Formed in 1931, the nonprofit National Housing Conference is dedicated to helping ensure safe, decent and affordable housing for all in America. Through nonpartisan advocacy, research and communications for the continuum of housing, NHC develops ideas, resources and policy solutions to move housing forward.

We work as a convener, resource and thought leader in three areas: policy, research and communications. We partner with our diverse membership to impact policy, discover promising practices and pressing issues in the field and provide communications and networking resources to increase the capacity of the community.
In 2016, the National Housing Conference celebrates 85 years of making connections. In 1931, Mary Kingsbury Simkhovitch, a New York reformer and social worker, created the first nonpartisan, independent coalition of leaders from both the public and private sectors to tackle the housing problems of her time.

Nonpartisanship, independence and partnership across the housing continuum are the values that inspired NHC’s founding back in 1931, and these values mark our successes today.

We enter this next chapter in NHC’s story strong. As you’ll see from this report, at no time in our history has NHC been more productive or a greater resource to the housing field.

All of that has happened because of you, our funders and members. Your dedication to the housing mission drives NHC, and drives the housing community forward. Thank you for being part of this monumental work.

**Good housing policy** can and should lead the way in connecting people to opportunity. The work of NHC, and of our members and supporters, shapes those connections and thus, the future of our nation.

The future of NHC lies in being at the forefront of developing housing policy that ensures access to affordable homes in thriving communities for all in America. We do this by focusing on funding, land use and regulations that increase opportunities and access to affordable homes. That’s why, over the last year and a half, we’ve focused on fair housing implementation. That’s why we’re bringing together housing leaders from high-cost cities to find ways our communities can become more inclusive. That’s why we research housing’s connection to health, education and economic development and feature collaborations between these sectors that make a real difference.

If you are reading this annual report, you are part of this work. Your time, resources and expertise have shaped and refined our policy, research and communications resources.

Thank you for staying connected with NHC.
Connecting Research to Practice

NHC connects research directly to practitioners to impact housing policy. We distill the latest scholarly research on housing issues for housing practitioners and examine a broad set of housing policies to address America’s affordable housing needs.

Research Highlights

“Paycheck to Paycheck 2015” highlighted the true housing struggles of millennial workers.

We continued our research into the housing needs of veterans with “Housing and Services Needs of our Changing Veteran Population: Serving our Older Veterans, Female Veterans and Post-9/11 Veterans.”

Informed by the efforts of our Connectivity Working Group, we produced “The Connectivity Gap: The Internet is Still Out of Reach for Many Low-Income Renters,” a report with two complementary case studies.

Building on our work at the intersection of housing and health, we issued “Affordable Housing’s Place in Health Care: Opportunities Created by the Affordable Care Act and Medicaid Reform,” a report with three case studies, and “Compounding Stress: The Timing and Duration Effects of Homelessness on Children’s Health,” a collaboration with Children’s HealthWatch.
I think that NHC has and continues to excel in highlighting health and housing issues and their close relationship to the viability of communities. NHC has provided valuable insights in this very complex area. The fundamental research that has been done is key to creating policies and programs that enhance health and affordability of housing and shows how critical it is for the community development world to try to bring these fields closer together.

Sydelle Knepper
Founder and CEO, SKA Marin; NHC Board of Governors member
In 2015–2016, NHC hosted 11 webinars on topics from opportunity mapping to using data from the American Community Survey to making the link between housing and education.

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

Bank of America  Melville Charitable Trust
Capital One National Association of REALTORS®
Chicago Dwellings Association NeighborWorks® America
Ford Foundation Open Society Foundations
JPMorgan Chase Wells Fargo Housing Foundation
MacArthur Foundation
Connecting Policy to the Field

NHC’s mix of public and private sector members allows us to call for the right policy actions for a given challenge. We convene and actively engage our members, stakeholders and others in order to improve coordination of diverse agendas and to build consensus on key housing issues. NHC establishes issue-specific task forces and working groups that allow members to work together on solutions. Groups are often formed quickly in response to emerging issues.

