



NAHMA STRATEGIC PLAN 2017 - 2021

I. NAHMA's Mission

NAHMA's mission is to promote development and preservation of quality affordable multifamily housing by advancing legislative and regulatory policy and preparing affordable housing professionals to succeed in evolving economic and political environments.

II. NAHMA's Strategic Plan for 2017-2021

1) GOAL AREA 1 – Advocacy

1. OBJECTIVE 1: Increase the level of knowledge of members of Congress and their staff, as well as regulatory agency staff, regarding --

a) The importance of affordable rental housing to communities across America, and

b) How they can work with the affordable housing management community to provide safe, quality affordable housing in the most effective and efficient manner.

2. OBJECTIVE 2: Define where NAHMA and the affordable housing management community stands on emerging issues, and mobilize our message at the right time, using facts, funding, and need to create a more impactful message by utilizing more personalized stories --

a) Currently identified Emerging Issues --

- Block Granting Rental Assistance to States
- Tax Reform and Impact on LIHTC
- Merging RD into HUD
- Renters' Tax Credit
- Reforms to FHA, Fannie Mae and Freddie Mac

b) Currently identified Key Messages to use:

- Residents Served
- Waitlist Data

- Global/national list
- Grassroots list by state/district
- Length of time on waitlist
- Videos and stories

3. **OBJECTIVE 3:** Increase NAHMA member engagement in Grassroots Advocacy with Congress through property visits and congressional visits.

a) Establish Goals and Track Data – Using the NAHMA March 2017 meeting as the baseline, achieve a 10% increase annually in NAHMA member engagement with Congress via congressional visits (in DC or district offices) and property visits.

b) Provide tools and support for NAHMA members to assist in their comfort-level and effectiveness in grassroots advocacy --

- Encourage members to team up for congressional meetings at March meeting
- Provide easy-to-use, cut-and-paste correspondence templates to facilitate NAHMA members engagement in grassroots advocacy
- Maintain a list of active NAHMA members who can mentor other members
- Provide visit-summary and reporting tools for members to collect details on their grassroots activities and share easily with NAHMA staff
- Provide easy-to-read and digestible updates and alerts to NAHMA members, and especially include a timeline for response at the beginning of the email if member action is needed

4. **OBJECTIVE 4:** Set up meetings with new agency leadership and continue with ongoing/monthly calls to offer solutions from NAHMA's perspective.

a) Reach out to regulatory agencies (HUD/RD/IRS/Treasury)

b) New agency leadership will benefit from in-person meetings and frequent follow up

2) GOAL AREA 2 – Education, Training and Credentials

1. **OBJECTIVE 1:** Ensure a high level of ongoing quality control and relevance of NAHMA courses and credentials, with the goal of maintaining a superior reputation within the affordable housing industry and with relevant stakeholders.

a) Consider new and emerging possible areas for coursework or credentials, such as for public housing authorities (PHAs) working with the Rental Assistance Demonstration (RAD) program (for example, could this be a new standalone topic or incorporated into the ACPO materials/course?).

b) Educate HUD and other government agencies on the value of professional development and credentialing for the affordable housing management community, with a focus on how it helps staff do a better job managing and providing safe, quality affordable housing. Promote all of NAHMA's credentials.

c) Educate and work toward having all state housing finance agencies understand, accept and even encourage housing credential professionals to acquire the Specialist in Housing Credit Management (SHCM) certification. (Some HFAs still only reference the HCCP.)

2. OBJECTIVE 2: Re-evaluate requirements necessary to achieve the National Affordable Housing Professional (NAHP) credential, to assess if they need to be updated.

3. OBJECTIVE 3: Highlight/publicize all credential holders in as many ways as possible, including monthly on social media, and annually in NAHMA News. Also look for avenues to promote total numbers of credential holders in each program.

3. GOAL AREA 3 – Strategic Foresight

1. OBJECTIVE 1: Build and utilize a network of well-connected subject matter experts (SMEs) to regularly collect and share the latest intelligence on what’s going on in key arenas of concern – i.e., develop a network of “Ears on the Ground” –

a) Currently identified arenas of concern:

- Congress
- Federal Agencies
 - HUD – REAC, PIH, MF, FHEO
 - RD
 - Treasury/IRS
- Administration / White House / OMB
- Colleague groups
- State and local government and agencies
- Media
- Resident groups

b) Identify the “Ears” – ask for volunteers through AHMAs, NAHMA committees and members

c) Set up formal timeframe and reporting format, including method for emergency response reporting --

- NAHMA Board member accountability – each NAHMA Board member will select one or two Ears that they will commit to contact once a month, prior to that month’s Board call or meeting, so the Board member can report on any new information heard or collected on the Board call or at the meeting
- Strategic Foresight information sharing and discussion becomes a regular agenda item on every NAHMA Board call and in-person meeting
- For emergency situations, the “Ears” are encouraged to contact their NAHMA Board liaison or staff as soon as possible

d) The NAHMA Board leadership role is to monitor the information collected, and on any particular topic, decide to either stay in “listening” mode, or that a “tipping point”

may have been reached that requires the Board to move to action to address an important and emerging issue:

- The Board will ascertain whether it has enough data to move forward with a decision to act, and what the time frame is for needing to act
- Given this analysis, the Board will either identify additional data that needs to be collected, and provide a deadline for collecting the data
- In all cases, the Board will review and follow the four-question format provided through the Knowledge-based Decision Making process to arrive at both its decision to act and what action to take:
 - 1. What do we know about our stakeholders' needs, wants, and preferences that are relevant to this decision?
 - 2. What do we know about the current realities and evolving dynamics of our environment that is relevant to this decision?
 - 3. What do we know about the capacity and strategic position of our organization that is relevant to this decision?
 - 4. What are the ethical implications?

2. OBJECTIVE 2: Continue to work with industry partner coalitions.

a) Identify common ground for group action to advance positions through a “strength in numbers” approach

b) Identify where differences in opinions and goals exist, and work to negotiate “win-win” strategies

3. OBJECTIVE 3: Increase membership resources and revenue opportunities.

a) Membership Succession Planning and Development

- Work to identify and involve “Emerging Talent” in member companies. For example, NAHMA committees and AHMAs would be encouraged to have their members bring Emerging Talent to participate in specific subject-area task forces or other conversations; i.e., green experts participating in conference calls on HUD energy efficiency regulations
- Continue soft skills HR training as may be feasible, and encourage AHMAs and NAHMA committees to use inclusive terminology for multiple generations
- In large conventional management companies with affordable portfolios, seek out the companies' affordable portfolio leadership and invite them to NAHMA meetings and other outreach

b) New Revenue Opportunities

- Is there a possible NAHMA App that might provide a value-added benefit to its affiliate members as well as NAHMA?
- Anything developed would be most useful if it's unique and specific to the NAHMA membership