

NAHRO



building communities together

2021 - 2023 REPORT



Avenue J | New Hope Housing



Feeding Our Families | Housing Authority of the City of Erie



Altgeld Family Resource Center
Housing Authority

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enter | Chicago Housing



Clarksville Neighborhood and Community Services | Common Ground Cafe



Attendees at NAHRO Conference

A BRIDGE BETWEEN HISTORY AND THE FUTURE

It is my pleasure and privilege to present the 2021-2023 NAHRO Report, which serves as both a snapshot of our progress towards NAHRO’s strategic goals, and also a chronicle of where we’ve been and where we hope to go.

For NAHRO, the past two years have been a bridge between the worst of the COVID pandemic and our gradual, sometimes uncertain return to an often altered normal. During my term as NAHRO President, we transitioned from virtual events back to in-person celebrations. We searched for and found a permanent CEO among our own: longtime houser and NAHRO member Mark Thiele. We conducted a comprehensive member survey to learn what you value most about your NAHRO memberships and how NAHRO can better serve your many and ever-changing professional needs.

Above all, we expanded our advocacy efforts, our informational resources, and our professional development opportunities to provide you with the resources, tools and skills you need to continue your vital work in your communities. Most importantly, we gathered together and shared joy!

We’ve also honored NAHRO’s illustrious past and worked to build its bright future. In New Orleans at our 2023 National Conference and Exhibition, we will look back at 90 years of building homes and enhancing lives all across the nation and recommit ourselves to ensuring that our beloved association is well-equipped to help us and future generations provide people with stable homes in thriving, diverse and welcoming communities.

NAHRO is strong and stable thanks to the tireless efforts of members like you, as well as our dedicated NAHRO leadership and staff. I am proud to be a part of NAHRO’s history, excited for the association’s future, and grateful for all the work you do to serve your communities.

Warmly,

Patricia Wells

Patricia S. Wells,
MPA, CME
2021-2023





NAHRO advocates and Congressional staff during the Washington Conference

LIFTING YOUR VOICES

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

As pandemic relief began to expire and a slew of new and updated regulations were released, NAHRO continued to amplify your voice in the nation's capital. Spearheaded by the Legislative Network Advisory Committee, NAHRO's advocacy efforts helped ensure that U.S. Department of Housing and Urban Development (HUD) did not implement changes to the Annual Contribution Contracts that would fundamentally alter the relationship between PHAs and HUD. NAHRO staff also submitted nearly 30 comment letters on Davis-Bacon, the Build America Buy America Act, National Standards for the Physical Inspection of Real Estate and Associated Protocols

(NSPIRE), Affirmatively Furthering Fair Housing (AFFH), the Housing Opportunities through Modernization Act (HOTMA), and other important laws and regulations. Through NAHRO's advocacy and outreach to HUD and other federal partners, many regulatory timelines were delayed, allowing agencies more time to correctly implement new policies. NAHRO's Housing Committee, Community Revitalization and Development Committee and Small Agency Advisory Committee provided vital input and feedback on these letters. In addition, NAHRO's Strategic Planning Advisory Committee served on the Housing and Community Development Policy Group, which has been tasked with creating a legislative and regulatory framework for housing and community development policy.

Both online and in-person, NAHRO advocacy has borne fruit. In 2023 alone, NAHRO members and allies have sent more than 50,000 advocacy emails to the White House and their members of Congress! Capitol Hill is taking notice: in 2023, five members of Congress and several NAHRO members contributed video messages to NAHRO's August Advocacy campaign.

NAHRO continues to expand and train its network of advocates. In 2023, with the partnership of the Commissioners Committee, NAHRO launched advocacy training specifically for commissioners.

27

COMMENT
LETTERS

496

CONGRESSIONAL VISITS
from **2021-2023**

MORE THAN

100,000

ADVOCACY LETTERS
from **2021-2023**

LEGISLATORS OF THE YEAR

2023: SEN. BRIAN SCHATZ (D-HAWAII)
& SEN. TIM SCOTT (R-S.C.)

2022: SEN. ROB PORTMAN (R-OH.)
& TINA SMITH (D-MINN.)

