

NAHRO: An Overview of the Association

NAHRO'S MISSION AND HISTORY

The National Association of Housing and Redevelopment Officials (NAHRO) is a professional membership organization comprised of 9,000 housing and community development agencies and officials throughout the United States who administer a variety of affordable housing and community development programs at the local level.

NAHRO's mission is to create affordable housing and safe, viable communities that enhance the quality of life for all Americans, especially those of low- and moderate-income by:

- Ensuring that housing and community development professionals have the leadership skills, education, information and tools to serve communities in a rapidly changing environment;
- Advocating for appropriate laws and policies that are sensitive to the needs of the people served, are financially and programmatically viable for our industry, are flexible, promote deregulation and local decision making; and
- Fostering the highest standards of ethical behavior, service and accountability.

NAHRO enhances the professional development and effectiveness of its members through its comprehensive professional development curriculum, conferences and publications. Through these efforts we are working to equip NAHRO and our membership with the skills, knowledge, and abilities necessary to survive and prosper in a changing environment, and make our Association more efficient and effective.

In 1933, a group of housing officials came together to form the National Association of Housing Officials (NAHO). They came from different areas, linked by a common concern for the nation's housing needs and determined to develop programs to

address those needs. Their leadership resulted in the passage of the United States Housing Act of 1937, the first federal legislation that committed the federal government to assisting localities with building low rent housing and redeveloping blighted areas.

By 1937 the new organization had more than 700 members and had begun to advance the quality of public housing programs by issuing background reports and conducting research and analyses. In addition to serving as an informational clearinghouse, NAHO served as a publisher, advisor, trainer, and convener of conferences. The Association was influential in the passage of the Housing Act of 1949, which provided a new program of federal assistance for urban redevelopment and established the national housing policy of "a decent home and a suitable living environment for every American family."

During this time NAHO recognized the need for a broader base to implement slum clearance and city renewal effectively. The Association expanded to include redevelopment officials and revised the NAHO constitution in 1953, changing the name of NAHO to the National Association of Housing and Redevelopment Officials (NAHRO).

From the 1950s through the 1970s, NAHRO maintained its leadership role by initiating and supporting Congressional legislation, by working with the U.S. Housing and Home Finance Agency (HHFA)—and later with the U.S. Department of Housing Urban Development (HUD)—to achieve an effective administrative framework, and by providing technical advice to its members through conferences, publications, and training.

In the 1980s, as more initiatives evolved at the state and local levels, NAHRO played a leading role in identifying and communicating these

initiatives. NAHRO also created the Management Evaluation and Improvement System (MEIS). This program was the predecessor to and stimulus for the Public Housing Management Assessment Program (PHMAP) and the current Public Housing Assessment System (PHAS).

NAHRO has been a leader in advocating the funding of HUD low- and moderate income programs, the production of low-income housing, in shaping housing modernization and assistance programs, and the continuing and strengthening of Community Development Block Grants (CDBG) and HOME programs.

NAHRO led the fight for the deregulation of programs and the designing of programs which provide the maximum flexibility at the local level. NAHRO was instrumental in assisting congressional staff design the basic framework for legislation that ultimately resulted in the passage of the Quality Housing and Work Responsibility Act of 1998. NAHRO is currently involved in efforts to draft legislation to reform homelessness and assisted housing for families and the elderly and disabled.

The Association has worked steadily to promote tax policies that serve as tools for redevelopment and housing finance; and it has worked to create and provide the initial funding for the Housing Development Law Institute (HDLI), a subscription-based organization that provides legal assistance to housing and community development agencies.

Today NAHRO continues to make its position known at HUD and in the halls of Congress. With policies based on research and analysis, NAHRO is working through these efforts to enhance the quality of life for the beneficiaries of our programs and to create strong, dynamic communities throughout the United States.

HOW NAHRO IS ORGANIZED

MEMBERSHIP COMPOSITION

Most NAHRO members are local agencies and other organizations involved in government-assisted housing or community development and the people who work for these organizations. Members also include housing and development consultants, attorneys, service suppliers and vendors, architects, commissioners, and nonprofit organizations working in housing and community development.

According to the NAHRO Constitution, members belong to one of four categories:

- **Individual-Active**—Persons who are employed by or have an elective, appointive, or ex-officio position with either:
 - an organization or agency having to do primarily with housing, community development or redevelopment, housing rehabilitation or conservation, or codes, or
 - other nonprofit organizations, cooperatives, educational or civic organizations in the field.
- **Individual-Affiliate**—Persons who are interested in the purposes and activities of the Association but who do not qualify for individual active membership. (Usually, affiliate members are students or employees of for-profit organizations.) Affiliate members have all the rights of active members at the national level except the right to hold national offices of president, senior vice president, or one of the vice presidents with portfolio.
- **Agency-Active**—Any public agency, department, or organization having to do primarily with housing, community development or redevelopment, housing rehabilitation or conservation, codes, and related community programs.
- **Agency-Affiliate**—Any agency, corporation, company, or other organization interested in the purposes and activities of NAHRO that is not eligible for active agency membership. A special Manufacturers and Suppliers

Council exists, with special member benefits, to serve the needs of the companies who supply services and products to active agency members. Affiliate agency members have all the rights of active agency members.