Policy Letter and Comment Highlights

NHC provided comments and recommendations independently and in coalition on a wide range of issues. In 2015 and early 2016, we submitted comment to FHFA on its Duty to Serve Underserved Markets proposed rule and recommending changes to the Federal Home Loan Bank Affordable Housing Program, to EPA on the Clean Power Plan rule, to the FCC on Lifeline reform and to HUD on its digital opportunity demonstration proposal. NHC also partnered with the New York Housing Conference to create a fact sheet on Low Income Housing Tax Credit income averaging, and responded to the House Financial Services Committee request for ideas on housing affordability and poverty.
COALITIONS, TASK FORCES AND WORKING GROUPS

- RESTORING NEIGHBORHOODS TASK FORCE
- GREEN AFFORDABLE HOUSING COALITION
- INCLUSIVE COMMUNITIES WORKING GROUP
- HOUSING MORTGAGE WORKING GROUP
- CONNECTIVITY WORKING GROUP
- VETERANS RENTAL HOUSING WORKING GROUP
NHC convenes the housing community for policy symposia, webinars and conferences to cultivate and advance best practices, share ideas and provide a high-level, comprehensive perspective on the present and future of affordable housing.

**Annual Budget Forum**
Held as a webinar to increase access nationally, the Annual Budget Forum grounds discussion of the President’s budget request in research on the nation’s housing needs and in the work of housing providers in local communities. The 2016 event featured a discussion of tax reform and housing.

**Annual Policy Symposium**
Held in conjunction with NHC’s Housing Visionary Awards Gala, the Policy Symposium is a half day of conversation with housing leaders from around the country on pressing issues for housing and community development. In 2015, NHC featured discussion of comprehensive community development, and in 2016 focused on housing and poverty, and rural communities in transition.

**Solutions for Restoring Neighborhoods Convening**
This convening brought together practitioners and advocates from across the housing community to explore solutions for creating affordable housing and revitalizing neighborhoods. Mobile workshops provided an up-close look at policy in practice, and plenary sessions were broadcast via webcast to make the convening more accessible to all.

**Detroit Revitalization Forum**
In 2015, NHC partnered with JPMorgan Chase to convene a forum to discuss homeownership strategies in the region and ways to use multifamily affordable housing to transform blighted neighborhoods.
Connecting Communication to Housing Development

Through our housing communications program, NHC promotes new ways of thinking about the role of communications in housing work. Through our trainings, research and Solutions for Housing Communications annual convening, we focus on best practices in building support for affordable housing development, educate the housing community on research-backed messaging techniques and monitor public opinion of housing issues.

Communications Research and Training
Successful affordable housing development often hinges on the ability of developers and others to gain support for affordable housing within communities and to counter community opposition. NHC released “Building Support for Affordable Housing: Perspectives from the Field” in 2015 to offer expert advice on the community engagement process. Throughout 2015 and into 2016 NHC staff provided workshops and training to housing stakeholders across the country on using values-based messaging and on the origins of community opposition to affordable housing and how to counter it.
Gaining community acceptance for affordable housing has long been a sticking point in developing successful communities. Community opposition can create delays that put developments in jeopardy and make it tougher for the next affordable development to succeed. NHC's annual Solutions for Housing Communications convening connects affordable housing developers, advocates, funders and government officials to explore current research and best practices in countering community opposition.

"The Supportive Housing Network of New York and NHC had a seamless partnership working together on their most recent conference, Solutions for Housing Communications 2016, helping attendees tour supportive housing residences in the Bronx that had encountered — and overcome — initial community resistance. NHC's focus on building community support for affordable and supportive housing is critically important in this age of increasing housing instability, rising homelessness and gentrification."