NAHRO ADVOCACY AWARD WINNERS

2023: JENNIFER KEOGH

2022: IVORY MATHEWS

ENSURING YOUR SUCCESS

2023 NAHRO In-Person Training Locations



Financial Coaching | Denver Housing Authority

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

Under the guidance of the Professional Development Committee, NAHRO greatly increased the number of in-person and virtual learning opportunities. The association has added leadership, human resources and, in conjunction with the Diversity, Equity and Inclusion Advisory Committee, a Wells Fargo grant-supported DEI and Community Readiness training to its core housing and community development offerings. Over the past two years, NAHRO Professional Development & Certification has trained more than 8,000 people, and thousands more have availed themselves of NAHRO's free virtual Housing Updates, timely eBriefings, and post-conference Day Three webinars. The Board of Ethics and Credentialing Trustees continues to lead the review and updating of NAHRO's certification structure. From January 2021-present, NAHRO awarded 935 certifications. The following new certifications have also been approved: CMM-PH, CSI-NSPIRE, CSI-NSPIRE-V (coming soon), and CS-HOTMA.

NAHRO events and conferences continue to be valuable resources for professional development and networking. During the worst of the COVID pandemic, our virtual conferences and events provided valuable ways to learn, teach and build connections. The Strategic Planning Advisory Committee curated content for both the 2022 National Conference and Exhibition and the 2023 Summer Symposium.

From 2021-2023, through a combination of virtual and in-person events, NAHRO has provided thousands of housing and community development professionals with hundreds of concurrent sessions, hosted by affordable housing professionals as well as staff from HUD and other federal partners, on topics such as public housing, RAD, HOTMA, NSPIRE, cybersecurity, tax credits, leadership and more.

57%

of member survey respondents have taken a NAHRO training in the past 3 years

From **2021-2023**, NAHRO Professional Development & Certification trained **8,523** people in **361** trainings

From **2021-2023**, NAHRO has held **42** free, member benefit webinars on topics including HUD funding, Davis Bacon, FSS, HOTMA and more

BUILDING PARTNERSHIPS

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

Goal G: Clarify and strengthen relationships between National NAHRO and its partners – the regional councils and state chapters.

Working with the Housing and Community Revitalization and Development Committees as well as the Legislative Network, NAHRO staff have continued to strengthen the association’s relationships with stakeholders in Congress and at HUD. NAHRO also developed new relationships with stakeholders at federal agencies such as the Department of Justice, Department of Energy, Environmental Protection Agency and Department of Homeland Security. The association continues to work with a diverse range of national housing organizations

and research and policy organizations, such as the Urban Institute, the Center on Budget Policy Priorities, the Cato Institute, the Bipartisan Policy Group, and more. NAHRO has additionally partnered with 2M Research and the American Institutes for Research on two research grants. The NAHRO-LDG scholarship, NAHRO’s 10-year, \$1 million partnership with LDG Development, continues to award scholarship and professional development resources to students from NAHRO member-administered housing each year.

The International Research and Global Exchange Committee continues to expand NAHRO’s global presence, keeping up our nongovernmental organization status at the United Nations as well as continuing to participate in memorandums of understanding with the Australasian Housing Institute, the Canadian Housing and Renewal Association and the International Urban Development Association.

Above all, NAHRO has focused on strengthening the relationship with its regions and chapters. NAHRO staff, including CEO Mark Thiele, have attended more than 55 state and regional conferences, and presented at several outside events. The Strategic Planning and Advisory Committee additionally created a subcommittee focused on building and growing two-way participation between national NAHRO and regional councils and partners.

55

STATE AND REGIONAL
CONFERENCES ATTENDED

3

INTERNATIONAL
PARTNERSHIPS

100

STAFF PRESENTATIONS

NAHRO LDG SCHOLARS

2022

VIC’NEISHA LOVETT
ROZ AL JANANBI
JADEN SMITH

2023

JA’KEASIA PITTMAN
JAQUELINE FERNANDEZ
EBONY GEE



KEEPING NAHRO HEALTHY

Goal D: NAHRO has hired several key staff positions, including a including a director of development, to spearhead fundraising and sponsorship opportunities to grow non-traditional NAHRO revenue sources.

Rosefield Village | Housing Authority of the City of Alameda

Thanks to the tireless efforts of the Budget and Administration Committee and NAHRO staff, the association continues to be financially healthy and stable. Membership dues are the primary source of NAHRO's revenue – after all, an association is only as healthy as its member base. NAHRO's membership numbers continue to hold strong, with more than 96% of NAHRO members renewing their memberships in 2022. NAHRO's Professional Development & Certification revenue continues to be strong, and has exceeded budget forecasts in both 2022 and 2023.

