordable housing professional who works with PHAs and HUD). Of course I understand there would be a cost for training. would	
Has not been a good timeHas not been a need.	I attend training that are relevant to my profession.	
Have not been aware of any that applied to me.	I did Nan McKay trainings	
Have not been selected yet		
Have not need the training, however, have suggested to others to attend		
Have not seen any offered... no email notices		
Have used NCHM		
Haven't done much training at all over the past three years.		
Haven't found one that was beneficial		

Have you taken a NAHRO training in the past 3 years? If not, why? (Page 3 of 6)

I have taken one, it's just been longer than that	trainings seem to be only week days during the time I am working.	just coming out of pandemic. I need to renew my certification
I haven't needed training but soon will with job changes.	I'm getting targeted training from other sources	Just found you and not sure the trainings apply to me.
I just have not taken any professional development training lately.	I'm not in a senior enough position to access the trainings you've mentioned if I understand the above description correctly.	Just not applicable to current role.
I just recently had a training at a state conference--it was very good.	i'm not set to take any at this time.	Just started
I just started my position in January, 2022.	I'm not sure, we have had so much training and on-line information that I cannot remember who all it was through	Just started and am interim
I just started on this venture	I'm only into my 5th month of the executive director position so I am hoping to do more of them but haven't seen anything that would benefit me at this time.	Lack of time.
I received all the training I needed from our State association, and other tax credit, and national affordable housing organizations.	I've been sent to Nan McKay trainings.	Last two years with Covid overall I have not done any training
I send my staff to trainings. I am nearing retirement and want to be sure I have everyone trained before I leave.	I've never seen anything that's applicable to our small housing authority.	Limited due to virus
I usually look to AICPA or State accounting societies for training. Outside of that, Non-McKay and BDO are my "go to" firms.	I've taken many years ago.	Limited time to attend trainings.
I was a NAHRO trainer	idk, ask the boss	Little to no training during the pandemic. Its been a challenge to get back to pre-Covid levels of operations. That's the focus, currently.
I was an occupancy clerk for 24 years and just moved into an ED position.	If I'm not writing and delivering the course, as I used to, I'm frankly not interested, as arrogant as that sounds ;-)	Management doesn't believe in trainings for lower staff
I was not aware	Involved in PHADA training programs.	Management prefers other sources.
I wasn't a member before and didn't have access. I am taking training this month - looking forward to it!	Just became a NAHRO member	Masshahro not national
I wasn't informed about the training or the distance was too far for me to travel alone.	Just became an employee	most training outside scope of professional activity
I work full time and the	just became employed with the company	MTW - standard/general training no longer applies
		Must attend a conference for training
		My 3rd term ended midway through Covid.
		My area is IT, not caseworker.
		My organization currently contracts with a different company.
		My staff has (2X)
		NA

Have you taken a NAHRO training in the past 3 years? If not, why? (Page 4 of 6)

NAHRO has not offered training in the areas I needed. (i.e fundamentals of tax-credit management)	lawyer in private practice. I taught some on mixed-finance about 10 years ago.	Not relevant (2X)
Nearing Retirement now.	Not applicable to my job.	Not sure (2X)
Needed training wasn't available.	Not applicable.	Not sure if I have taken one of the NAHRO ones or not, use Nan McKay and Nelrod mostly.
Never provided the opportunity	Not as involved.	Not sure if there is a fit
New member (2X)	Not at the right time or related closely enough to my needs. Also COVID.	Not sure. Up to my employer and most of my years here I've been told I already know it all which I do know a lot just don't think I know ALL... ;)
New to the position	Not available at a convenient time on a useful topic	Nothing appears to be new or changed drastically enough
New trainings not needed at this time.	Not aware	Nothing for me in my roll
Newly appointed commissioner	Not aware of the trainings	Nothing is in my interest and line of profession.
No availability	Not consistent with consultant role	Nothing new
No available, applicable content or programing	Not enough hours in the day	Offerings in the past have not been consistent nor readily available. Market competitors have cemented their reputation for being trainers of choice, highly consistent and reactive to market needs.
No financial training offered other than certificates of completion (looking for an accreditation)	Not enough offerings	Only at the 2022 annual conference....will, however take more in 2023
No I'm new	Not in a position to take training.	Only in our second year. Have not had the opportunity to participate.
No need at the time.	Not in our area.	Pandemic (3X)
No need.(2X)	Not interested (2X)	Pandemic - have not completed many virtual trainings since the Pandemic started
No opportunity to	Not interested in what is being offered and no time to take off work	Pandemic and scheduling
No time (2X)	Not knowing no	Pandemic and timing
No topics applied to me.	Not needed	Pandemic has slowed ravel opportunities
Non pertinent trainings for my position	Not needed for my job	PART-TIME EMPLOYEE
Non Travel due to COVID	Not needed personally	
None in my field	Not offered or not relevant	
None offered by the agency.	Not part of my assignments	
None offered/need for procurement	Not really engaged. What they offer isn't of much interest (Development)	
Not a member so do not receive notification of trainings.	Not related to my work as a consultant doing mostly community development and grant management work	
Not advertised effectively. Or no trainings of interest.	Not relative to my position.	
Not applicable to me as a		

Have you taken a NAHRO training in the past 3 years? If not, why? (Page 5 of 6)

Personal issues provided caused missed opportunities	The courses were not applicable to my current job.	Times are not convenient
Poor experiences in the past.	The covid calls were a great resource also!	Too busy (2X)
Poor faculty.	The Pandemic. Don't have enough bandwidth in Alaska to do online training.	Too busy dealing with COVID
Poor previous experience.	The subject matter and quality of training has become so insular to PHA interests that it no longer feels relevant to nonprofit housing providers or advocates. CA PHAs stopped making any efforts to include CA nonprofit housing agencies almost a decade ago.	Too busy to arrange the time
Prefer NMA	The training supplied by our State Chapter is excellent	Too busy with day to day work unable to break away and train.
Previous ED did not support ongoing training.	There are no NAHRO trainings targeted to redevelopment or community development agencies. I'm not sure what happened to the trainings NAHRO was providing in cooperation with NeighborWorks.	Too busy; should have taken
price, time	There are none related to my area of mixed finance.	Too expensive (2X)
Provided opportunities for others.	There is a charge and the agency will not pay for it.	Too expensive to justify.
RAD transitioning	There was nothing that was offered that appealed to my needs.	Too expensive. We need more on-line free or reasonably priced trainings.
Really not sure	Tight schedule.	Trainings aren't really targeted for people with my length of tenure.
Retired (9X)	Time (2X)	Travel was on hold for all staff.
Retired and not active.	Time & money.	Turn over in staffing
Retired from PHA	Time and cost	Unable to get away from the office
Scheduling issues	Time constraints	Unaware of them or not in the particular area I was looking for
See above	Time required	Unrelated to the development work I do
Sending staff instead.	Time Restraints	Use other vendor due to frequent options and more dynamic training
Short handed at work		Used a different agency.
Small agency, funding		Used other housing consultants
Small agency, no time to make it		Value for content compared to other vendors
Some staff training yes, but cost does play into it as well as locally sponsored training and sometimes the competitors product is better.		very busy daily activites.
Soon to be retiring!		Very few in person offerings
Staff members need training more than I do, so they have attended NAHRO training.		Very little training in past 3 years due to COVID downtimes
Staffing and covid issues		Waiting for a conference that offers commissioner
Started 3/2022		
The conversion RAD conversion process took all our time.		

