

About NAHMA

The National Affordable Housing Management Association (NAHMATM) is the leading voice for affordable housing management, advocating on behalf of multifamily property managers and owners whose mission is to provide quality affordable housing.

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.

NAHMA supports legislative and regulatory policy that promotes the development and preservation of decent and safe affordable housing. NAHMA is the voice in Washington for 20 regional, state and local affordable housing management associations (AHMAs) nationwide.

NAHMA serves as a vital resource for technical education and information, fosters strategic relations between government and industry, and recognizes those who exemplify the best in affordable housing.

NAHMA's membership represents 75 percent of the affordable housing industry, and includes its most distinguished multifamily owners and management companies.

Visit www.nahma.org for more information.

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I. General Overview

1) Five-Year Strategic Plan, 2017-2021

a) Fulfilling NAHMA's Mission

In January, NAHMA's Board of Directors held a strategic planning retreat to update the five-year plan, for the years 2017-2021.



Strategic Plan – 2017-2021

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.

Advocacy	Education, Training and Credentials	Strategic Foresight
<ul style="list-style-type: none"> • Objective 1: Increase the level of knowledge of Congress and their staff, as well as regulatory agency staff, regarding – <ul style="list-style-type: none"> a) The importance of affordable rental housing to communities across America; b) How they can work with the affordable housing management community to provide safe, quality affordable housing in the most effective and efficient manner. • 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 personalized stories – <ul style="list-style-type: none"> a) Continually monitor for emerging issues b) Identify and use key messages • Objective 3: Increase NAHMA member engagement in Grassroots Advocacy with Congress through property visits and congressional visits – <ul style="list-style-type: none"> a) Establish goals and track data b) Provide tools and support for NAHMA members • Objective 4: Set up meetings with new agency leadership and continue with ongoing/monthly calls to offer solutions from NAHMA's perspective – <ul style="list-style-type: none"> a) Reach out to regulatory agencies b) In particular, new agency leadership will benefit from in-person meetings and frequent follow up. <p style="font-size: small; margin-top: 5px;">Green is Accomplished; Yellow, Underway; Red, Not Begun</p>	<ul style="list-style-type: none"> • 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. <ul style="list-style-type: none"> a) Consider new and emerging possible areas for coursework or credentials, such as for PHAs working with the 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 HFAs understand, accept and even encourage housing credential professionals to acquire the SHCM certification. • Objective 2: Re-evaluate requirements necessary to achieve the NAHP credential, to assess if they need to be updated. • 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. 	<ul style="list-style-type: none"> • 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 areas of concern – i.e., develop a network of "Ears on the Ground" – <ul style="list-style-type: none"> a) Identify arenas of concern, including Congress, agencies, Administration, colleague groups, state and local agencies, media, residents, etc. b) Identify the "Ears" – recruit volunteers c) Set up formal timeframe and reporting format and NAHMA Board accountability d) Monitor information collected and determine listening modes vs tipping point for action, using Knowledge-Based Governance decision-making process • Objective 2: Continue to work with industry partner coalitions – <ul style="list-style-type: none"> a) Identify common ground for strength in numbers b) Identify differences and work to mitigate impact • Objective 3: Increase membership resources and revenue opportunities, through – <ul style="list-style-type: none"> a) Membership development and succession planning by identifying and involving emerging talent; offering soft skills HR training; finding affordable leaders in large conventional management companies b) New revenue opportunities, such as a unique NAHMA App

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b) New in 2017

NAHMA introduced digital smart badges for its Communities of Quality (COQ) Corporate Partners and their corresponding COQ nationally recognized properties. The badges are images created by HTML code to be incorporated into a company's or community's website. If a visitor clicks on the badge, a verification webpage pops up ensuring NAHMA has certified the property or company as a COQ Corporate Partner. If for any reason, the COQ designation is rescinded by NAHMA or allowed to lapse by the company or property, the association can invalidate the smart badge.