(For more information on NAHRO membership categories, see the NAHRO Constitution, Article III, in Appendix A.)

BOARD OF GOVERNORS

Activities

The policy-making body of NAHRO is its Board of Governors, which is responsible for all major decisions of the Association. Its principal activities are to:

- Establish policy
- Set goals and objectives
- Approve annual and long-term financial and work plans
- Provide leadership and support to Association programs and policies
- Take action on the recommendations of the regions, chapters, national committees and task forces
- Select and appoint a secretary/treasurer who is the executive director of the Association

Composition

The Board of Governors consists of 47 members, including:

- Current officers of the Association:
 - the president and senior vice president, who are elected by the members of the Association
 - six vice presidents with portfolio, each of whom is elected by one of the six national standing committees (Commissioners, Community Revitalization and Development, Housing, International, Member Services, and Professional Development), and the Chair of the Budget & Administration Committee
- Three immediate past presidents active in the field

- Eight regional presidents
- Eight immediate past regional presidents
- Sixteen regional members-at-large (two selected by each region)
- Three national members-at-large appointed by the national president

The Steering Committee, which provides consultation and advice to the Board of Governors, consists of the following board members:

- National president
- Senior vice president
- Six vice presidents with portfolio
- Three immediate past presidents
- Eight regional presidents

Terms of Office

Officers of the Association serve on the Board of Governors for two years; regional members-at-large serve for four years. Elections are held in odd-numbered years.

Meetings

The Board of Governors is required to meet at least four times during the two-year term of the officers. The national president conducts the meetings. One-third of the board members is necessary for a quorum. The Steering Committee holds periodic teleconferences and usually meets immediately prior to each meeting of the Board of Governors.

(For a detailed discussion of the organization and responsibilities of NAHRO's Board of Governors, see the NAHRO Constitution, Article IV, in Appendix A.)

NATIONAL COMMITTEES AND TASK FORCES

NAHRO's bylaws require six standing committees:

- Commissioners
- Community Revitalization and Development
- Housing
- International
- Member Services
- Professional Development

The national president may also establish other national committees or task forces as he or she deems appropriate. (See the NAHRO Constitution, Article VI, Section 1, in Appendix A.) All committees and task forces are required to provide periodic reports on their goals, efforts, and accomplishments to the Board of Governors.

A critical element in making NAHRO's national-regional-chapter system effective is the ability of NAHRO members to communicate both within each geographic area and among areas. Most regions, chapters, and state associations have committees corresponding to national standing committees to facilitate the flow of information. Members of national committees have a special responsibility to consult with and report to regional committees. Members of standing committees at the regional level have a responsibility to identify and to alert national and chapter committees of critical issues.

(For more information about the functions and composition of standing committees, see the NAHRO Constitution, Article X, in Appendix A.)

Members of standing committees are appointed by the regional presidents (three appointments per region) and the national president (14 appointments made in consultation with regional presidents). The International Committee consists of two appointments per region and nine appointments by the national president in consultation with regional presidents and five international appointments by the President. Each

NAHRO-AT-A-Glance

NAHRO is...

- 6,014 individual members, including 1,524 commissioners
- 2,706 agency members (including affiliates, complimentary memberships, and HUD)

NAHRO members own or manage...

- 1,343,830 units of public housing (99% of total)
- 1,765,258 units of Section 8 housing (93% of total, including certificates and vouchers)
- 355,000 units of other assisted housing

In all, NAHRO's members provide housing for more than 7.6 million low-income people.

Funds used by NAHRO's community development/redevelopment members serve communities with more than 148 million persons!

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committee elects a chairperson and vice-chairperson according to procedures adopted by the Board of Governors. Committee members represent the varied backgrounds of all NAHRO members and their agencies. Members of other national committees and task forces are appointed by the national president.

Standing committee may have working groups that address specific issues. Persons other than those appointed to the standing committee may serve on working groups.

Standing Committees

Commissioners Committee. The mandate of the Commissioners Committee is to broaden the constituency which

supports the goals and objectives of the Association and to support programs which increase the ability of commissioners to discharge their responsibilities effectively. To carry out this mandate, committee members must communicate not only with the NAHRO staff and leadership, but also with the membership and elected public officials at all levels—local, state, and national.

The Commissioners Committee assisted in the preparation of NAHRO products designed specifically for commissioners:

“The Commissioners Handbook,” called the “bible” of commissioners, explains in clear, nontechnical terms the roles and responsibilities of Commissioners.

“The Commissioners Dictionary.”
“State Commissioners Educational Program,” designed so that state trainers can present training at the local level in an effort to reach as many commissioners as possible.

Community Revitalization and Development Committee. This committee addresses a broad range of issues related to the economic vitality of cities and the development and conservation of neighborhoods, including administrative, legislative, regulatory, and funding issues of community development programs and operations. The committee recommends policies and actions to the Board of Governors in support of its primary goal—the achievement of well planned, socially and economically sound communities.

