Letter from Chris Estes
President and CEO, NHC

NHCh’s vision, our ultimate goal, is for everyone in America to have equal opportunity to live in a quality, affordable home in a thriving community.

We know that home is about more than just a roof overhead. It’s about safe neighborhoods. It’s about access to jobs. It’s about making sure long-time residents can stay and prosper even as their communities change.

NHC brings the housing community together to impact policy and move housing forward. As you’ll read in this report, over the last year and a half we’ve provided high-quality resources, convened the field and lead the way in thinking carefully about the path forward for housing in the new policy environment.

As we look back on the last year of work together as a field, and approach the next, NHC will continue to explore different strategies and create new partnerships to help shape national housing policy, as well as support efforts on the local and state levels. There is no question there is both change and challenge ahead. I believe NHC can play an important role in bringing our field together to speak more coherently and powerfully about this work, as well as learn from best practices around the country.

Your continued support is critical to our success. Thank you for being part of NHC.

Letter from Ted S. Chandler
Chair, NHC Board of Governors

There is a role everyone can play—from neighborhood volunteers to members of Congress and the President’s cabinet—in building and sustaining strong communities. Since 1931, the National Housing Conference has worked with the entire housing community and officials of both parties to ensure a decent place to live for all in America. Being part of NHC means joining the partnerships and developing relationships that will help us achieve our great shared mission: ensuring that everyone in America has a safe, quality, affordable place to call home.

NHC also creates new ways for everyone in housing to meet this mission. We’ve launched an initiative on the intersection of housing and health. We’re a communications leader on state and local housing policy. We use our technology to make our events and research accessible across the country. On top of all that, we work every week in Washington to bring the views, ideas and experience of our members to federal policymakers.

Of course, doing all this requires an investment. Your support keeps our organization strong and helps the entire housing movement thrive. NHC works every day to make your support count for housing.

Thank you for the work you do, and thank you for your support of the National Housing Conference.

Letter from Chris Estes
President and CEO, NHC

NHCh’s vision, our ultimate goal, is for everyone in America to have equal opportunity to live in a quality, affordable home in a thriving community.

We know that home is about more than just a roof overhead. It’s about safe neighborhoods. It’s about access to jobs. It’s about making sure long-time residents can stay and prosper even as their communities change.

NHC brings the housing community together to impact policy and move housing forward. As you’ll read in this report, over the last year and a half we’ve provided high-quality resources, convened the field and lead the way in thinking carefully about the path forward for housing in the new policy environment.

As we look back on the last year of work together as a field, and approach the next, NHC will continue to explore different strategies and create new partnerships to help shape national housing policy, as well as support efforts on the local and state levels. There is no question there is both change and challenge ahead. I believe NHC can play an important role in bringing our field together to speak more coherently and powerfully about this work, as well as learn from best practices around the country.

Your continued support is critical to our success. Thank you for being part of NHC.

OUR VISION
Everyone in America has equal opportunity to live in a quality, affordable home in a thriving community.

The National Housing Conference educates decision makers and the public about housing policies and practices that create and support thriving communities with quality homes that are affordable and accessible to all. We convene and collaborate with our diverse membership and the broader housing and community development sectors to advance our policy, research and communications initiatives that effect positive change at the federal, state and local levels.

Our Mission

2016-2017 ANNUAL REPORT 3
MOVING HOUSING FORWARD

NHC brings the housing community together to cultivate and advance best practices, share ideas and advocate for effective affordable housing policy.
Resource highlights

Reports. “Paycheck to Paycheck” and “Housing Landscape” continued NHC’s commitment to resources that demonstrate the need for affordable homeownership and rental opportunities across the country. In “Inclusionary Zoning: Fact from Fiction,” we brought together the best evidence in support of inclusionary housing programs to show how they work, and how they can be made to work better.

Our case profiles on work at the intersection of housing and health, education and economic opportunity informed the discussion at our How Housing Matters conference in December. And our brief, “Opportunity Mapping,” leveraged the insights of our Inclusive Communities Working Group members to help communities use geographic data to inform the development of more equitable housing and community development policies.

Webinars. Thanks to the support of Capital One and many of our other funders, NHC presents our resources and those of our members through webinars, giving a national audience access to important work.

Portland’s Restorative Justice and Preference Policy explored development and implementation of this neighborhood housing preference policy.

Broadband in Affordable Housing explored how public housing agencies are working to implement broadband solutions and close the digital divide.

Why Housing Messages Backfire and What We Can Do shared new research on housing messaging pitfalls and simple things housers can do to advocate more effectively and build support for affordable housing.
Convening highlights

Events. NHC’s Solutions series of convenings—Solutions for Housing Communications and Solutions for Affordable Housing—address the most pressing issues in housing and provide practical solutions and best practices our attendees can use in their work. At Solutions for Housing Communications, we shared the latest research into communications techniques that can build support for affordable housing. At Solutions for Affordable Housing 2016, we brought together national housing leaders to discuss prospects for housing policy in the Trump administration.