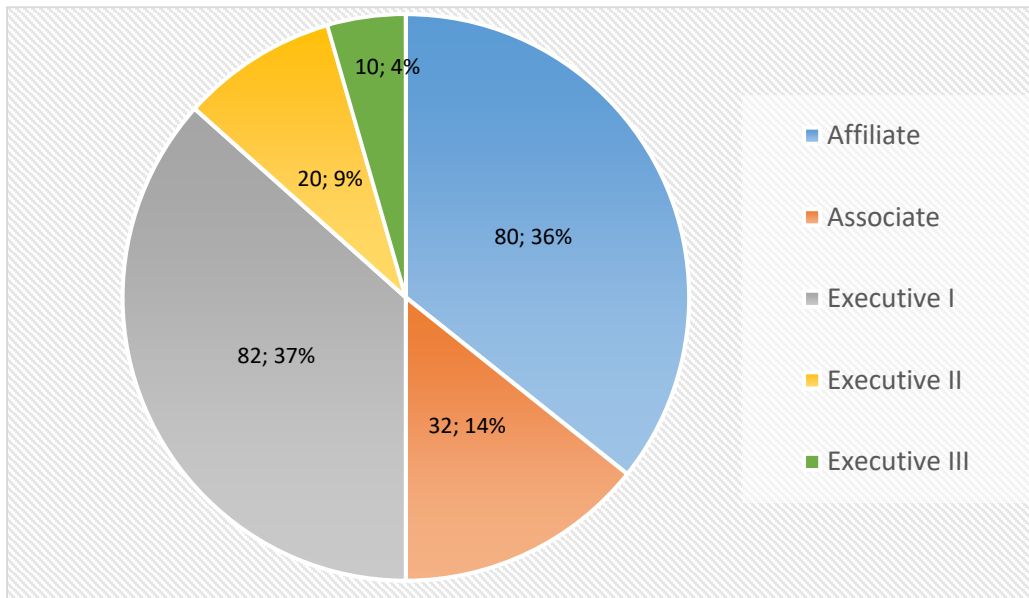
COQ Corporate Partner Smart Badge for your company's website homepage:



COQ Property Smart Badge for each COQ property webpage:



2) Membership, 2017



Total Executive Council: 224

3) Awards

Over the course of 2017, NAHMA fulfilled its mission by recognizing those who exemplify the best in affordable housing.

a) 2016 COQ Awards

The awards were presented at the March 2017 meeting to:

- **Exemplary Family Development:** Forest Green Apartments, Gainesville, Fla.; Owner: GHC Housing Partners; Management: PK Management LLC; AHMA: SAHMA

- **Exemplary Development for the Elderly:** Broadway Terrace Apartments, Phoenix, Ariz.; Owner: Broadway Towers Inc. DBA Broadway Terrace; Management Company: Mansermar Inc.; AHMA: AHMA-PSW
- **Exemplary Development for Residents with Special Needs:** Bridgeway Apartments Phase 1 & 2, Picayune, Miss.; Owner: St. Francis Academy, Management Company: The Columbia Property Group; AHMA: SAHMA
- **Outstanding Turnaround of a Troubled Property:** EME Apartments of Conway, Conway, S.C.; Owner: Emanuel-Morris Brown-Ebenezer Apartments Inc.; Management Company: Southern Development Management Company; AHMA: SAHMA

b) 2016 Industry and AHMA Awards

The awards were presented at the March 2017 meeting to:

NAHMA INDUSTRY STATESMAN	NAHMA INDUSTRY ACHIEVEMENT	NAHMA INDUSTRY PARTNER	NAHMA MEMBERSHIP RECRUITMENT	NAHMA COQ AWARD	NAHMA PRESIDENT'S AWARD	AHMA OF THE YEAR	AHMA COQ AWARD	AHMA INNOVATION
Ron Burson; Jimmy Kerr	John Yang	Dr. Rosemary Goss	Rich Skoczylas	<i>Most New:</i> Mansermar, Inc. <i>Most Overall:</i> (tie) WinnResidential and National Church Residences	Gemi Ozdemir	<i>Large:</i> SAHMA <i>Medium:</i> JAHMA <i>Small:</i> AHMA- NCH	<i>Large:</i> SAHMA	<i>Large:</i> SAHMA <i>Medium:</i> PAHMA <i>Small:</i> AHMA-NCH