Have you taken a NAHRO training in the past 3 years? If not, why? (Page 6 of 6)

recertification.	we train new staff or staff with new responsibilities	Well, to be honest I haven't either sought out training or our training department hasn't shared the opportunity. This could be good for NAHRO training and education to send to a training manager/director distribution list across agencies...
Was not in a position to be able to take the training. New Executive Director.	I have taken webinars on topics if that counts	Went through a different organization.
Was not offered by employer	We're a small non-profit housing developer and provider of affordable housing with services. We've done webinars, conferences, but not certification trainings, as those tend to be geared toward PHA's. That's ok because getting from NDC, Housing Colorado, CHFA, and CDOH.	you have not offered anything I need or my staff. too much commissioner training
We have a limited training budget and other trainings have taken precedence.		
We have done most of our training for our staff training thru Nan McKay.		
We have had training inhouse through Grace Hill.		
We have provided training for some states and regions		

What other training areas or services would you like to see that are not currently being offered? (Page 1 of 7)

More trainings for resident commissioners-Fighting for residents rights-Introduction to Commissioner positions

1) Commissioners Training Opportunities are now seemingly excluding residents of public housing and there are hardly any such opportunities; 2) How can residents report abuses in public housing being overlooked by elected officials; 3) Tenant Rights in Public Housing

1)Resident rights 2) Resident council and Resident Services working together.

A review of reports a PHA must submit with shallow to deep dive into what information is needed to complete each report. For a span of say a 5-years in say a spreadsheet format. I think this would be very helpful for new Directors/CEOs. Could have a column so the Director could personalize the due dates to go along with their FYs.

Additional Resident services training around mental health and substance use challenges we are dealing with. Current trainings focus only on the FSS program and typically only on the administration of the program not what staff are looking for.

Administration, Human Resources

Affiliate member train where ever we are asked

Affirmatively Furthering Fair Housing

Again, Time and Cost is a concern yet the current training areas are covered well.

All are presented, then all are good

An organized Executive Director Training for new EDs.

Any

Application processing, Rent calculations, Policy and procedure reviews

Areas that relate to Human Resources, Diversity, and Employee Succession & Retention

As a Resident Board member, I can only take courses that are Free which inhibits me from learning more. Also, I had to pay for the Convention registration and subsequent hotel fees- the ED refused to pay for anything!

As I mentioned above, I am a multifamily housing authority. I do not see anything above for multifamily.

As mentioned before training for front line staff. With INSPIRE replacing HQS, will there be new training offered

Attracting non profit partners

Audit requirements

Be more creative in the Resident Services area

Because I have not used the training services, it would not be fair for me to answer these questions.

best practices for streamlining work load, there is turnover in housing authorities so education for new intake coordinators would be good, i.e. assets, income etc

Budget reading !!!

Call Commitioner information

Capital Fund Program.

CDBG, HOME

CoC related programs

Continuity of Operations (After disasters)

Create a programs for the public. Like one that focuses on transitioning from public housing to owning a house. We have created a culture that says live out your days in public housing.

Creating additional permanently affordable public housing units

Customer Service for Government

Development Finance

Development of new housing

Discrimination and Sexual Harassment

Disparate Impact Training

What other training areas or services would you like to see that are not currently being offered? (Page 2 of 7)

Effective advocacy regarding Federal and State legislation on climate change and global warming and impacts on our communities and clients and operations

Effects on housing commissions after RAD, affirmative fair housing marketing plans, TRACS, supportive housing, HUD housing outside of public housing, working with the continuum of care, CDBG funding

Energy and sustainability strategies, utility benchmarking, climate and environmental resiliency

Environmental justice and sustainable construction and maintenance practices

Ethics

Everybody is unorganized, you're jumping all over the place. Its not good training at all. Very thrown together.

Executive Directors and Commissioners need to know how to read and understand financial reports

Fair Hiring, recruitment.

Fair Housing

FAIR HOUSING

Fair housing in a practical manner.

Faircloth to RAD

Family Self Sufficiency

Family Self Sufficiency

Financial management of Multifamily PBRA Agencies

Management of Multifamily Agencies from Handbook 4350.

First - Make Commissioner training related to Commissioner responsibilities. The Ethics for Commissioners course I took (on-line) was a warmed-over version of the Ethics for Staff.

We have very different procurement and compliance responsibilities. Second,

There is a need for Commissioner training

related to being a finance agency; high level overview of the real estate development process, and the HUD regulatory framework. Also, How to set agency-wide goals and measure agency performance overall.

There seems to be a dearth of training for HR executives / staff. In the post-Rad world, we are competing with private development companies and private property management companies for staff talent. How to succeed in this environment given the limited financial resources available to agencies.

FSS Trainings (3X)

Grant writing and how to obtain monies for projects

Growing leadership for boards, commissions, staffing

HA Procurement, Financial Mgmt for Mixed Funding HAs, Staffing and union negotiations

Have attended some NAHRO training for Public Housing but nothing since we transitioned to PBRA.

have not had the opportunity to utilize due to cost

HCV Management training

HCV Supervisor/Manager; SEMAP/Auditing

Hearing officer

Hiring a new executive director

Homebuyer Counseling, Homeownership, Financial Literacy

Housingterminology

How to keep the spark in the employees. Where do I find out the answers to all the grey areas? LOL

How to perform effective QC and SEMAP training. Software on tracking QC findings

How to present before Congress to make immediate changes in housing

How to work with municipalities

What other training areas or services would you like to see that are not currently being offered? (Page 3 of 7)

HR issues, Legal issues as a manager

HUD changes.

HUD programs - EPIC

HUD Reporting Requirements and Audit Best Practices and MTW

HUD Two-Year Tool

I am in IT. Even though nearly all agencies must be using IT in multiple ways, I have never seen anything from HAHRO focused on the IT aspects of housing, for line staff or for IT specialists.

I am satisfied at this time. I am an(NCC) and want to stay updated and current.

I didn't answer the above because I lack recent experience of direct knowledge.

I don't know offhand. Conflict resolution. Negotiations would be good,

I have no suggestions at this time.

I need trainings more on housing counseling, affordable housing (buying/building), etc. I don't work with the Public Housing part of our team as much and work more with the people who purchase.

i think everything is covered

I took the intro class back in 2006. Of course back then we did it in person I drove to Oregon from the north west corner of Washington to get there. Once it was all done I really didn't have anyone to ask questions to other than the executive Director. It would've been nice to have a follow up. With current technology I think that's possible.

When I first started basic training was all that the Director felt that I needed. And it was a huge learning curve for someone like me have never been in the industry or had never been on a board or committee before. I was intimidated, and afraid to ask questions because I was worried that my questions were silly or dumb. I've come a long way since then.