Housing Committee. The Housing Committee addresses legislative, regulatory and policy issues for a wide range of affordable housing issues. The goals of the Housing Committee have been to develop and promote legislation that is feasible to implement with maximum deregulation and flexibility and to promote quality communities that provide adequate affordable housing with local autonomy. The committee recommends actions and policies to the Board of Governors to further and support these goals for the benefit of low- and moderate-income families. The committee through its representation of regional membership facilitates the flow of recommendations on policies and actions from the local level to the National Board of Governors on affordable housing issues.

The Housing Committee can establish separate working groups or task forces that report to the Vice President of Housing that address specific areas. These work groups may or may not be comprised of representation from other standing committees.

International Committee. The International Committee collects and disseminates information on housing and community development in foreign countries, identifying innovative programs, development techniques, and management systems that may be usable in the United States. The committee also shares information on American programs with its foreign counterparts. The committee encourages local housing and community development personnel to participate in international meetings, including official delegations organized by federal agencies, and it arranges informational exchanges with professionals in other countries.

Member Services Committee. The Member Services Committee serves those interests of the members which cut across program and professional lines and represents the concerns of special interest groups within the membership, including minorities, commissioners, and women. The committee addresses organizational issues such as constitutional change, dues structure, etc. It also works to coordinate supportive products and services provided by the Association, such as conferences, publications, member benefits, and awards.

Professional Development Committee. The Professional Development Committee provides policy and direction to promote the growth of the housing and community development profession. Focusing on career enhancement, continuing education, certification and credentialing, technical services, and the improvement of the professional skills of NAHRO members. The committee works closely with the staff and other standing committees.

OTHER NATIONAL COMMITTEES

Budget and Administration Committee (B&A). The Budget and Administration Committee oversees the administration of the NAHRO budget. The committee recommends action to the Board of Governors on all budget revisions and appropriate administrative policies where needed. An unspecified number of members are appointed by the national president to the committee for a two-year term.

National Conference Planning Committee. Working with NAHRO staff, the Conference Planning Committee coordinates the planning of NAHRO’s National Conference and Exhibition. The committee designs conference sessions and arranges local host assistance. The committee also presents a written evaluation of each conference to the Member Services Committee. The Conference Planning Chair and other key committee members are appointed by the NAHRO President.

Nominating and Election Committee. The Nominating and Election Committee is active only during odd-numbered years. Its responsibilities are to select one or more nominees for the offices of president and senior vice president, to serve as the Election Committee, to certify the results of the election, and to oversee the campaigns for national office. The committee consists of seventeen persons. Two are selected by each regional council. At least one of each region’s appointments must be a minority representative or a woman. The chairperson is appointed by the president.

Task Forces. The NAHRO president may appoint task forces to address specific issues. Appointments to these task forces are made by the President, and persons need not be individual members of NAHRO to serve on a task force.

Board of Credentialing Trustees (BCT).

The mandate of the BCT is to administer and establish requirements for the NAHRO certification program in accordance with policies established by the Board of Governors.

The NAHRO certification program currently includes these designations:

- Public Housing Manager (PHM)
- Section 8 Housing Manager (SHM)
- Senior Public Housing Manager (SPHM)

Positions on the board are filled in the following ways:

- Sixteen are filled by persons selected by the regional councils of NAHRO. These positions have a four-year term.
- Three at-large positions must be filled by persons elected by the NAHRO Board of Governors from nominees submitted by the regional councils. (Each regional council nominates one person for the elected at-large positions. These positions have a four-year term.)
- Up to six positions may be held by persons appointed by the NAHRO national president, if necessary to achieve reasonable representation of minority and other groups, for a term of two years

Terms expire at the conclusion of the National Conference and Exhibition.

Vacancies are filled through procedures in accordance with the type of position available.

For additional information consult with Richard Jaffeson, Director of Credentials, at 202-289-3500 ext. 266.

The Manufacturers and Suppliers Council of NAHRO (MSC)

is an organization of NAHRO agency members that supply products and/or services to the low- and moderate-income housing and community development industry. MSC members are available to assist local agencies and nonprofits to:

- develop product specifications
- train maintenance personnel
- secure quality products that meet HUD requirements for durability, ease of maintenance, safety and security.

MSC members are also available to help plan and participate in local agency, chapter, state, and regional workshops, conferences and exhibitions.

NAHRO members are urged to take advantage of the experience and commitment provided by the MSC. Add MSC members to your mailing list for Invitation to Bids, Request for Proposals, and Request for Quotes.

Call Sylvia Moore Bowen, NAHRO staff liaison to the MSC, at (202) 289-3500, ext. 233, for a list of MSC members.

MSC members receive additional member benefits such as discounts on exhibit space at the National Conference and Exhibition, label sales, and *Journal of Housing and Community Development (JOHCD)* advertising; special mailings; and use of the MSC logo.