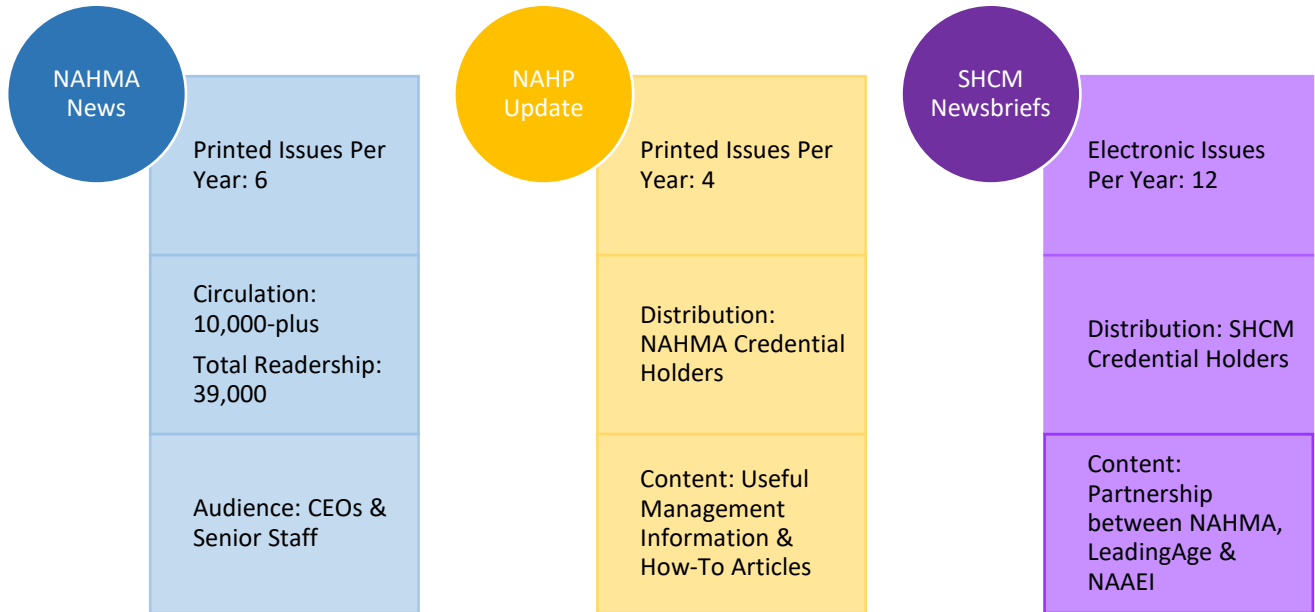
c) 2017 Vanguard Awards

The awards were presented at the October 2017 meeting to:

- **New Construction:**
 - Small Property (less than 100 units): Teague Terrace, Los Angeles, Calif.; Management Company: Solari Enterprises Inc; Owner: Women Organizing Resources Knowledge + Service (WORKS), Los Angeles, Calif.
 - Large Property (more than 100 units): The Bonifant at Silver Spring, Silver Spring, Md.; Management Company: Humphrey Management; Owner: Montgomery Housing Partnership, Silver Spring, Md.
- **Major Rehabilitation of an Existing Rental Housing Community:** Atlantic City Townhouse, Atlantic City, N.J.; Management Company: Multifamily Management Services; Owner: Vitus, Seattle, Wash.
- **Major Rehabilitation of a Nonhousing Structure:** Immanuel Place, Long Beach, Calif.; Management Company: Thomas Safran & Associates; Owner: Thomas Safran & Associates, Los Angeles, Calif.
- **Major Rehabilitation of a Historic Structure into Affordable Housing:** Arcade Apartments, St. Louis, Mo.; Management Company: Dominion; Owner: Dominion, Plymouth, Minn.

4) Communications, 2017

a) Newsletters



b) Press Releases

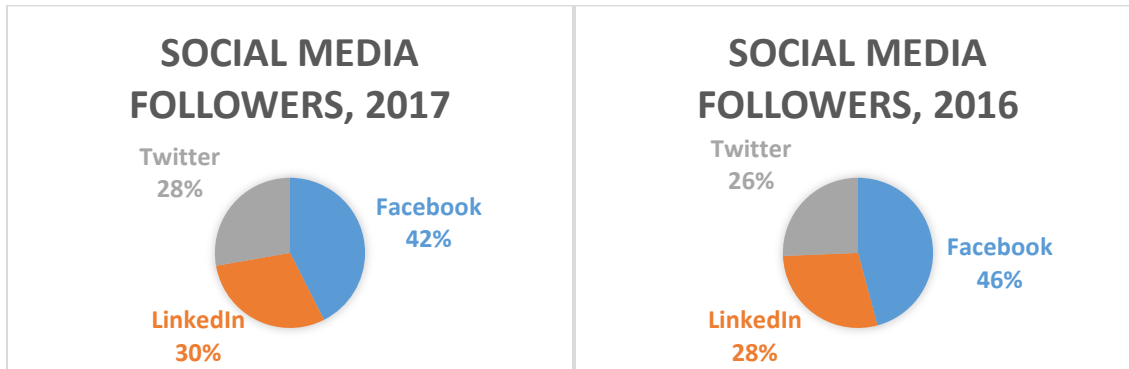
Throughout the course of 2017, NAHMA issued 72 press releases covering topics from meeting promotion to announcing annual awards to encouraging calendar sales to advertising the release of the Affordable 100. The press releases also highlighted the release of the Cities Where You Can Afford to Work and Live report and the NAHMA disaster relief webpage, as well as NAHMA's new initiatives: the NAHMA Presents People Skills webinar series and NAHMA Leaders Talks Trends e-newsletter. All of the releases are posted on the NAHMA website, are sent electronically to members, media and other interested parties through Constant Contact and are shared on the social media sites Facebook, LinkedIn and Twitter.