Cynthia Stuart
Director of Operations, Supportive Housing Network of New York
In 1931, a dedicated group of people led by Mary Kingsbury Simkhovitch planted the seed of affordable housing in the United States. In forming the first nationwide housing organization, the men and women of the National Public Housing Conference gave their commitment and vision to provide decent housing for all and eradicate the poor-quality housing that had become the norm for many American families in the Depression era. Not long after its inception, NPHC became the National Housing Conference.

Eighty-five years later, NHC and its members have been at the center of the most important developments in affordable housing in the U.S., from the Housing Act of 1934 to the Low Income Housing Tax Credit to the ongoing push for housing finance reform.
Membership: Leveraging Connections

Being a member of NHC means being connected. Our diverse membership allows us to connect research to practice, advocate across the continuum of housing and deliver the resources and experts that will help move housing forward. No matter their particular interest in housing, our members come to NHC for information to fuel their work and to collaborate for positive policy change at every level.
NHC Members

Chairman’s Circle and Platinum Members
AFL-CIO Housing Investment Trust
Bank of America Merrill Lynch
JPMorgan Chase & Co.
Wells Fargo Housing Foundation

Gold members
Capital One
City of San Jose Department of Housing
Council of Federal Home Loan Banks
Goldman Sachs USA
Local Initiatives Support Corporation
MERS
Mortgage Bankers Association
National Association of REALTORS®
National Community Renaissance
 NeighborWorks® America
Nixon Peabody LLP
Northern Trust
Ocwen Financial Corporation
Ohio Capital Corporation for Housing
Prudential Mortgage Capital Company
Volunteers of America

Silver Members
AARP Foundation
Ballard Spahr LLP
Beekman Advisors, Inc.
BNY Mellon
CohnReznick
Citi Community Capital
Community Preservation and Development Corporation
Eden Housing
Eide Bailly
Enterprise Community Partners, Inc.
Genworth Mortgage Insurance
Habitat for Humanity International
Housing Opportunity Commission of Montgomery County
Klein Hornig LLP
Low Income Investment Fund
MassHousing
Mid-City Financial Corporation
Novogratz & Company LLP
Reno & Cavanaugh PLLC
Sterling Equities

Full Members
AHC Inc.
Atlanta Housing Authority
BRIDGE Housing Corporation
California Housing Finance Agency
CBRE Capital Markets
Curtis + Ginsberg Architects LLP
District of Columbia Housing Authority
Dunlap, Helen
Fairfax County Department of Housing and Community Development
Federal Home Loan Bank of Chicago
Freddie Mac
Grounded Solutions Network
Home Builders Institute
Indiana Association for Community Economic Development
Miami Dade Public Housing and Community Development
National Association of Housing and Redevelopment Officials
National Council of State Housing Agencies
National Low Income Housing Coalition
Pennsylvania Housing Finance Agency
Public Housing Authorities Directors Association
Somerset Development Company, LLC
Stewards of Affordable Housing for the Future
SunTrust Community Capital, LLC
TAG Associates, Inc.
The Community Builders, Inc.
The Community Development Trust
The Compass Group, LLC
The NHP Foundation
Union Bank & Trust
William C. Smith + Co.

Basic Members
AB Schnare Associates LLC
Ability Housing
Abt Associates
AdCar Associates, Inc.
Arlington County Housing Division
Atlanta Neighborhood Development Partnership
Beacon Development Group
California Housing Partnership Corporation
CAN-DO
Century Housing Corporation
Citizens’ Housing and Planning Association
NHC’s Board of Trustees supports and promotes NHC and advocates for its mission. Trustees participate in NHC events and encourage others to become members of NHC and support its work. The Board of Trustees represents NHC’s membership and includes a representative of each of our regional affiliates, as well as our Life Trustees.