REGIONAL COUNCILS AND CHAPTERS

The Board of Governors has established eight regional councils and forty-three chapters to further the aims and purposes of the Association and to facilitate widespread participation in its programs. The regional councils and chapters serve as a means of recognizing the special local interests of the members. All regions and most chapters have structures that parallel the national structure.

(See Appendix D for a list of chapters and regions and Appendix E for the responsibilities of chapter and regional presidents.)

Some states have state associations of housing and redevelopment officials. In some cases, as in the Southeast, these state associations serve almost as chapters. In other areas they may co-exist with NAHRO chapters.

While state associations have no official connection to national NAHRO, many of the regions have the state association representatives sit on their boards as if they were chapters.

National NAHRO also frequently invites them to participate in activities. Meetings and conferences held by NAHRO regional councils, chapters, and state associations are listed on the NAHRO web site at www.nahro.org and in the *NAHRO Monitor*.

STAFF ORGANIZATION

THE EXECUTIVE OFFICE. The Executive Office is responsible for the administration and general management of the Association. Its other functions include legislative liaison, public relations, international activities, and general long-term policy development. The Executive Office also provides principal staff support to the Board of Governors; Regions and Chapters; the Manufacturers and Suppliers Council (MSC), the International Committee, and special long-term policy committees and task forces. In addition, the Executive Office also initiates special background and issue papers related to major trends in the housing and community development field and administers the National Exhibition at the National Conference and Exhibition each fall.

PROFESSIONAL DEVELOPMENT. The Professional Development Division develops professional standards, conducts seminars and workshops, provides technical services, and presents conferences to provide NAHRO members with opportunities to acquire the technical knowledge and managerial skills essential for career advancement and day-to-day operational effectiveness.

The activities of the division include:

- Continuing Education—related to improving specific job skills
- Professional Standards Development—defining the skills of the profession and setting standards of quality
- Certification—formally recognizing professional competence

- Professional Growth—enhancing the professional’s ability to deal with demands of the changing work place
- Career Development—promoting professional career opportunities
- Conferences—conducting three national conferences each year to provide a forum for the exchange of information and ideas on issues of interest to members
- Technical Services/Contract Services—maintaining a national network of housing and community development professionals who are available to provide advice, consultation, or training on the many issues that agencies face
- Technical Information Dissemination—providing expert information on the latest issues via information packages, NAHRO Web Site, software, teleconferences.

FINANCE AND ADMINISTRATION.

The Finance and Administration Division is responsible for accounting, financial management, budget coordination, computer systems management, telephone/reception, building facilities management, mail room operation, personnel policy management, and administration of all employee benefit plans. Someone in Finance and Administration touches nearly every NAHRO project or operation on a daily basis. The division’s goal is to help make NAHRO run as smoothly as possible.

LEGISLATION AND PROGRAM

DEVELOPMENT (LPD). LPD carries out four main functions:

- Tracking and commenting on federal regulations and legislation affecting housing and community development programs
- Staffing the National Housing Committee and the Community Revitalization and Development Committee
- Conducting national research and analysis of major issues
- Developing NAHRO policy for approval by committees and the Board of Governors

This division prepares NAHRO’s annual position papers and maintains active communication with other national public interest groups, local officials, federal agency personnel, and congressional committees. It is also responsible for administering major housing and community development surveys, which collect information for a unique computerized database covering a broad range of topics from agency size and organization to management practices.

MEMBER SERVICES. The Member Services Division is responsible for:

- Membership marketing and development
- Maintaining up-to-date records on members and prospects
- Overseeing the agency awards program
- Soliciting and developing new member services
- Maintaining NAHRO’s web site at www.nahro.org
- Assisting the Executive Director in administering the Code of Professional Conduct

The division works with the Member Services Committee, regions, chapters, and outside consultants to develop marketing strategies and to carry out its marketing. It maintains a record of general program and operating characteristics of all housing and community development agencies in the nation; it markets and sells mailing labels based on the agency and individual databases; it markets and administers the Agency award program; and it provides technical staff services and coordination to the National Member Services Committee.

PUBLICATIONS/COMMUNICATIONS.

The Publications/Communications Division is responsible for the production of the Association’s magazine, newsletter, position papers, conference programs, brochures, and books.

The *Journal of Housing and Community Development* is a bimonthly magazine on housing and community development issues, innovative management trends, financial techniques, development strategies, and the public policy issues of the day.

The Association’s newsletter, the *NAHRO Monitor*, is a semi-monthly publication that reports on congressional actions, federal regulations, Association policies, and regional, state, and local NAHRO chapter activities. The *NAHRO Monitor* also carries housing and community development news and information and contains employment listings. In addition, the division provides books of interest to the housing and community development practitioner.

(See Appendix F for a list of NAHRO responsibilities by subject area and Appendix B for the NAHRO staff organizational chart.)

PART II

NAHRO Membership Benefits

ADVOCACY WITH CONGRESS AND HUD

NAHRO is the most vigorous and effective advocacy organization for public and assisted housing and community development in America today.

The Association serves as an effective advocate, representing members' interests in the councils that write laws and regulations, make policy, and determine funding.