c) Articles in Other Publications

The Affordable 100 appeared in June 2017 issues of *Affordable Housing Finance* and *Units* magazines. *Property Manager Insider* included "NAHMA-What You Need to Know" on its website. Other online articles that mention NAHMA included a feature on 2017 Vanguard Award winner Immanuel Place by the *Gazette Newspapers*; an article about Peabody Properties that included their placement on the Affordable 100 in the *New England Real Estate Journal*; an article regarding NAHMA's participation in a coalition letter on government-sponsored enterprise reform by *The Hill*; a feature on local Educational Foundation scholarship winners by *Charlotte Tomorrow*, which also included quotes from NAHMA staff; an article about local Educational Foundation scholarship winners by the *Augusta Free Press*; an article on a local poster contest winner by *Wicked Local*, which covers Massachusetts communities; articles on NAHMA's Cities Where You Can Afford to Work and Live report appeared on *Curbed Atlanta* and *Bisnow*; mention of Fourmidable's placement on the Affordable 100 appears on *PR Newswire*; and a feature on

COQ Award winner Bridgeway Apartments by the *Picayune Item*. Several of these were picked up by other local and regional websites as well.

d) Social Media



Throughout the year, NAHMA posted approximately 296 announcements to social media—Facebook, LinkedIn and Twitter. Posts included press releases, NAHMA analysis and general information. Additionally, the association has been posting the names of the new credential earners each month. Facebook has 1,071 followers, which represents an increase of 119 followers over last year, LinkedIn has 749 followers—an increase of 157 people and Twitter has 699 followers, 166 more than last year.

The NAHMA Educational Foundation created its own Facebook page in July 2017. Between July-December, the foundation had 26 posts and gained 54 followers.

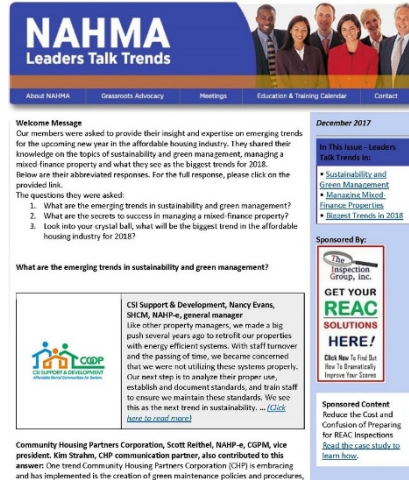
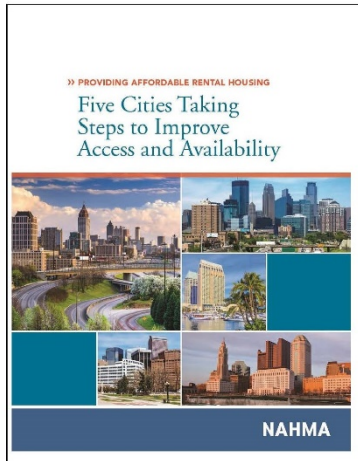
e) NAHMA Drug-Free Kids Calendar

For the fourth year in a row, the annual NAHMA Drug-Free Kids calendar, which had a subtheme of Learning Will Get Me Where I’m Going: Reaching for Knowledge, has sold out. Worla Dra-Zonyrah, a sixth-grader from Worcester, Mass., was selected the grand prize, and his artwork appeared on the cover. Worla, 12, also received an all-expenses-paid trip to Washington, D.C., for the fall meeting in October, as well as a scholarship of \$2,500 from the NAHMA Educational Foundation. Each of the remaining winners and honorable mentions received an educational scholarship from the foundation and were also featured in the 2018 calendar.