In 2022, NAHRO launched its first comprehensive membership survey in many years. Results confirmed that members recognize the value of NAHRO membership – as evidenced by our 96% membership renewal rate in 2022 – but don't always know the full range of information and services that NAHRO provides. With the input of the Member Services Committee, we are using the results of our survey to better serve members, increase membership and offerings while trimming those services that our members find least useful.

NAHRO is ensuring its continued financial health and stability by bringing membership and product prices more

in line with their values, increasing business development and expanding partnerships, leasing office space to tenants and expanding the Local Housing Administration Coalition's contract. NAHRO has also secured funding through two grants to provide subject matter expertise on HUD programs.

In order to grow non-traditional revenue sources, NAHRO has hired key staff positions, including a director of development, to spearhead fundraising and sponsorship acquisition.

96%

membership
renewal rate
in 2022

83%

of members surveyed
are likely or very
likely to recommend
NAHRO to others

BRINGING THE INDUSTRY FORWARD

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

NAHRO remains a respected and influential voice in the affordable housing and community development industry. At the 2023 Summer Symposium, we released the first edition of the NAHRO 360 Report, which compiles and contextualizes data about federally assisted rental housing and affordable housing programs such as the Low-Income Housing Tax Credit. NAHRO plans to release the report annually, so it can continue to be a valuable resource both for NAHRO members who want to communicate the importance of these federal programs to their local stakeholders and elected officials, as well as to members of the media.

NAHRO continues to provide members, partners and other stakeholders with vital program information, advocacy alerts, and professional development and conference schedules both in print and online. Our social media channels – an important way of communicating with and lifting members’ success stories up to elected officials, journalists and other stakeholders – continue to thrive. NAHRO’s LinkedIn followers have increased by more than 30% over the past calendar year, and the other social media channels continue to climb as well. Informed by the results of the 2022 membership survey, NAHRO plans to further improve its targeted communications and outreach to underrepresented member demographics.

The Housing America Advisory Committee continues to oversee the What Home Means to Me poster contest, the What Home Means to Me calendar, and the NAHRO Merit College Scholarship to regions and chapters; they also developed a media kit for Housing America Month (October). NAHRO leadership groups such as the Commissioners Committee, the International Research and Global Exchange Committee and the Diversity, Equity and Inclusion Subcommittee publish articles in NAHRO’s Journal of Housing and Community Development.

NAHRO has stepped up its outreach to potential members and next-generation professionals. The Member Services Committee holds a first-time attendees event at every in-person NAHRO conference and the Diversity, Equity, and Inclusion Advisory Committee’s LGBTQ+ subcommittee hosted a webinar and will host a concurrent session at the 2023 National Conference and Exhibition. Lastly, the Small Agency Advisory Committee hosted a series of webinars to help connect our small agency members and encourage collaboration.



What Home Means to Me grand prize winners

KENDON (AGE 12)

Bristol Redevelopment and Housing Authority, Virginia

2021 WINNER

YARELI (AGE 12)

St. Clair County Housing Authority, Illinois

2022 WINNER!

23%

of member survey respondents have been working in affordable housing for less than 5 years

\$104,000

in scholarship money awarded from **2021-2023**

From September **2022-2023**, NAHRO’s LinkedIn followers increased **34%** to more than **7,000**

BUILDING HEALTHY COMMUNITIES

Goal F: Advance diversity, equity and inclusion as crucial to healthy communities.



The Nave | Cook Inlet Housing Authority

NAHRO's diversity, equity and inclusion (DEI) work is an ongoing, association-wide priority. In addition to presenting sessions at all in-person NAHRO conferences, the Diversity, Equity and Inclusion Advisory Committee (DEIAC) hosts quarterly webinars on a range of topics, including Affirmatively Furthering Fair Housing, Creating a Safe Environment for Justice-Involved Returning Citizens, and more. DEIAC also formed its first LGBTQ+ Subcommittee, which hosted

a webinar about creating safe spaces for LGBTQ+ staff and residents at housing authorities, and will host a panel at the 2023 National Conference and Exhibition.

Working with the Professional Development Committee, DEIAC also finalized a two-part DEI and Community Readiness training series, made possible by a Wells Fargo grant. After a pilot with NAHRO staff, the free training was launched in August 2023 with 252 registrants. The response was overwhelmingly positive, and NAHRO will repeat the training in December 2023 and at a later date.

The Housing America Committee is working not only with the regional and state associations to ensure consistent marketing for NAHRO scholarships and the poster contest, but also promoting regional and state successes on NAHRO's platforms. Additionally, the committee updated the scholarship application in 2023 to more equitably award points. Since applicants typically have significant additional responsibilities for their families, the committee now gives more weight to the essay portion, than to the traditional scholarship criteria (such as grades, community service, etc.).