NAHRO staff maintains daily contact with key Administration officials, members of Congress, other public interest groups, and media.

Since 1934, NAHRO has been in the forefront to secure needed funding for housing and redevelopment programs and has represented the concerns of its members effectively with the federal government. NAHRO is committed to:

- Expanding the supply of affordable housing for low- and moderate-income Americans through new construction and rehabilitation
- Preserving and rehabilitating the current public and federally assisted housing stock
- Stabilizing and revitalizing neighborhoods
- Providing flexible rental assistance to low- and moderate-income renters for affordable places to live
- Building sound communities through long-term reinvestment projects

All of NAHRO's many services and products are listed in the annual *NAHRO Knowhow Catalog*. It is sent each fall to all members.

- Meeting the needs of smaller communities and rural areas
- Addressing critical infrastructure needs
- Restoring tax incentives for low- and moderate-income housing
- Producing timely and useful research on housing and community development issues
- Making equal housing opportunity a reality for all Americans

(See Appendix J for documents to assist you in your advocacy efforts.)

LEGISLATIVE NETWORK

The NAHRO Legislative Network is a grass roots constituency composed of NAHRO members "matched" to their Members of Congress who serve on the authorization and appropriation committees in the House of Representatives and Senate.

Network members are asked to write, telephone, and generally stay in touch with key Members of Congress concerning the NAHRO legislative agenda and policy positions adopted by the NAHRO Board of Governors.

NAHRO provides Network members with Legislative Updates to keep them current on activities in Congress. The Network is activated when NAHRO issues Action Alerts enabling NAHRO members to react quickly to fast moving events in the Congress and HUD and to shape their outcome.

PUBLICATIONS

PERIODICALS

Journal of Housing and Community Development

All NAHRO members receive the *Journal of Housing and Community Development (JOHCD)* as part of their membership. The *JOHCD* is also sent to all Members of Congress and is available by subscription. The bimonthly *JOHCD* is the only internationally distributed magazine that focuses exclusively on the assisted housing and community development field. Articles written by professionals and policy makers focus on innovative management techniques, legislative analysis, program implementation, financial procedures, development trends, and the public policy issues of the day.

In addition to feature articles, the *JOHCD* contains reports on state and local housing and community development activities, periodic book reviews, reports on the career developments of professionals in the field, and "Picture Reports," a four-color presentation of the outstanding housing development projects created and managed by housing and community development practitioners. Once a year, it features a listing of manufacturers and suppliers to the housing and community development industry. NAHRO particularly encourages readers to express their views through the *JOHCD* "Opinion and Comment" section, created especially to provide a forum for the ideas and opinions of housing and community development practitioners.

NAHRO Monitor

NAHRO's official means of communication, the *NAHRO Monitor* is sent to all members and to selected staff of major Congressional committees. This semi-monthly newsletter concentrates on legislative developments and the Association's ongoing activities that directly affect the day-to-day management activities of the housing authority and community development agencies.

Each issue reports the latest information on Congressional and federal agency activities, federal regulations, association policies, and on NAHRO activities at the national, regional, state, and local levels. A calendar of NAHRO activities on all levels helps members plan their attendance at NAHRO conferences and trainings. Advertisements for national NAHRO conferences and trainings inform members on upcoming activities. Agency members may advertise free in the "Jobs Available" section. The *NAHRO Monitor* is distributed to all members by first class mail

Books and Monographs

Many publications on housing and community development are available to NAHRO members at a discount through NAHRO's publications program. In recent years, NAHRO's Publications/Communications Division has produced several works designed to provide essential information for NAHRO members, including the following titles:

- *Handbook for Commissioners*
- *Commissioner's Dictionary*
- *NAHRO Directory of Local Agencies*
- *Housing Authorities in the 1990s-Building Anew on Strong Foundations*
- *The NAHRO Public Relations Handbook*

In addition, NAHRO acquires publications of interest to housing and community development practitioners and makes these available to its members. A catalogue of NAHRO publications is available upon request.

PROFESSIONAL DEVELOPMENT ACTIVITIES

Members have opportunities to acquire technical knowledge and managerial skills through NAHRO's comprehensive educational services programs. The staff is constantly working to identify new courses and technical assistance as changes occur in housing and community development.

CONTINUING EDUCATION COURSES

NAHRO provides an extensive array of continuing educational courses for its members. Most courses are offered several times a year in a variety of locations. NAHRO will also provide on-site training upon request to agencies, regions, chapters, and state associations. Call Sharon Sherrill, NAHRO's On-Site Administrator at (202) 289-3500, ext. 271.

NAHRO Faculty

NAHRO's growing faculty is comprised of experts in the industry who have excellent presentation skills. To apply to be a member of the faculty, contact Terry Matlaga at (202) 289-3500 ext. 274.

Seminars for Public Housing Practitioners

- **Asset Management**
This seminar gives you a comprehensive overview of today's market-driven asset management arena. You'll learn what asset management is all about, how to define your role in this field of real estate/property management, and how to utilize this tool to better manage your properties.
- **Capitol Fund Program**
Learn the ins and outs of putting your agency's comprehensive grant program together. Topics include an overview of CGP, the planning process, physical needs and manage-

ment needs assessment, HUD review and approval process and program administration.