f) New in 2017

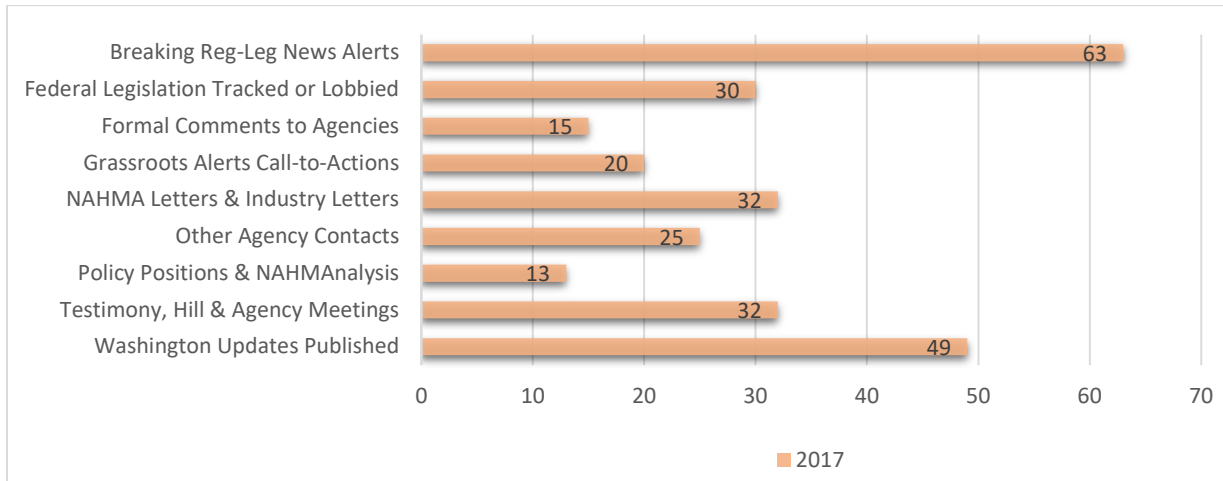
In April, NAHMA announced the launch of its initiative, Cities Where You Can Afford to Work and Live, with the publication of *Five Cities Taking Steps to Improve Access and Availability*, highlighting cities that are making progress in implementing policies to address the shortage of affordable housing in their locales.

In December, the association released its NAHMA Leaders Talk Trends e-newsletter highlighting members' insight and expertise on emerging trends for 2018 in the affordable housing industry.



II. Government Affairs/Advocacy

1) GR Activities, 2017



2) Major GR Actions, 2017

- In spring 2017, NAHMA and others from the Elderly Housing Coalition organized tours of affordable senior housing communities financed by the HUD 202 program in Maryland and

Washington, D.C. Congressional staff from several key offices participated in the tours and followed up with the association for more information about affordable senior housing. NAHMA also participated in a rally on Capitol Hill to save HUD’s Section 202 Housing for the Elderly program.

- In fall 2017, NAHMA co-sponsored a congressional briefing, Preserving Affordable Housing in Rural Areas.
- In December 2017, NAHMA collaborated with PAHMA and the Pennrose Management Company to host an affordable senior housing tour at the Mary Taylor House in West Chester, Penn. U.S. Sen. Bob Casey (D-PA)’s staff from the Senate Special Committee on Aging took part in the tour and met residents of the tax credit property.
- NAHMA was very active in advocating support for Low-Income Housing Tax Credit (LIHTC) throughout the congressional tax reform efforts. Activities included NAHMA collaborating with members and AHMAs to advocate the importance of LIHTC to key lawmakers on tax writing committees. NAHMA was also heavily engaged in social media advocacy, with our #CutsHurt hashtag.

III. Education/Training/Credentialing

1) Courses/Exams Offered, 2017*

Course	Number of Classes	Pass	Fail	Total Exams Taken
ACPO	3	29	19	48
CPO	17	400	59	459
FHC	12	162	30	192
SHCM	N/A	229	91	320
Total	—	820	199	1,019

**Includes online and paper exams.*

2) Certification Applications/Renewals, 2017

Certification	Total New Applications	Total Renewals
CPO	N/A	1,817
NAHP	18	125
NAHP-e	9	271
NAHMT	1	41
NAHMS	10	38
CGPM	41	164
SHCM	182	2,614*

* *Total awarded since program started; 2017 renewals still underway.*

3) New in 2017

NAHMA, in conjunction with the AHMAs, launched the NAHMA Presents People Skills webinar series. Three webinars were held in 2017, each focusing on a specific topic—Multitasking, Time Management and Communication. They were presented by Brenda Harrington, founder of Adaptive Leadership Strategies LLC. There are three webinars planned for 2018, covering Managing in the Modern Workplace, Managing Teams and Strategic Thinking and Problem Solving.