252

REGISTRANTS FOR 2023 DEI AND COMMUNITY READINESS TRAINING

60%

OF NAHRO MEMBER SURVEY RESPONDENTS BELIEVE IT IS IMPORTANT FOR NAHRO TO FOCUS ON DEI INITIATIVES

NAHRO LEADERSHIP

PRESIDENT

Patricia S. Wells, MPA, CME

Executive Director/CEO, Oakland Housing Authority

SENIOR VICE PRESIDENT

George Guy

CEO/Executive Director, Housing Authority of the City of Fort Wayne

COMMITTEE CHAIRS/VICE PRESIDENTS WITH PORTFOLIO

Community Revitalization and Development | Peter F. Lifari

Chief Executive Officer, Maiker Housing Partners

Housing | Wayne Pollard Jr.

Executive Director, Tarrant County Housing Assistance Office

Commissioners | Lucille Boss

Commissioner, Housing Authority of the City of Santa Barbara

International Research & Global Exchange | Irma Gorham, PHM

Executive Director Housing Authority of the City of Paterson

Budget and Administration | Duane Hopkins

Chief Officer of Program and Finance Administration
Oakland Housing Authority

Professional Development | Sharon L. Carlson, CME, SPHM, PHM, SHM, CRPBRA, CSO-PH, CSEC-PH

Executive Director, Belding Housing Commission

Member Services | Milet Hopping, PHM

President/CEO, Housing Authority of the City of Waco

CHAIRS OF OTHER LEADERSHIP GROUPS

Legislative Network Advisory Committee | Jennifer Keogh

Vice-President, Operations – Affordable Housing, Progress Residential

Strategic Planning Advisory Committee | Sunny Shaw, CME, PHM, NAHRO Fellow

Executive Director, Twin Falls and Jerome Housing Authorities

Housing America Advisory Committee | Anna M. Judge, PHM

Director of Property Management, Dakota County Community Development Agency

Board of Ethics & Credentialing Trustees | Bobby R. Collins Sr., CME, CMPO

Chief Executive Officer, Housing Authority of the City of Shreveport

Diversity, Equity & Inclusion Advisory Committee |

Elizabeth Scott Glenn

Principal, Sustainable Community Development

Small Agency Advisory Committee | David S. Gates, CS-PHM, CSO-PH, CME, CMPO

Executive Director, Housing Authority of the County of Lonoke

Business Partners Council Leader | Stacy L. Spann

Head of Housing Access & Affordability, Wells Fargo Foundation

REGIONAL PRESIDENTS

New England Regional Council | Randy Waters

Executive Director, Natick Housing Authority

Southwest Regional Council | Tonya Mabry

Executive Director, Tangipahoa Parish Government Section 8 Housing

Southeastern Regional Council | Shaundra S. Clark, PHM, SPHM, NAHRO Fellow

Executive Director, Housing Authority of the City of Tifton

Pacific Southwest Regional Council | Suket Dayal

Executive Vice President Business & Development,
San Diego Housing Commission

North Central Regional Council | Alan Zais, SPHM, PHM

Executive Director, Northern Illinois Regional Affordable Community Housing

Pacific Northwest Regional Council | Jillian Patterson

Deputy Director, Boise City/Ada County Housing Authority

Middle Atlantic Regional Council | Kathy L. Walter

Executive Director, Housing Authority of the County of Beaver

Mountain Plains Regional Council | Lori Rosendahl

Executive Director/CEO Foothills Regional Housing

IMMEDIATE PAST PRESIDENTS

2019 - 2021 | Sunny Shaw, CME, PHM, NAHRO Fellow

Executive Director, Twin Falls and Jerome Housing Authorities

2017-2019 | Carl S. Richie, Jr. NCC, NAHRO Fellow,

Chairman, Housing Authority of the City of Austin

2015-2017 | Stephen W. Merritt, PHM, NAHRO Fellow

Needham, MA

OTHER LEADERS

Board Parliamentarian | G. Matthew Pike

Director of Policy & Program Development,
NAHRO – Massachusetts Chapter

NAHRO Chief Executive Officer | Mark Thiele, CS-PHM, CME, CMVO, NCC



Buena Esperanza | City of Anaheim Housing Authority

ABOUT NAHRO

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



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On the cover: Rosefield Village | Housing Authority of the City of Alameda