At How Housing Matters 2016, NHC brought together leaders from policy and practice to share the impact of partnerships at the intersection of housing and education, health and economic opportunity. And our Annual Policy Symposium continues to highlight the most important issues in housing, with the 2017 symposium featuring a keynote conversation with Secretary Ben Carson on his vision for HUD.

Working groups, coalitions and task forces. NHC convenes and participates in national, state and local housing coalitions to address important housing challenges, influence public policy development and find and elevate best practices for the field.

- Restoring Neighborhoods Task Force
- Inclusive Communities Working Group
- Connectivity Working Group
- SmarterSafer Coalition
- Green Affordable Housing Coalition
- Housing Mortgage Working Group
- HOME Coalition
- Campaign for Housing and Community Development Funding

Housing Visionary Award Gala. More than just a party, NHC's annual Housing Visionary Award Gala is a who's who of the housing community. It’s also the event housers attend each year to celebrate and reflect. In 2016, we honored the Housing Assistance Council and Rural LISC with the Housing Visionary Award. In 2017, we presented a special award for championing housing to Rep. Pat Tiberi (R-Ohio), recognized former HUD secretary Shaun Donovan with the Carl A.S. Coan, Sr., Award for Public Service to Affordable Housing and presented the Housing Visionary Award to Rebuilding Together and Habitat for Humanity International.

Partnership. NHC is committed to helping all housing stakeholders build stronger, more inclusive communities that provide safe, decent, and affordable housing for all. Our work is made possible through the support of many generous funders, for whose support we are grateful.

NHC is grateful to our generous donors for their support of its research efforts:

- Bank of America
- Capital One
- Chicago Dwellings Association
- Ford Foundation
- JPMorgan Chase
- MacArthur Foundation
- Melville Charitable Trust
- National Association of REALTORS®
- NeighborWorks® America
- Open Society Foundations
- Wells Fargo Housing Foundation
Leadership highlights

**Strong Voices.** NHC’s new advocacy and organizing effort began in 2017 to help participating organization strengthen their own advocacy efforts in this challenging environment, identify areas to implement new strategies and bring new supporters and collaboration to existing efforts. Participating organizations endorse shared values, collaborate on key messages and keep each other informed on advocacy targets and activities. Our goal is for the housing field to communicate more consistently and effectively with Congress and the administration while maximizing NHC’s partnerships and collaboration on policy efforts.

**Policy leadership.** NHC leads and coordinates policy advocacy on areas crucial to the affordable housing and community development movements. We convene and actively engage our members, housing and community development stakeholders and intersection partners in order to improve coordination of diverse agendas and build consensus on key housing issues. We also provide comments and recommendations independently and in coalition on a wide variety of topics. In 2016 and early 2017, NHC weighed in on these and other issues important to the housing community:

- Flood insurance reform
- Low-Income Housing Tax Credit income averaging
- Clean Power Plan housing elements
- Energy benchmarking for affordable housing
- Funding and administrative capacity for the 2020 Census
- GOP poverty plan
- Housing Opportunity through Modernization Act
- FHFA Duty to Serve Underserved Markets
- FCC’s Lifeline program
- Presidential appointments to HUD, Treasury and USDA

**Communications.** From advocating for policy goals to building support for affordable housing development, effective communication is a crucial part of moving housing forward. Through webinars, in-person trainings and our annual communications convening, we ensure the housing field has access to the latest research and is educated on promising communications practices to advance the work of the housing movement. Yearly growth in Solutions for Housing Communications attendance and the more than 1,000 registrants for our communications webinars show the value of this work for the housing field.
MEMBERSHIP

Every member matters.

NHC works to be the hub of the wheel for the housing community, connecting housing and community development professionals with the issues and ideas that can help us move housing policy forward together. Your support strengthens our collective voice and our impact. Whatever your interest in housing, you can come to NHC for information to fuel your work and to collaborate for positive policy change at every level.