But it would've been nice to start off with the kind of confidence, I have today. Resident commissioners need more specific training. I've always said it. When a resident commissioner goes to a conference they are often dismissed. If you tell people you're just a commissioner they will engage in conversation but the minute they find out that you were the resident commissioner the demeanor changes. I didn't go to a lot of conferences or engage in many educational opportunities because my executive Director didn't feel the need to help pay for them and I couldn't pay for them myself because I was... The resident commissioner. There need to be more opportunities specifically dedicated to the resident commissioners because they are the number one resource you have. I have moved on to city advocacy. I could not have made that move after five years as a commissioner. It took 15 years as a commissioner and being involved in city interactions with a Housing Authority and in my capacity as a caregiver working with the clients we have in our public housing, and being a recipient myself I have first-hand exposure daily to what our programs do. resident commissioners are the boots on the ground and a can be powerful part of public engagement.

I've always said people who live with low income need a good PR firm. And you have at your disposal an army, if they are properly trained.

I would love to see more FSS info.

Incorporating MTW training

It might be beneficial to NAHRO to have class on how to support affordable and public housing after you have retired/left industry. There are many out there wishing to do something positive.

Just want to comment on #29 that all answers are n/a because we would need to survey the agency overall and are unable to do so at this

What other training areas or services would you like to see that are not currently being offered? (Page 4 of 7)

time.	More about Latinos and cultural issues,
Leadership	Public Safety in housing residents
Legacy Planning and Training	More Customer Care training
LGBTQ+ Training in the workplace.	More details on financing projects
LIHTC (3X)	More development focused training.
RAD	More for Commissioners
FSS	More for mid-level management; Property Managers and Assistant Managers
ROSS	More free training on advocacy and working with regions and states on that.
LIHTC Compliance Training	LIHTC training/certification
LIHTC training	More frequent basic fundamental and ethic seminars for commissioners.
LIHTC, Mixed Finance, RAD	More localized trainings in our state and in person.
LITC	More maintenance training
Long-term planning (Strategic), Goals Management Planning, Performance Management	More on conversions
Low-Income Housing Tax credit development	More on FSS and RC.
low-income tax credit	more on recertifications for bookkeepers. Everyone seems to do something different. There should be classes on this bimonthly just to refresh too.
Managing Government Grants.	More RAD training on reporting and Management review prep.
Contract Management	More redevelopment, lihtc
More planning and development financing	More section 8 related content. I went to the Oklahoma Kansas NAHRO Conference and most of it pertained more to the public housing side.
Managing multi subsidized units for compliance...ie) tax credit, HIF, Home, RAD with PBV	More specific FSS trainings
Managing people	More specifics on what and how to gather information for approval and calculating rent
Marketing, Public Outreach and Engagement, Public Relations, Tech tools (improved websites, kiosks, etc.) Dealing with or avoiding Difficult/contencious political discussions, Mental health for employees, Ethics ethics ethics, Bringing Tech to seniors and families, Clear communication skills,	More training and opportunities for HR professionals
Maybe a new approach to training or teaching the existing services mentioned above. Or more options for new Commissioners, new board members or new to NAHRO + HA.	More training for commissioners and basic leadership in housing training
Maybe more Procurement information to be offered.	More trainings for your, "boots on the ground"

What other training areas or services would you like to see that are not currently being offered? (Page 5 of 7)

employees

MTW Flexibility

Multifamily & Section 8 New Construction

My agency is converting to RAD and my staff will need AHM certification germane to RAD properties

N/A (27X)

NAHA does not use many training services because we have very few staff.

Need more in person trainings

Need training on all things goign on new innovation and focusing on gaps of service. integrating technology

New Regulations

Newly appointed commissioners

No comment at this time.

None (25X)

Nspire program & standards.

Occupancy specialist

Occupancy Standards

Old escrow calculations training before the new rule

One day workshop on participating in international professional exchanges and conferences.

Operating LIHTC and public housing simultaneously. RAD/Section 18 conversions the predevelopment thru post operation, Learning and using HUD's updates to VMS, Two Year Tools, Dashboards, etc. Basic public housing operating subsidy calculations.

Financial controls, management, policies, budgeting, cost allocations, etc.

PBV-RAD specific concerns

PBV, EHV

PBV. Development - inclusive of pre development, contract management and lease up issues

Pricing is a major issue for our very small Housing Authority

Procurements and Contracts

Procurement for HA with only mixed financed housing

Procurement (3X)

Project Based Section 8

Project Management

Public Housing Management Certification

RAD CERTIFICATION

RAD PBV Training

RAD-PBV, LIHTC, HOME

RAD, LIHTC

REAC inspections

Reasonable accommodation training, rent calculations for TPVs, policy training on MVP/FUP/VASH/Homeless.

Recertifications,

Regulations and Resident Services for Elderly and Disabled Property Only Units

Relocation assistance

Resident and Staff interaction

Resident Relations, especially neighbor bullying along with Fair Housing, movements to electronic with HUD, and an introduction to different certifications mini-program.

Residents becoming Business Owners, Residents Receiving Online Class room and or Online self pace Learning Management Systems Licenses and Certifications in The Labor Industries WorldWide governed by NAHRO for a honest and fair chance.

Residents Becoming Home Owners, Residents through NAHRO For A Fair Chance.

Not from The PHA's or PHA's affiliations or joint partnerships, Labor Unions, other Labor industries Unions or Affiliations companies: the residents do not get a fair chance, they BAIT

What other training areas or services would you like to see that are not currently being offered? (Page 6 of 7)

and SWITCH jobs, trainings, housing, and other related opportunities or funding and or donations across the board that is for residents. No one is watching them, those entities work together to BAIT and SWITCH.

Safety and Security with focus on eliminating or reducing illegal activities in Conventional Housing Communities.

Satisfied with all now offered.

Savannah

SECTION 3

Section 504 and more Fair Housing

Secure Systems training and EPIC training

See previous comments.

Succession Planning

sustainable development; Equitable Transit Oriented Development

Tax Credit (3X)

Tax Credit and Project based vouchers

Tax credit end of compliance period (15 year).

Tax Credits, sources of additional funding for development in RAD deals, employment law

Tenant management, program leadership, and best practices for cyclical things like annual recertifications and inspections from the Occupancy side.

The Section 3 material needs to be updated because HUD recently just changed the way we look at Section 3 hires by hour not project.

The training program needs an overhaul. I think the topics seem appropriate, but the class content and format need updating.

The trainings are not the issue, I am not aware of half of what is listed above to know that you even offered them.

There needs to be a class on Eligibility. Eligibility is included in the Rent Calculation classes, but a class by its self needs to be given that includes all that is in the Rent

Calculation class plus other factors that go into eligibility.

This survey is too long. ;-)

Training courses in VMS and FDS

training especially for new commissioners what and how NAHRO functions with the agency and how to make the most of the membership

Training specifically geared to very small housing. Facilities with under 50 units.

Training targeted for HUD Multifamily programs.

Training that is specifically geared toward newcomers and those with little to no experience in these fields. Most training that is offered seems to be for those that already have experience and they just need a refresher course, which is great but we need training for people who are new to public housing.

Trainings should highlight and teach about abuses in LHA - there have been some major scandals (Chelsea Housing Authority/Springfield Housing Authority) - board members, staff, and residents need to know more - learn the history or been doomed to repeat the mistakes. Required DEI training (mandatory) for ALL Housing board, staff, and residents.

Understanding prevailing wages

Unknown

Updating ACOP and Section 8 Administrative Plans.