- **Financial Management**
Improve you agency's financial management and learn how to implement GAAP (General Acceptable Accounting Principles) in your agency. Topics include budget components, performance funding systems, project-based accounting, audits and internal controls.
- **Housing Quality Inspections**
Acquire the knowledge and skills necessary for inspection of Section 8 and public housing units by learning how to identify related work skills, presenting procedures and forms impacting standards, and evaluating current operations to identify strengths and challenges.
- **Managing Maintenance**
This seminar focuses on the principles of HUD's maintenance related performance indicators and the Public Housing Assessment System (PHAS); sharpening management planning skills in a public housing context; improving personnel management skills; formulating work standards; and developing skills to communicate effectively with staff members and residents.
- **Mastering Procurement and Contract Management**
Unravel HUD's procurement regulations and learn how to apply them efficiently within your agency. Topics include federal procurement requirements, contract methods/types, and contract administration.
- **PHAS**
Designed for public housing authority staff, commissioners and residents who want to know about the specifics of the new Public Housing Assessment System (PHAS), this seminar covers the four PHAS Indicators, the HUD and PHA process, HUD review, PHA appeals, and how to use PHAS as a management tool.

- **Public Housing Operations for Executive Directors**

Day I of this series provides an overview of public housing, PHAS, occupancy and ethical issues. Days II and III cover the key components of public housing including maintenance, inspections, modernization and procurement, Day IV covers the financial and resident responsibilities involved in public housing. Series can be taken all at once or in blocks.

- **QHWRA Update**

This seminar will provide you with an update on QHWRA including eligibility, welfare sanctions, fraud, deconcentration, alien rule, setting up rents, changes to the Section 8 program, mandatory and voluntary conversions and more.

Seminars for Section 8 Practitioners

- **Section 8 Voucher Mastery**

Increase your expertise on Section 8 Vouchers by learning to use tools to upgrade leased housing stock, expand housing choices, and increase the productivity and performance of your agency.

- **Section 8 Budgeting**

You'll unravel the mysteries of budgeting for vouchers in this workshop. Topics include fees and calculations, program funding and responsibilities, payment standards, projected and actual income and more.

- **Occupancy Issues and SEMAP**

Brush up on your skills and learn about the new occupancy changes that impact public housing and Section 8 housing. You'll also learn new methods for improving the operations performance of your agency by learning how to deal with delinquency, vandalism, vacancies, lease-up, turnover, and screening.

Resident Seminars

- **Leadership Training for Residents**

This seminar shows you how housing authorities and residents can work together effectively to develop, renovate, and enhance neighborhoods. You'll receive up-to-date program information, the skills required for successful leadership and team building, and more.

- **Labor Standards and Section 3**

You'll learn how to set-up and implement a successful Section 3 program to provide employment, job training, and contracting opportunities for low-income persons, particularly those who are recipients of federal housing assistance.

Seminars for Commissioners

- **Commissioners' Fundamentals Seminar**

Designed to help commissioners of both small and large agencies move their agencies forward during a time of limited funds, this seminar covers commissioners' roles and responsibilities, management skills, team building and strategic planning.

- **Advanced Commissioners' Seminar**

This follow-up to NAHRO's Commissioners' Fundamentals course helps seasoned commissioners improve their skills and deal with the tough policy decisions that lie ahead. You'll learn about the QHWRA and how it affects your role as a commissioner, while you also learn more about the programs your agency administers.

Professional Credential Seminars and Exams

- **Public Housing Manager (PHM) Seminar and Exam**

The PHM is the building block for your professional growth. This seminar will teach you techniques to help you meet your many public housing management responsibilities. You'll participate in four days of relevant management skills training followed by an exam.

- **Section 8 Housing Manager (SHM) Seminar and Exam**

The SHM credential, developed by and for Section 8 professionals, recognizes the knowledge and skills needed by today's Section 8 manager. This week-long series includes the following seminars: "Section 8 Voucher Mastery," "Section 8 Budgeting," "Occupancy Issues and SEMAP," followed by an exam.

- **Senior Professional Housing Manager (SPHM)**

This is a senior level credential in the housing profession. The SPHM seminar focuses on the tough issues that you face everyday; ethical situations, effective management, negotiations, performance coaching, strategic planning, asset management, and more. The SPHM seminar is followed by an exam.

Certification Program

NAHRO offers three certification programs – the Public Housing Manager (PHM), the Section 8 Housing Manager (SHM) and the Senior Professional Housing Manager (SPHM). NAHRO certification of housing and community development managers represents a higher level of professional recognition to employers, colleagues and staff, tenants and owners, housing service providers and vendors, and the general public.

Partnerships

NAHRO not only provides training and assistance to its members as a sole provider, but also forms partnerships with other organizations to fulfill members training needs. NAHRO currently has partnerships with the Community Revitalization Training Center (CRTC) to provide rehab training and the Neighborhood Reinvestment Corporation to provide training for redevelopment. We also partner with Regions and Chapters to present quality and affordable continuing education courses.