Chairman’s Circle and Platinum Members

APL-US Housing Investment Trust
Bank of America Merrill Lynch
Counsel of Federal Home Loan Banks
JP Morgan Chase & Co.
Wealthy Housing Foundation

Gold members

Baltimore Housing
City of San Jose Department of Housing
Enterprise Community Partners, Inc.
Goldman Sachs Bank USA
Housing Opporunities Commission of Montgomery County, MD
Local Initiatives Support Corporation
MERS
Mortgage Bankers Association

National Association of REALTORS®
National Community Renaissance Network
Northeastern Association of America
Peabody LLP
Northern Trust
Ocwen Financial Corporation
Ohio Capital Corporation for Housing
PFG Real Estate Finance
Volunteers of America

Silver Members

AARP Foundation
Berkshire Hathaway Home Services
Buckner Advisors, Inc.
BNY Mellon
Calpine
Citi Community Capital
Community Preservation and Development Corporation
Eden Housing
Edberry
General Mortgage Insurance Habitat for Humanity International
Klein Housing LLP
Low Income Investment Fund
Mid-Ohio Community Corporation
Naster & Covarrubias PLLC
Sterling Equities

Full and Basic Members

A1 Realty Management, Inc.
AB Schnare Associates LLC
Ability Housing of Northeast Florida, Inc.
Adalbert Associates Inc.
Adare Associates LLC
AHIC, Inc.
Allentown Asset Management
Alliance Capital, Ltd.
Arlington County Housing Division
Atlanta Housing Authority
Atlanta Neighborhood Development Partnership
Beacon Development Group
BRIDGE Housing Corporation
California Housing Finance Agency
California Housing Partnership Corporation
CANA DO
CBRE Capital Markets

Century Housing
Citizens’ Housing and Planning Association
Clark County Community Resource Management
Cly, Vera
Claypool
CommonBond Communities
Curbs + Grimberg Architect PLLC
DePaul Group, Inc.
District of Columbia Housing Authority
DownEast Housing Improvement Corp.
Dunlay, Helen M.
EAM Housing
East Bay Asian Local Development Corporation
Elderly Housing Development and Operations Corporation
Fairfax County Department of Housing & Community Development
Federal Home Loan Bank of Chicago
Freddie Mac
Goldstein Hall PLLC
Good Shepherd Housing and Family Services, Inc.
Gordon, Julia
HAI Group
Hawaii Housing Alliance
Hawkins-DelMold & Wood LLP
Highbridge Costa Investors, LLC
Hirschen Singer & Epstein LLP
Home Builders Institute

Homelessness Authority of St. Mary’s County
Housing Authority of the City of Milwaukee
Housing Justice Center
HousingWorks
Idaho Housing and Finance Association
Leon N. Weiner & Associates, Inc.
Los Angeles Housing Department & Community Investment Dept.

Malloy Associates, LLC
Manufactured Housing Institute
Massachusetts Department of Housing & Community Development
Massachusetts Housing Partnership
Mercy Housing
Miami County Community Capital Corporation
Miami Dade County Public Housing and Community Development

Minnesota Housing Finance Agency
National Affordable Housing Management Association
National Alliance to End Homelessness
National Association of Real Estate Professionals
National Association of Home Builders
National Association of Housing and Redevelopment Officials

2016-2017 ANNUAL REPORT
Our Board of Governors has responsibility for governance of NHC, adoption of major policy directions and for designating regional affiliates. Governors are elected by the Board of Trustees. NHC strives for diversity of gender, race, geographic, political and housing community representation on its Board of Governors.

NHC staff bring a range of skills and expertise to help members and partners move housing forward.

PEOPLE

Recap Real Estate Advisors
Rockpoint Mortgage Corporation
Rosenberg Housing Group, Inc.
San Diego Housing Commission
Second Act Communities
SelfHelp Community Services, Inc.
SelfHelp Enterprises
Shack, Fred
SKA Marin
Somerset Development Company, LLC
Stempel Bennett Claman & Hubbard, PC
Stewards of Affordable Housing for the Future
SunTrust Bank
TAG Associates, Inc.
Tax Credit Asset Management, LLC
Tennessee Housing Development Agency
The Community Builders, Inc.
The Community Development Trust
The Compass Group, LLC
The NFP Foundation
Union Bank and Trust
Urban Home Ownership Corporation
Vermont Housing & Conservation Board
Washington Low Income
Housing Alliance
Wesley Housing Development Corporation of Northern Virginia
William C. Smith + Co.
WNC & Associates, Inc.
Solo Proprietors and Small nonprofits
JMB Preservation Advisors
Linda Davenport Associates
Linda Davenport Associates
McClusky, Anne S.
The Colton Housing Group
(Talent Colton)
Trent, Douglas
Wells, Mark A.
Retired Members
Barbea Burnham
Beise Economou
Cornell, E. Eglen
William J. Gabler
Murray Haver
Rendlegher, G. Heathorne
Douglas M. Kleine
Thomas W. White
Members as of December 31, 2016

Executive Committee
Ted S. Chandler
AFL-CIO Housing Investment Trust Chair
Linda Mandolini
Eden Housing Inc.
Vice Chair
Chris Estes
National Housing Conference President and CEO
Anne McClusky
Housing Partnership Network President and CEO
Mark Willis
Furman Center for Real Estate and Urban Policy Research Committee Chair
Carol Galante
University of California at Berkeley Regents Affiliate Representative (California)
Marc Jahn
Community Development Futures, LLC Regional Affiliate Representative (New York)