Vacant homes conversion for people with disability

VMS

We don't usually look to NAHRO for training, and we contract out this service. I'm wondering why NAHRO is not considered? Maybe we need NAHRO to bid or provide direct information.

We need to add residents voices.

What other training areas or services would you like to see that are not currently being offered? (Page 7 of 7)

What happens after you change over to Rental Assisted Demonstration (RAD), additional training

When I go to the annual conference I will go to the classes regarding Public Housing.

With the evolution of RAD, more training on PBRA & PBV.

With the number of migrants and the amount of Fraud seen in the Housing Offices a more detailed training

Working with vulnerable populations (compassion, empathy, understanding)

YEAR 15 LIHTC property conversion to the nonprofit entity (instrumentality to the HA that served as codevelopment partner). This training is critically important and very important in my role as ED. In 2025 my first of three LIHTC properties will convert, and I need to be ready, educated and create throughout plan to execute with our Board and legal counsel!!!! Our prayer is to take over ownership and property management through the nonprofit.

How do you prefer to receive NAHRO communications? Other (please specify).

As long as e-briefings do not have a cost associated with them
Attachments or ability to print info provided electronically
Direct email, Direct News
Emails (2X)
I am retiring this year
I want to receive info every way possible.
Text
US Mailing

How do you read the NAHRO Monitor? Other (please specify)

Don't know anything about this
Don't need print, because already receiving by email
Don't receive this
Have not received it
I do not currently read it, but would like to
I don't know what this is
i read it when I receive it it has been a while.
Like to get it mailed directly to me.
I'm fairly new to NAHRO, so I wasn't aware of the NAHRO Monitor
I'm not aware of this
Mail
Never heard of it
Note: only started receiving it by e-mail - previously read it in print edition. Prefer the e-mail version.

How do you access the job, RFP, and RFQ ads? Other (please specify)

As forwarded from ED
Didn't know they were available.
I don't know what this is
I don't know where to find these.

I have not done it yet.
I'm not aware of this
N/A
Never knew about it

NAHRO began publishing its Journal of Housing and Community Development online. How do you access the Journal of Housing and Community Development? Other (please specify)

Do not access
hard copy
I am not receiving it
I used to read it when it was printed and mailed. I no longer read it
Mail (3X)
Never knew about it
No idea how to access
Print magazine
Publication
Still sent to our office
Used to access information online, but login would never work
Would like for it by mail
Would prefer print

How would you like to read an electronic version of NAHRO books such as the Handbook for Commissioners? Other (please specify)

Audio CD, MP4
Be able to print a paper copy
Email (2X)
Handbooks for the Commissioners
Hard copy
I would prefer Postal mail
I'd like a way to request a hardcopy, for those of us that aren't always sitting in front of a computer.

Mail them to me

Not sure how to answer as with PDF, when wanting to print, there is always so much wasted space on the pages, it makes it heavier, thicker and it wastes paper, copier time and money for additional sheets. I like the thought of ePUB being available too.

Paper

Physical book

Print format.

Print version

Purchased hard copies for commissioners

Do you receive information from NAHRO on any of these social media platforms? Other (please specify)

Email (6X)

Does your agency have a presence on social media? Other (please specify)

Agency website

Don't Know (20X)

email

FSS only

HA website

Hasn't been updated in 3 years - ineffective

Housing Website

N/A - retired so not part of an agency anymore.

No Facebook page, but we do Facebook news blasts locally

None

Not an agency

Not with agency

Our own website

Our Own Website

Tik Tok (3X)

UK

Vimeo

we do, but are cancelling them

we have a presence but I do not engage

We have a website.

Website (17X)

What services not currently provided by MAHRO would you like to see offered in the future? (Page 1 of 7)

1. E-blasts with curated Grant Opportunities relative to low income housing. 2. Advocate the eligibility expansion of programs such as Jobs Plus and Emergency Safety grants to include Section 8 PBRA properties (or any properties owned by a PHA). 3. Advocate better interaction between funding mechanisms for Section 8 PBRA (RAD conversion) and how it integrates with programs like Section 202 and 811 grants.

A standing committee and workshops at the national convention on environmental justice and sustainability. I would be happy to work on these. The Seattle Housing Authority has a lot of experience in these areas.

A true financial training. The current one is more about leadership and financial management. I would like to see actual classes on budgeting, cap fund, operating fund, etc. for financial staff.

A vision for the future

Additional executive level training and CEO/Board relationships.

Advocacy

Advocate for raising the Davis Bacon 1931 \$2,000 threshold to today's inflated amount of at least \$50,000.

affordable training

Agency policy development

All there, so none.

Already included

An emphasis on succession planning in this industry. Everyone seems to be aging, and at that, aging out.

An employment opportunity list so those of us who would like to relocate would be able to stay in our career.

Any

As a small housing authority with limited capacity to travel, I would like the ability to be

more involved, but haven't been able to quite figure out how that could happen in our agency. This is quite a valuable organization but management of our agency has always taken the front seat and NAHRO participation a back seat. Would love to talk with other small PHAs to determine how they carved out time to be more involved in NAHRO.

Basic introduction training for housing-if it is offered obviously it is not well known among smaller agencies/

Best practices used by PHAs for areas where program regulations do not give clear guidance.

Better questionnaire: This asked the same question (how do you use the following list of services, same list every time) - and didn't explain what where the non-obvious activities go - is emarketplace included at all? What category. I chose professional services, if that's not correct, then every answer is wrong because that's the only professional service i use.

Cadre development to unite local area providers for support and policy reinforcement

Can't think of any.

Can't think of anything at the moment.

Closer affiliation with HDLI on legal Briefs

Communication

Conferences in my local city (Austin, Texas)

Connecting Commissioners by region either through a directory or committee affiliation, conference event, etc.

Connections and meetings with local Colorado services.

Continue with regional trainers for commissioners!

Continuous leadership development for CEOs, CFOs, COOs via "Leadership Circles" that group similar agencies (size, complexity) with continuity of agency membership to create a

What services not currently provided by MAHRO would you like to see offered in the future? (Page 2 of 7)

network of peers with relationships for peer-counseling between "Circle" meetings.

Court proceeding for eviction and why H.U.D. pay legal aid to fight against eviction

Customer Service training - there is so much turnover everywhere right now. It's become very difficult to train people without previous government experience about how they should treat, and behave with, clients/residents. I would love to see Customer

Service/Communication training offered on a regular basis at a low cost (or no cost) so it's easy for PHAs to access for new employees. It could even be self-directed training - no need to do it live. Just something consistent with a strong message about the importance of customer service (with an eye on fair housing).

Develop software for Quality Control.

Doing a great job, just need to take advantage of the services offered.

Don't have a preference.

Don't know.

Emails that are professional development/training-specific and emails that are conference-specific, rather than having to hope to "catch" those pieces of info in the Daily Info and Monitor emails (or check the website for conference info)

Engagement and outreach to specific members of leadership teams--training, government affairs/public affairs/advocacy, comms, etc.

FAIR HOUSING CERTIFICATIONS

Free coffee

FSS Trainings

Getting resident commissioner better trained,

Getting the Davis Bacon issues in order. It's a real hardship on small projects and no one will address it. Small projects under \$10,000.00 should be exempt.

Go back to hard copy of Journal.

Grants for low income small agencies for cost of membership

Greetings, more training for certified commissioners, such as a step up training.