David Adame  
Chicanos Por La Causa

Michael Bodaken  
National Housing Trust

Ted Chandler  
AFL-CIO Housing Investment Trust

Leonard Clark, Jr.  
Union Bank & Trust

Linda Couch  
Leading Age

Duane Duncan  
Genworth Financial - US Mortgage Insurance

Conrad Egan

Eileen Fitzgerald  
Stewards for Affordable Housing for the Future

Carole Galante  
University of California at Berkeley

Mark Ginsburg  
Curtis + Ginsburg Architects LLP

Aaron Gornstein  
Preservation of Affordable Housing

Sandra Henriquez  
Rebuilding Together

Melora Hiller  
Grounded Solutions Network

Chris Hornig  
Klein Hornig LLP
David Jeffers  
Council of Federal Home Loan Banks

John Kelly  
Nixon Peabody LLP

Kirsten Johnson-Obey  
NeighborWorks® America

Matthew Josephs  
Local Initiatives Support Corporation

David L. Keene  
MassHousing

Hal Keller  
Ohio Capital Corporation for Housing

G. Allan Kingston  
Kingston Advisors

Sydelle Knepper  
SKA Marin

Todd Lee  
DC Housing Finance Agency

Jeffrey K. Lines  
TAG Associates, Inc.

Jennifer Litwak  
Housing on Merit

Linda Mandolini  
Eden Housing Inc.

Anne McCulloch  
Fannie Mae

Denise Muha  
National Leased Housing Association

Daniel Nissenbaum  
Goldman Sachs Bank USA

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 Patenaude  
J. Ronald Terwilliger Foundation for Housing America’s Families

Ralph Perrey  
Tennessee Housing Development Agency

Steve PonTell  
National Community Renaissance

Christopher Ptomey  
Habitat for Humanity International

Nan Roman  
National Alliance to End Homelessness

Robert Rosenberg  
Rosenberg Housing Group

Mark Shelburne  
Novogradac & Company LLP

Patrick Sheridan  
Volunteers of America

Daryl Shore  
J.P. Morgan Chase

Kristin Siglin  
Housing Partnership Network

Janis Smith  
MERSCorp Holdings, Inc.

Daniel Soliman  
AARP Foundation

Alazne Solis  
Enterprise Community Partners, Inc.

Robyn Stone  
LeadingAge

Martin Sundquist  
Wells Fargo Home Mortgage

Barbara Thompson  
National Council of State Housing Agencies

Brian K. Tracey  
Bank of America Merrill Lynch

Joseph Ventrone  
National Association of Realtors®

Kent Watkins  
Urbanist Innovations, Inc.

John J. White  
Rebuilding Together

Mark Willis  
Furman Center for Real Estate and Urban Policy

Diane Yentel  
National Low Income Housing Coalition

Winton Yerby  
Hollyhand Development, LLC

Barry Zigas  
Zigas & Associates, LLC

Life Trustees  
Kenneth Cavanaugh  
Ken C. Cavanaugh & Associates

Wilfred Cooper  
WNC & Associates, Inc.

Thomas Donahue  
Work in America Institute

Charles Edson  
Nixon Peabody LLP

Joseph Errigo  
Harold Finger

Eugene Ford  
Mid-City Financial Corporation

Nan Roman  
National Alliance to End Homelessness

Otto J. Hetzel  
Wayne State University Law School

Charles Hill  

Floyd Hyde  
George Latimer  
Urban Studies, Macalester College

James Lyons  
Coan & Lyons

David Maxwell  
John McEvoy

Richard Nelson  
Montgomery County Department of Housing and Community Affairs

Morton Schomer  
Roger Willcox  
National Association of Housing Cooperatives
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.