NATIONAL CONFERENCES

In addition to its extensive continuing education courses and certification programs, NAHRO offers three annual conferences where members can meet with experts, policy makers, and peers to exchange information and ideas:

National Legislative Conference

This conference, which is held during March of each year, brings NAHRO members to Washington, DC to learn about the legislative process and share information about local programs and issues with their members of Congress. It provides participants with an understanding of the impact of current law and proposed national legislation on housing and community development programs, and the knowledge and techniques necessary to take effective action with Congress and the media to advance the vital interests of NAHRO members and the low- and moderate-income Americans whom they serve. The meeting also offers members the opportunity to hear key Members of Congress who have oversight responsibility for housing and community development programs.

National Summer Conference

This conference is designed to explore key issues confronting agencies and to identify effective strategies that members can employ in working with staff, local leaders, and policy makers at all levels.

It serves as the forum for the presentation of NAHRO's Agency Awards of Merit. Award winners are honored, and delegates have the opportunity to learn from them during the Information/Innovation Exchange. Summaries of the winning programs are included in the annual Awards Catalog.

National Conference and Exhibition

This conference, held in the fall, is the largest gathering of NAHRO members. Its objectives are:

1. to provide a focal point for local, state and national program issues, needs, and achievements;
2. to conduct the many activities of the conference, i.e., coalition building, informal networking among conference attendees, and conducting the Association's annual business meeting; and
3. to present an Exhibition that affords delegates an opportunity to examine products and services that members need in order to run their agencies efficiently and cost-effectively.

TECHNICAL SERVICES

NAHRO Technical Services offers a wide range of contract services, technical services information including technical publications, and computer software products. The type and level of assistance depends entirely on the housing and community development agency's needs.

For more information on how you can help NAHRO help others, call (202) 289-3500, ext. 274.

Contract Services

Through NAHRO's extensive file of colleagues and technical specialists, the right team of peers is carefully assembled to assist housing and community development agencies in such areas as:

- Organizational Assessment
- Personnel Management
- Financial Management
- Financial Resource Development
- Real Property and Equipment Management
- Planning and Development
- Public Housing Management
- Nonprofit Housing
- Community Development

- PHAS
- Maintenance and Modernization Management
- Salary Comparability Studies
- Establishing a New Housing/Community Development Agency
- Section 8 Management

Technical Services Information

NAHRO's Technical Services staff fields requests for information from the industry and provides timely answers in the form of technical publications, teleconferences, or software tools.

NAHRO Computer Software

NAHRO has developed user friendly software products to assist housing agencies in saving time and money thereby enhancing productivity and efficiency. Products include:

- CGP Gold '99
- CGP Manager
- CGP Forms '99
- CIAP Manager
- CIAP Forms '99
- Finance Manager
- Budget Assistant
- Revenue Planning
- Section 8 Manager

As the industry increasingly becomes automated, NAHRO is becoming more responsive to the needs of our members by providing more and more software services. For more information, call the NAHRO Software Hotline, (202) 289-3500, ext. 228.

HOME Training and Technical Assistance

In 1994, NAHRO and seven other national public interest organizations formed the National Affordable Housing Training Institute (NAHTI) to provide training and technical assistance in the area of affordable housing. NAHTI and the related activities of its member organizations are funded through a cooperative agreement with HUD.

Through the agreement, NAHRO has offered HOME program training, provided information at chapter, regional,

and annual meetings, developed a HOME video package and *HOMEfront*, a case study publication, and organized direct, on-site technical assistance.

In 1997, NAHRO expanded its dissemination of affordable housing and HOME program information through the development of a dedicated area on the NAHRO web site. The Affordable Housing and HOME area offers an interactive forum, current regulatory and training information, as well as case study and program information.

For direct technical assistance or further information call (202) 289-3500, ext. 279.

Troubled Housing Authority Recovery Teams

NAHRO, under a cooperative agreement with the HUD Office of Public and Indian Housing, Office of Troubled and Distressed Housing, is assisting HUD in providing technical assistance and support to troubled public housing authorities.

This partnership between HUD and the public housing industry capitalizes on the strengths and resources of the industry in order to better understand the causes, symptoms and cures for extreme management deficiencies in public housing and to ensure that the nation's scarce affordable housing resources are administered correctly. This agreement allows for the rapid engagement of public housing and other industry professionals on the recovery team and introduces professional and exemplary peer-sector knowledge and efficiency to the management of the recovery efforts.

NAHRO WEB SITE

Since 1992, NAHRO has offered on-line services to its members. In an effort to enhance this service, in 1997 NAHRO made the service free to NAHRO members at www.nahro.org.

Through the service, NAHRO members are continually updated on important events in the housing and community development industry,

including current *Federal Register* and HUD Notices, up-to-the-minute legislative developments and news updates, new program developments, NAHRO member activities, conference and training information, and job openings in the housing and community development field.