Having the national representation present during volatile local issues.

Help communities with a framework for town-specific orientations. Not help with content, but a framework that could be adopted to ensure staff and commissioners has the tools, training and support they need to be the best they can be.

Help me figure out how to finance expansion opportunities.

Home Ownership

HOMEOWNERSHIP HOUSING CHOICE VOUCHER

Housing Agencies that respond to all Legislative Blasts in August qualify for a paid vacation for two to Las Vegas or Disney World or somewhere. Only one entry per agency to make it fair to the small agencies out there.

Housing Counseling (2X)

Housing Development

How about a compassionate conservatives group to provide fair and balanced approach to all that NAHRO does.

How to effectively train this new generation of case managers

How to help refugees find low income housing.

How to make immediate changes in housing things move to slow in this industry! We continue to do the same thing we will get the same results!

As long as this survey was, I wonder will the comments be read and addressed further to gather a deeper understanding of what the person is saying!

How to write a good annual PHA plan, how to be an advocate for housing for the very busy

What services not currently provided by MAHRO would you like to see offered in the future? (Page 3 of 7)

person, how to explain government subsidies and make it sound less like some people are lazy leeching off the system...

HR training

I adan not think of any at this time.

I am disturbed and increasingly concerned that NAHRO has what appears to be almost a silent or inconsequential voice regarding a problem that has, is, and will continue to escalate in terms of severe negative impacts on our nation, states, communities, neighborhoods and especially those we serve. That problem is climate change and human caused global warming. Adrienne Todman was so very correct early on during her tenure when she said that NAHRO must be "Future Looking" and when it comes to climate change and global warming NAHRO must become more "Future Looking" on this problem.

I absolutely respect the work of the Board of Governors. But for some reason, NAHRO leadership appears to be essentially "missing in action" in elevating the attention and advocacy NAHRO must take on this problem.

I see little regarding the organizational goals or legislative advocacy NAHRO needs to embrace regarding this crucial problem.

Certainly, NAHRO should not lead the legislative advocacy charge or elevate the problem of climate change and global warming as our most important issue among the array of organizations working on this problem, but we should at least be partnering with and having a strong voice with those organizations. We should at least show up. In particular, the rapidly expanding issue of environmental justice especially regarding global warming and climate change impacts on communities and neighborhoods of color should be one of NAHRO's primary areas for attention and action.

Global warming and climate change are and

will have even more serious and devastating consequences on our urban and rural areas. We have seen and will see even worse impacts on those we serve and the communities they inhabit. Many of our best and most extensive efforts and services our membership has and will continue to provide will be seriously impacted if not literally drowned as our planet warms. The human and financial cost to mitigate or recover from devastating events like wildfires or floods or the aggregating damage from rising sea levels and climate shifts will be immense and sap and deplete resources needed to address a host of other housing and community development needs in our communities.

I very strongly believe NAHRO must seriously elevate the attention we pay to global warming and climate change through our training, conferences, educational materials and most importantly of all – Advocacy. The current voices of denial and misrepresentation regarding this issue at the national level are beyond belief. NAHRO must do a great deal more on this issue.

I am not sure. It is difficult to predict as we have workforce needs. It seems there is not time for training and such given the stressors. Procurement and purchasing would be a great place to provide training. Sometimes it is difficult as a small housing authority to wade through everything that needs to be done and then figure out what applies and not applies.

I believe there are enough offerings.

I can't think of any (x5)

I do not believe that NAHRO provides adequate representation or services for redevelopment authorities or community development agencies.

i dont have any

I enjoy the sit down conferences every other month. I do like webinars in between that time. 1 hour webinars are best for me.

What services not currently provided by MAHRO would you like to see offered in the future? (Page 4 of 7)

I have none that I can think of at this time.

I just feel as though we are paying dues but not getting the advocacy that is needed.

I like the current services, but can they be expanded, also I have had enough Zoom meetings, I much prefer face-to-face meetings, which provide much better learning and opportunity to learn from other Directors, etc.

I want to be able to be more educated in NAHRO and what I can do to help apply myself to the program for the best of my knowledge of the program and future development on my part.

I was unaware of Nahro until a few weeks ago.

I would just like to see solid professional development at a reasonable price

I would like more professional development opportunities and services that are more relevant in today's environment. NAHRO isn't evolving.

I would like to see a lot offered, I just don't have time to sit and read or catch myself up to everything that is going on.

I would like to see advocacy briefings by region. NAHRO works on the federal side, but I think the Regions should concentrate on what legislation is impactful on the states the regions serve.

I would like to see examples of fraud and abuse by LHA staff and ED - Chelsea Housing Authority, Springfield Housing Authority so all can learn and look for signs in their respective LHA.

I would love to see information for FSS and how we can move up in our job system

Improving communications to the community-at-large

In person trainings.

Information geared toward small PHAs and or Rural America

It would add value to offer opportunities geared toward education and leadership development of residents relative to public hauling affairs.

Just continue the great advocacy, policy, and professional development work.

Leadership

Learning how to integrate and implement meaningful DEI in an organization, it's leadership, vendors, and state agencies.

LIHTC housing, Development of affordable housing

local work shops

Lower cost for online training and in-person training!!! This is the only reason why I do not take advantage!!!!

I got to many other industry trainings and feel left out not going to any NAHRO. Job posting process should be significantly enhanced and a lower cost rate for HA's.

Maybe something for retired etc.what can we do effectively?

Mid-level management training.

Mixed finance training.

More activities for residents, more jobs for qualified residents, more attention to the needs of residents, more information that applies to residents.

More Community Development services

More concentrated effort to build from the bottom up that top down. We have up to 20K members but only seem to be reaching a very small percentage of that and based on the number of votes in elections, there is really no interest in structural operations of NAHRO by an overwhelming majority of members.

more conferences

More contact by mail /not email.

More education for new executive staff and more on asset repositioning options.

What services not currently provided by MAHRO would you like to see offered in the future? (Page 5 of 7)

More emerging leaders training

More financial and management training opportunities for Multifamily Agencies converted through the RAD tool.

More FSS specific trainings

More in person training

More in person trainings.

More information on committee assignments, how, how long, responsibilities, etc

More learning class for first commissioners

More multifamily advocacy, training and information on multifamily agencies coming out of DC

More networking opportunities.

More on site and building modernization, construction, facilities maintenance, capital fund program, EPIC

More procurement/buying for PHAs

More reasonably priced trainings and on-line trainings.

More training

More training on how to teach classes on housekeeping for our residents and how to implement the Community Service

More training on regulations

More training.

More use of remote conferencing, discussions, committee meetings instead of time consuming and expensive travel.

More virtual trainings/certifications

MTW

Multifamily & Section 8 New Construction

N/A (x42)

NAHRO does an excellent job of offering training and services. I don't see any deficiencies.

NAHRO needs to focus and engage in a

meaningful manner on the current issues facing the industry - EDIB in particular.

NAHRO should provide an Ombudsman to LHA's; NAHRO should encourage colleges and universities to have internships and practicums and designate LHA's as a 'work study' site so undergrad and grad students can participate (and learn) about public housing. NAHRO should require staff or interns to participate in LHA Board of Commissioners meetings - provide feedback, etc...

Narrow the focus-not dilute.