Kristin Sigrin
Housing Partnership Network Policy Committee Co-Chair
Joseph Ventrone
National Association of REALTORS® Policy Committee Co-Chair
Jana Smith
MERCap Holdings, Inc.
Public Strategies Committee Chair
John Kelly
Nixon Peabody LLP Immediate Past Chair

National Community Land Trust Network
National Council of State Housing Agencies
National Foundation for Credit Counseling
National Housing and Rehabilitation Association
National Housing Trust Fund Enterprise Preservation Corporation
National Leased Housing Association
National NeighborWorks® Association
Network for Oregon Affordable Housing
New Hampshire Housing Finance Authority
New York State Association for Affordable Housing
Non-Profit Housing Association of Northern California
Northwestern Housing Enterprises, Incorporated
Park City Municipal Corporation
Pennsylvania Housing Finance Agency
People’s Self-Help Housing Corporation
Philadelphia Housing Authority
Property Resources Corporation
Public Housing Authorities Directors Association
R.D. Garnimmo Ltd.
Rebuilding Together

Board of Governors
Members as of December 31, 2016

Kristin Sigrin
Housing Partnership Network Policy Committee Co-Chair
Joseph Ventrone
National Association of REALTORS® Policy Committee Co-Chair
Jana Smith
MERCap Holdings, Inc.
Public Strategies Committee Chair
Mark Willis
Furman Center for Real Estate and Urban Policy Research Committee Chair
Carol Galante
University of California at Berkeley Regents Affiliate Representative (California)
Marc Jahn
Community Development Futures, LLC Regional Affiliate Representative (New York)
Amy Clark
Senior Director of Marketing and Communications

Mary Cousins
Senior Director of Administration

Chris Estes
President and CEO

Ethan Handelman
Vice President for Policy and Advocacy

Rebekah King
Policy Associate

Andra Nesby
Senior Marketing and Communications Associate

Kadiyn Snyder
Policy and Research Associate

Janet Viveiros
Acting Director of Research

Martin Sundquist
Wells Fargo Home Mortgage

Barbara Thompson
National Council of State Housing Agencies

Diane Yentel
National Low Income Housing Coalition

Winton Yerby
Hollyhand Development, LLC

Barry Zigas
Zigas & Associates, LLC

NHC Staff

Board of Governors

Members

David Adame
Chicanos Por La Causa

Michael Badaken
National Housing Trust

Linda Couch
LeadingAge

Duane Duncan
Genworth Financial - US Mortgage Insurance

Eileen Fitzgerald
Stewards of Affordable Housing for the Future

Sandra Henriquez
Rebuilding Together

David Jeffers
Council of Federal Home Loan Banks

Kirsten Johnson-Obay
NeighborWorks® America

Matthew Josephs
Local Initiatives Support Corporation

G. Allan Kingston
Kingston Advisors

Sydelle Knepper
SKA Marin

Michael Novogradac
Novogradac & Company LLP

John O’Callaghan
Atlanta Neighborhood Development Partnership

Steve O’Connor
Mortgage Bankers Association

Christine M.J. Oliver
Chicago Dwellings Association

Pamela Petenaude
J. Ronald Terwilliger Foundation for Housing America’s Families

Steve PonTall
National Community Renaissance

Christopher Ptomay
Habitat for Humanity International

Nan Roman
National Alliance to End Homelessness

Daryl Shore
JP Morgan Chase & Co

Daniel Soliman
AARP Foundation

Alazne Solis
Enterprise Community Partners, Inc.

Martin Sundquist
Wells Fargo Home Mortgage

Barbara Thompson
National Council of State Housing Agencies

Diane Yentel
National Low Income Housing Coalition

Winton Yerby
Hollyhand Development, LLC

Barry Zigas
Zigas & Associates, LLC
BALANCE SHEET

Assets
- Current Assets 1,363,762
- Contributions Receivable 24,735
- Fixed Assets 271,511
- Security Deposits 32,202
Total Assets 1,692,210

Liability and Net Assets
- Current Liabilities 281,245
- Refundable Deposits 5,350
- Deferred Rent 241,695
Total Liabilities 528,290
- Total Net Assets 1,163,920
Net Assets 1,163,920

STATEMENT OF ACTIVITIES

Revenues
- Membership Dues 268,900
- Contributions 321,766
- Special Events 653,943
- Interest Income 1,026
- Sublease Income 96,907
- Contracted Services 57,993
- Other Revenue 4,679
Total Revenues 1,405,214

Expense
- Program Services 1,910,310
- Management & General 332,213
- Fundraising 294,851
Total Expense 2,537,374
Change in Net Assets (1,132,160)

Program Services 75%
Management & General 13%
Fundraising 12%