Executive Committee
Ted Chandler
Chair
Linda Mandolini
Vice Chair
Chris Estes
President and CEO
Anne McCulloch
Secretary and Chair of the Resource Development Committee
Brian Tracey
Chair of the Audit Committee
Janis Smith
Chair of the Public Strategies Committee
Joseph Ventrone
Co-Chair of the Policy Committee
Kris Siglin
Co-Chair of the Policy Committee
John Kelly
Immediate Past Chair
Marc Jahr
Regional Affiliate Representative (New York)

Board of Governors Members
David Adame
Chicanos Por La Causa
Michael Bodaken
National Housing Trust
Linda Couch
Leading Age
Duane Duncan
Genworth Financial - US Mortgage Insurance
Eileen Fitzgerald
Stewards for Affordable Housing for the Future
Sandra Henriquez
Rebuilding Together
David Jeffers
Council of Federal Home Loan Banks
Kirsten Johnson-Obey
NeighborWorks® America

Carol Galante
Regional Affiliate Representative (California)
Mark Willis
Chair of the Research Committee

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

Nan Roman
National Alliance to End Homelessness
Daryl Shore
J.P. Morgan Chase
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
NHC Staff

Mindy Ault  
Research Associate

Amy Clark  
Director of Marketing and Communications

Mary Cousins  
Director of Administration

Chris Estes  
President and CEO

Ethan Handelman  
Vice President for Policy and Advocacy

Rebekah King  
Policy Associate

Leletha Marshall  
Director of Development, Meetings and Membership

Kaitlyn Snyder  
Policy Associate

Brian Stromberg  
Housing Specialist

Lisa Sturtevant  
Vice President of Research

Janet Viveiros  
Senior Research Associate

Reflects NHC staff as of June 30, 2016.
### BALANCE SHEET

**Assets**

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current Assets</td>
<td>$2,118,535</td>
</tr>
<tr>
<td>Contribution Receivable</td>
<td>$297,471</td>
</tr>
<tr>
<td>Fixed Assets</td>
<td>$266,069</td>
</tr>
<tr>
<td>Security Deposits</td>
<td>$34,589</td>
</tr>
<tr>
<td><strong>Total Assets</strong></td>
<td><strong>$2,716,664</strong></td>
</tr>
</tbody>
</table>

**Liabilities and Net Assets**

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current Liabilities</td>
<td>$107,825</td>
</tr>
<tr>
<td>Refundable Deposits</td>
<td>$5,250</td>
</tr>
<tr>
<td>Deferred Rent</td>
<td>$307,509</td>
</tr>
<tr>
<td><strong>Total Liabilities</strong></td>
<td><strong>$420,584</strong></td>
</tr>
<tr>
<td><strong>Total Net Assets</strong></td>
<td><strong>$2,296,080</strong></td>
</tr>
<tr>
<td><strong>Total Liabilities and Net Assets</strong></td>
<td><strong>$2,716,664</strong></td>
</tr>
</tbody>
</table>

### STATEMENT OF ACTIVITIES

**Revenues**

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Membership Dues</td>
<td>$358,800</td>
</tr>
<tr>
<td>Contributions</td>
<td>$1,639,560</td>
</tr>
<tr>
<td>Special Events</td>
<td>$811,103</td>
</tr>
<tr>
<td>Interest Income</td>
<td>$1,224</td>
</tr>
<tr>
<td>Sublease Income</td>
<td>$91,920</td>
</tr>
<tr>
<td>Contracted Services</td>
<td>$106,064</td>
</tr>
<tr>
<td>Other Revenue</td>
<td>$2,805</td>
</tr>
<tr>
<td><strong>Total Revenues</strong></td>
<td><strong>$3,011,476</strong></td>
</tr>
</tbody>
</table>

**Expense**

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Program Services</td>
<td>$1,731,309</td>
</tr>
<tr>
<td>Management &amp; General</td>
<td>$426,494</td>
</tr>
<tr>
<td>Fundraising</td>
<td>$320,101</td>
</tr>
<tr>
<td><strong>Total Expense</strong></td>
<td><strong>$2,477,904</strong></td>
</tr>
</tbody>
</table>

**Change in Net Assets**

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Change in Net Assets</strong></td>
<td><strong>$533,572</strong></td>
</tr>
</tbody>
</table>
Program Services: 70%
Fundraising: 13%
Management & General: 17%