New Executive Direct comprehensive training. Especially for new EDs that are not coming from the Housing Industry.

None (x41)

NSpire

Online training options

Opportunity for more zoom type training on possible regulatory issues that professionals could comment on and or advocate for.

Professional development that cover current management trends. Not necessarily just housing.

Proof of NAHRO's understanding and manifestation of Diversity, Equity and Inclusion. Where is it proved out and who has been brought in to demonstrate changes on this subject are considered and practiced.

Provide trainers/speakers for small groups in any location feasible. Talked to a small group of TN EDs recently any in general, we are not traveling on public transportation. Prefer 2 -3 hr car trip.

Public bid opportunities by state.

RAD & LIHTC info

RAD CERTIFICATION/ TAX CREDIT CERTIFICATION

Refresher courses especially for the resident commissioners. I know a lot of these courses

What services not currently provided by MAHRO would you like to see offered in the future? (Page 6 of 7)

require payment resident commissioners don't usually have that money and executive directors sometimes get to a point where they're done paying for these, as mine did. And it's understandable that housing funds that need to go for housing people, shouldn't necessarily go for development opportunities for individuals. But without funding you guys would struggle to make those classes happen, so I get it. But I would like to see more consideration given to the resident commissioners specifically. And targeted. It's easy for the resident commissioners to get bogged down and too much stuff coming out them some of it doesn't apply to them and sometimes it's hard to tell the difference. I feel like I've been away from The board of commissioners for our local HUD housing for A while now. And I don't know how much things have changed due to Covid, I try to keep up on my email reading but I do all this advocacy on my own time while holding down a full-time job and taking care of my family. Having more targeted easily digestible information coming to specifically the resident commissioners should be a high priority. Our board consisted of five people and only one of us had spent any time working inside those buildings meeting those people and knowing what their real needs were. I worked with two executive directors and the first one saw the value in us, the second one did not. Helping a resident commissioner understand their position and the power that they actually hold and the value in their knowledge, priceless. being a resident commissioner and walking into a room of professional people is intimidating. How about if they walk into that room knowing how much power they actually have. How about giving them the chance to walk into those rooms with confidence to speak up? And not only giving them the confidence to speak up but getting them to do it in a way that's affective. The residence of our programs come from all walks of life, but many of them come from the

blue-collar sector and what's effective in their day-to-day lives or in their former careers may not necessarily always be effective in a board room. Let's bridge that gap.

Resident Councils

Resident Participation. It was wonderful years ago when it was Mandatory for residents to attend meetings and events, the word mandatory was removed and it is almost impossible to get residents out to any event or special meetings. This is a great problem when you are striving so hard to make a difference in the housing complexes.

resume the print edition of the Journal of Housing/CD

ROUND TABLES, REAC, FHEO, FAIRCLOTH TO rad, REPOSITIONING

Satisfied with existing services

Services for front line staff.

Services to help residents transition from housing to renting or purchasing once their income has exceeded the limit.

Single Audit review / DHDC / HUD Changes

Small HA specific resources

Small PHA'S

Some Residents participation.

sustainability, climate and environmental resiliency

Tax Credit PD

Tax credit training 101

Templates for policy and procedures taken from best practices that we can share and partake in to help our agency keep up with industry.

The services that are offered are sufficient

There is an into to affordable housing, would like to see more advanced also (intermediate, advanced and specialized areas)

Training offerings seem somewhat limited

What services not currently provided by MAHRO would you like to see offered in the future? (Page 7 of 7)

Training on financing a project

Training that is geared toward newcomers to low-income housing who have little to no experience.

Trainings previously mentioned.

Transit village redevelopment

Unknown

Updates on NAHASDA and IHBG.

Virtual conferences

When possible, more on-site/in person conferences

Will need training on new federal Dais Bacon regulations when those are finalized

Working with municipality and braiding funding.

You do not seem in contact with on ground folks

Your survey is way too long

Which other organizations are you currently a member of and/or do you use the products and/or services of? Other (please specify) (Page 1 of 2)

Affordable Housing Tax Credit Coalition	Georgia Association of Housing & Redevelopment Authorities	National Association for County Community and Economic Development (NAACED)
Associated General Contractors	GiniV	National Association of Local Housing Finance Agencies (NALHFA)
BDO & AHACPA	Greetings, I am a board member of mahra	National Association of Realtors (NAR)
BDO Financial Trainings	Housing Colorado	National Coalition to End Homelessness
CALFHA	I'm not aware of these agencies. I know of Mel King Institute, MA Union of Public Housing Tenants...please include these	National Development Council (NDC)
California Association of Housing Authorities	ICMA	National Low Income Housing Association
Carolinas Council of Housing Redevelopment & Codes Officials	IREM (2X)	National Low Income Housing Coalition (2X)
CCRH	JHA	National Low-Income Housing Coalition, CHAPA
CCRH (California)	L	NCSHA
CDFA (2X)	Local affordable housing non-profits	NDC, and Colorado based organizations
CHAM	Local Affordable Housing Trust	NERSC, Compass FSS Link
CHLPHA	Local planning and development committee. Post BWCHA Commissioner.	NLC
Compass Capital	Mass Union of Public Housing Tenants	NLIHC
Corporation for Supportive Housing, American Association of Service Coordinators, National Alliance to End Homelessness, Housing First Conference, Housing Colorado,	Michigan Housing Director's Association board member	NLIHC, NHC, ACTION, Enterprise
National Low Income Housing Coalition	Minnesota Housing	None (x22)
Council of Affordable Rural Housing and AMA and some some Leading Age	MN NAHRO	NRDC, Sierra Club, Earthjustice, Sea Shepherd
CVR	n/a (2X)	NYSPHADA
ECAHRO, Carolinas Council, NCHADA	NAA, AANM	Oregon AHMA
ENUG	NALHFA; NCSHA; HPN; SAIF	President of Senior public Housing Council
FAHRO (2X)	NARSAAH	Quadel, CVR
GAHRA (5X)	National America Indian Housing Council; National Rural Housing Coalition	Retired
GAHRA and SERC/NAHRO	National Apartment Association; IREM	SAHMA
		SAHMA, SERC, TAHRA

Which other organizations are you currently a member of and/or do you use the products and/or services of? Other (please specify) (Page 2 of 2)

SEC-NAHRO	Survey is way too long
Section 8 Administrators Association	Texas Housing Association
SERC	There is no comparison because the services are very different. Although on the surface, it appears to
SERC and GAHRA	similarities, but the individual trainings are different. NAHRO and PHADA offers global views of topics while Nelrod, Nan McKay, and Quadel offer specifics into the details of the topics. Very different.
SERC, Kentucky Housing Association	
SOUTHWEST NAHRO AND MONAHRO	WAHA
State developer orgs (TAAHP, LAAHP, etc)	Yardi

Are there any additional comments or recommendations that you would like to share? (Page 1 of 6)

2 Things: 1) NAHRO has allowed the DEI framework and philosophy to become overly pervasive in all sectors. It has become a diversion from more critical and pressing needs. No to diminish its' importance, NAHRO must re-evaluate the messaging remind itself that it is an affordable housing entity at heart and not a social justice organization at its core. 2) NAHRO must re-evaluate the biennial election processes and rules. Very few people vote each election, which is a clear message that they trust the leaders chosen from each jurisdiction to cast the most informed vote. Maybe the Board of Governors should vote for the leaders, representing their constituency back home. Also, the process is not an ethically sound one. During the last election, one candidate was found guilty of cheating/violations on 2 counts and was not only allowed to serve (a clear violation of the Code of Conduct) but the associates were not notified of the guilty findings until after the election was completed and certified. This is a serious stain on and violation of NAHRO's own brand and Code of Conduct. This must be repaired if NAHRO is to have a chance of greater participation in elections.

A 59 question survey is entirely too long.

All my comments relate to the management of a Multifamily Housing Agency.

Although I am a BOG member, I still feel out of the loop.

As a long-term member and part of the not-to-distant past leadership of NAHRO, I am disappointed that the organization is no longer adequately representing redevelopment and community development agencies. If the focus of NAHRO is now exclusively housing agencies, which it appears to be, then other agencies should be notified so that they can reconsider their membership.

As an employee at a non-profit organization that develops affordable housing, attending

NAHRO events is not all that comfortable. They feel like exclusive housing authority events. I am sometimes looked at curiously or suspiciously when I attend. I do value quality educational opportunities so would like to participate in that aspect more. Perhaps encouraging and highlighting the housing and redevelopment efforts of non PHA members would help open it up a bit.

As mentioned earlier, more support and offerings are needed for multifamily agencies.

Do not EVER send me a survey this long again!! I'm sure some folks gave up half way through.

Some answers did not provided adequate room to separate answers. ie the answer to a question may be different in reference to a state chapter vs. a region but there is no way to indicate that.

For me, Zoom Meetings are OK, but I learn much more from face-to-face meetings. I love the opportunity to learn from other Directors, from across the Country.

Future surveys should be much shorter!
great job during the pandemic

Having and HR track at the conference was excellent. Please continue to offer. I think hiring Mark was a great move.

I agree with and believe in NAHRO's Values of Knowledge, Leadership, Professionalism, Collaboration, Equality, Fairness, Opportunity, Sustainability, and Innovation, but not everyone member does. In fact, not every member of the board of governors believe the same and it is obvious based on the pace at which movement takes place regarding issues of DEI. DEI should be "woven into the fabric" of NAHRO, not just another committee or conference session. Yes, it is a beginning, but it needs to be move off of the paper and into everything we do.

**Are there any additional comments or recommendations that you would like to share?
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I am disturbed and increasingly concerned that NAHRO has what appears to be almost a silent or inconsequential voice regarding a problem that has, is, and will continue to escalate in terms of severe negative impacts on our nation, states, communities, neighborhoods and especially those we serve. That problem is climate change and human caused global warming. Adrienne Todman was so very correct early on during her tenure when she said that NAHRO must be "Future Looking" and when it comes to climate change and global warming NAHRO must become more "Future Looking" on this problem.

I absolutely respect the work of the Board of Governors. But for some reason, NAHRO leadership appears to be essentially "missing in action" in elevating the attention and advocacy NAHRO must take on this problem.

I see little regarding the organizational goals or legislative advocacy NAHRO needs to embrace regarding this crucial problem.

Certainly, NAHRO should not lead the legislative advocacy charge or elevate the problem of climate change and global warming as our most important issue among the array of organizations working on this problem, but we should at least be partnering with and having a strong voice with those organizations. We should at least show up. In particular, the rapidly expanding issue of environmental justice especially regarding global warming and climate change impacts on communities and neighborhoods of color should be one of NAHRO's primary areas for attention and action

Global warming and climate change are and will have even more serious and devastating consequences on our urban and rural areas. We have seen and will see even worse impacts on those we serve and the communities they inhabit. Many of our best and most extensive efforts and services our membership has and

will continue to provide will be seriously impacted if not literally drowned

As our planet warms. The human and financial cost to mitigate or recover from devastating events like wildfires or floods or the aggregating damage from rising sea levels and climate shifts will be immense and sap and deplete resources needed to address a host of other housing and community development needs in our communities.

I very strongly believe NAHRO must seriously elevate the attention we pay to global warming and climate change through our training, conferences, educational materials and most importantly of all – Advocacy. The current voices of denial and misrepresentation regarding this issue at the national level are beyond belief. NAHRO must do a great deal more on this issue.

I am new to the position, therefore I do not have a full grasp on the NAHRO and County Relationship

I am not an active participant with NAHRO, only receive the emails referenced by our Executive Director staff who should complete the survey. Enjoy the information supplied to keep me informed.

I appreciate very much the opportunity to provide input from a resident's perspective of a San Francisco Housing Authority RAD Building for Seniors and Persons with Disabilities. I am also thankful to NAHRO for allowing me to be a member and benefit from its offerings.

I do not spend much time investing in the core mission and values of any housing organization. My efforts are focused on what products and services are available to our agency to help, not on what the "group" is doing.

I have been retired for more than 20 years. I'm 91 years old and can not participate actively

I have researched your website in the past and

Are there any additional comments or recommendations that you would like to share? (Page 3 of 6)

at that time (have not been back recently) it was not laid out very well. I hope that it has improved.

I really enjoy the trainings and meeting other members of NAHRO. We are all in this together!

I really hope someone will review the written comments! This was a long, too redundant survey that may not yield good results, due the questions were too similar for good outcomes!

I received a lot of emails asking me to fill out this survey, although I don't really have a good grasp of NAHRO competitors. This is a complementary membership provided by the Housing Authority because I am a Commissioner.

I think NAHRO as well as most organizations are lost in the DEI branding of everything. Refocus on housing first!

I think NAHRO is in transition and as it transitions, the value proposition it should review is the need for the region Chapters. How often does NAHRO review the activities and outcomes of the regions? how often does NAHRO check-in with the regions to review for alignment?

I wish there were cheaper professional development classes. We are a small Authority and the courses if I want to send multiple staff is problematic.

I would like more information about NAHRO. Basically, I am a member because the agency I work for chose NAHRO.

I would like to know how to do you get on other committees for Nahro and provide other services.

I would like to see advocacy trainings for Resident commissioners

I would love to be involved, but with so many things to do, it is always a balancing act.

I would love to know more about my job because I didn't get any training and I came out of healthcare. It would be nice if training was reasonably priced so I can take the training needed to succeed in this field

I'd like to spearhead and serve on a standing committee on environmental justice and sustainable construction and building maintenance practices. Please contact me.

If at all possible check into the Davis Bacon issue. Smaller contractors just don't want the hassle of dealing with it. That leaves us in a bad position for things like unit turns.

If I have a choice I choose HAHRO for all my trainings. Excellent trainers!

If NAHRO is truly inclusive, do updates on NAHASDA and IHBG.

I'm sorry I don't use the services to really and honestly be able to voice my opinions. I know this organization does great things for communities. I just have not been involved.

I'm sorry I left alot of the questions blank. I just haven't been here long enough to know about all that you offer. I am hoping for more training opportunities in the near future. Thank you.

It would be great if there were a repository of Q&A stuff just from the members available.

It would be nice if NAHRO would offer more financial classes and training on HUD's PIC, EPIC, etc.

Job well done!

Looking at cheaper places for the conferences to be held.

Love the hour-long free briefs on hot topics. Georgie did many previously and I think Eric is not doing some. Great way to get NAHRO out there.

On the don't love end. "Housing development" is not what many agencies look to NAHRO for. Public housing advocacy and education are more in NAHROs lane. General information

**Are there any additional comments or recommendations that you would like to share?
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about the organization is needed. I am certain many could not relate to question about the BOG. And I have no idea what the difference is between the direct news informational emails, executive emails and several others mentioned and I sure that is reflected in my survey.

Make other surveys shorter, this was too long, also if something isn't applicable i would be nice to not have to select every bubble but have an option where a survey taker can select an entire column with one click

Make the diversity count - we do a lot with low socio-economic clientele, but we do it at a high level that doesn't match. We should work on making the fundamentals of the programs less complex and more inviting to legislation.

Make this survey a little shorter

N/A (17X)

NAHRO is key to promoting public private partnerships to build mixed income housing and reposition portfolios.

NAHRO IS VERY INFORMATIVE AND KEEPS ALL MEMBERS UP TO DATE OF CHANGING ITEMS OR NEW HOUSING IDEAS AND REGULATIONS.

NAHRO seems to be doing a good job at its mission and the collective interests and goals of the members. As an organization it tends to be hierarchical so that feedback from the rank and file is filtered and sometimes stifled by those in leadership positions. It has also been slow to use new technology such as e-mail, Skype or Zoom. The latter were ignored until the pandemic made their use necessary.

NAHRO should require all Board Commissioners and especially Resident Board members to achieve NAHRO certification. Also, NAHRO should provide scholarships to Board members to attend conferences and workshops not free. My LHA 'banks' on the ignorance of board, residents, and staff. I have to pay for attendance to conferences. Please

become more involved with what is going on in public housing - also extend and reach out to tenants in private housing.

No (28X)

No additional comments

No comments at this time.

no thanks (2X)

No. Too many questions.

None (27X)

None at the present time (7X)

None to mention.

None, Thank You.

Not at this time (2X)

not at this time. thank you

Not only should the Board of Governors reflect the mission and value statements, they should also "live" it. DEI is more than words on paper. Agreeing to its statements without effort or authority is futile and a waste of everyone's time.

Not presently

Nothing

Offer a separate survey to retirees with questions tailored to them.

On those last 2 questions I interpreted it to mean that I personally feel that statement is appropriate, but if the question was about do I feel NAHRO reflects that I would have answered with the next lower agreement statement.

Only awesome! I always enjoy reading and seeing what is being offered and how well everything is put together.

Our housing agency is already the most diverse, inclusive and equitable organization that I have ever been part of. (e.g., of 7 Commissioners 4 are minority; 3 white; ED & Deputy are African American, as are many

Are there any additional comments or recommendations that you would like to share?
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staff). So making this a primary goal seems . . . not helpful. We are there. We need help with sophisticated private development, financing, property management, and HUD compliance staffing in a tight market.

Over the past several years, NAHRO "lost its way." I am hopeful it is on its way back

Perhaps these surveys should have an option at the beginning for those of us that are retired to check off - so we can skip half the questions because they are N/A.

Keep up the good work on housing advocacy!

Personally I see too much Fraud and before new guidelines are required I feel the Housing Authorities should be able to add their opinions seeing we are on the frontline with the ;public

Please read my earlier comment about the questionnaire being insanely repetitive. I thought we were done and inserted there.

Questions in the 50s should be tailored to the response comparing to the other organizations. Also, unsure of the intent to compare the nonprofit to for profit companies. lastly, some of the questions like the one about PHADA can really only be answered by EDs since the org is only for EDs--the responses may occur as skewed depending on the role of the person who is answering the survey questions.

Regulations, training

Shorten up your survey, too long.

Shorter survey

Shorter would be better

Sorry I didn't fill out the whole survey. It felt too long and a lot of it doesn't apply to me. Thanks for your work!

Stay the course!

Survey entirely too long. Should have separate

Surveys for commissioners, EDs and line

workers

Survey is too long - should be short and sweet

Survey is too long (X9)

Survey was TOO long and several questions should have had a single N/A

Survey was too long. Stopped after 15 minutes. Not even half done

Take care of the resident commissioners. It has been my experience that most of us are kind of like a deer caught in the headlights. That opens up the resident commissioners for manipulation. Let's make them our strongest advocates. Because eventually they will leave their position as a commissioner and go out into the community. Let's help them be affective both on the board and after the board.

Thank you for all your hard work!

Thank you for the opportunity to provide feedback. As a very small housing authority that is super successful with a thriving nonprofit and having co-developed three LIHTC properties, we are absolutely in the arena fulfilling our mission. But not being able to take advantage of online and in-person training opportunities due to the high cost of NAHRO is a detriment. Thanks much for all you do.....

Robbin Redd Tarpon Springs Housing Authority, FL robbin.redd@tarponhousing.com

Thank you for the work you do for the Housing Industry.

Thank you for this opportunity!

Thanks for all you do. Your continued efforts are second to none.

The environment has changed dramatically with covid. I feel NAHRO has lost direction.

The Housing Units administered question does not allow multi-selection on the survey. We administer Section 8, PBV, multifamily and tax credit.

There has been a lack of fairness when it

**Are there any additional comments or recommendations that you would like to share?
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comes to residents participation. Even to serve on the different committees.

These responses are from someone in finance and new to the industry. But I'm looking forward to exploring all NAHRO has to offer as I grow in my new position.

This is a terrible survey and is indicative of how out of contact you are

This is all new to me so I plan on using some of this to better educate myself. I hope to find some good information

This is too long.

This survey instrument is too long....

This survey is like one of your tests!

This survey is ridiculous just like the training.

This survey is to long. It could be consolidated.

This survey is too long and I bet a few people didn't finish it. You're asking respondents to compare services from members (Nan McKay and Quadell for example).

This survey is too long for the request for feedback

Most of the content requested should be divided into appropriate short surveys

This survey is too long! If you need answers to all these questions you should have sent them out in groups spaced a month apart

This survey is way too long (X2)

This survey should not have been sent to me. I not have any exposure to Nahro except for the trng session I just attended.

This survey was entirely too long and too many questions!

This survey was far too long and time-consuming and didn't pay attention to answers along the way.

This survey was far too long!!!!!!!!!!!!

This survey was too long (X5)

This survey was too long and I didn't complete it.

Try to stay neutral politically....

Way too long and a waste of our time

We could have selected several options on #7

We have only been a member for about a month so did not feel right in answering a lot of the questions.

We need more multifamily

We need to help refuges find housing.

We value the services that NAHRO provides to our agency.

Yes survey was too long

Yes, I am thankful to have this opportunity to complete the survey, however, to be fair I do not know enough about NAHRO to comment since I have only been in my position for one (1) year.

Yes, I am very glad you have Mark Thiele as CEO of NAHRO. Could not have a better person representing us.

Bob Rorah

You can stop sending me the Monitor and magazine, I am retired

Your mission and goal statement aren't entirely true.

Your survey is too long

Your surveys are WAAAAAAYYYYYYYY too long



Thank you!

Zilo International Group, LLC is held to the highest standard of excellence when committing to our clients' success.

We are honored to have partnered with NAHRO on this important project. It is our hope to build a long-term relationship and assist you in other areas as well.

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