Additionally, the web site allows members access to the NAHRO Housing and Community Development Solutions database, a "best practices" file of 1000's of ideas and tested solutions.

Through interactive online forums, the service serves as a network for housing and community development professionals from around the country to exchange information and ideas on local problems and concerns.

For additional information call (202) 289-3500, ext. 248.

NAHRO AWARDS PROGRAM

NAHRO offers awards to agencies and individuals in specific categories to recognize meritorious efforts in housing and community development activities.

AGENCY AWARDS OF MERIT

PURPOSE: To give national recognition to meritorious housing and community development projects, programs, and services provided by NAHRO agency members throughout the country; to provide additional opportunities to inform the public of the best in housing and community development; and to create a resource bank of information on significant innovative activities performed by housing and redevelopment agencies and community development departments. Information from award recipients also will be used to support NAHRO's positions at HUD and in Congress.

All entries are judged on their own merit—not in competition with each other. Entries will be sent to National NAHRO for submission to Regional juries for review.

DEADLINE: Applications must be received no later than February 1.

WHO MAY APPLY? NAHRO National Agency Members.

AWARDS OF EXCELLENCE

PURPOSE: To recognize outstanding achievement in housing and community development programs throughout the country.

Entrants in the Awards of Excellence are chosen from among the Award of Merit entries by NAHRO Regional juries and sent onto National juries for the choice of winners by competition.

AWARD CATEGORIES

**PROGRAM INNOVATION:
RESIDENT AND CLIENT SERVICES**—Includes programs that enhance the lives of residents and clients, i.e. anti-drug programs, social services, self sufficiency programs, homeownership, special needs housing services, and employment opportunities.

**PROGRAM INNOVATION:
AFFORDABLE HOUSING**—Includes programs that produce affordable housing in an innovative manner, i.e. creative financing, public/private partnerships, mixed income developments, adaptive reuse, special needs housing.

**PROGRAM INNOVATION:
COMMUNITY REINVESTMENT**—Includes programs that have a positive economic impact on a neighborhood or city, i.e. economic development, creative financing, public/private partnerships, mixed use developments, neighborhood preservation.

ADMINISTRATIVE INNOVATION—Includes programs that improve the efficiency or effectiveness of administrative operations or the general functioning of the agency, i.e. management systems, maintenance, community relations, inter-agency cooperation, computer use, professional development and public relations.

PROJECT DESIGN — Focuses on the physical or landscape design of a building or project. Specific awards recognize four special types of design.

Project Design: New Project — For new buildings or developments.

Project Design: Modernization/ Rehabilitation Project — For the modernization, rehabilitation, preservation, or alternative use of existing buildings, developments or areas regardless of their original architectural intent.

Project Design: Enduring Design — Recognizes those projects which were finished ten years ago that show continued excellence in design and original program and in the creative aspects of its statement by today's standards. Building and site shall be examined together. Any alteration to the original context should be minimal and shall be taken into consideration.

Landscape Design: Recognizes the use of landscape design to enhance the sense of community, increase security, provide recreational areas, advance environmental efficiency, or to augment natural landscapes.

ELIGIBILITY STANDARDS

All applications must comply with the following standards.

1. The program must have become operational in the last four years. Entries in Project Design categories must be occupied.
2. The NAHRO Agency Member submitting the application must have played a significant role in development, implementing, or financing the program.
3. All steps in the application process must be completed and the application fee must be paid.
4. The nominated program, either in whole or in substantial part, must not have received a previous NAHRO Award of Merit.

CRITERIA

1. The program must be an innovative approach* to accomplish one of the following:
 - a) Offer a new or expanded service; fill gaps in the availability of existing services; or tap new revenue sources.
 - b) Improve the administration or enhance the cost efficiency of an existing program.
 - c) Upgrade the working conditions of employees.
 - d) Provide additional information on agency programs to the community to enhance the support of those programs.
 - e) Promote intergovernmental cooperation and coordination of services
 - f) Promote public/private partnerships to provide new or improved services or programs.
- * Innovative approach means application of techniques or procedures that are not in common practice among agencies of similar size.
2. The program must have produced tangible results, i.e. cost savings, enhanced productivity, improved client services, better coordination of services with others; creative financing.
3. If the program is developed in response to a government regulation or law, the program must go beyond mere compliance and must display a creative approach to meeting those requirements.

NATIONAL AGENCY AWARDS OF EXCELLENCE IN HOUSING AND COMMUNITY DEVELOPMENT

The highest level of the NAHRO Agency Awards Program has been designated the National Awards of Excellence. These awards recognize outstanding achievement in the Merit Award categories. In each of the five categories of the Awards of Merit entries, regional juries select winners to be submitted to the national competition for Agency Awards of Excellence.

The entries are intended to provide an opportunity for all sizes of agencies and for both housing and community development programs.

The National Awards of Excellence are intended to recognize outstanding achievement in the five award categories. The agency will have expanded its role and effectiveness well beyond the performance standards of a well-operated agency. Special awards in the Project Design category can be given for Landscape Design and for Enduring Design—for projects more than 10 years old.

Entries in the Innovation categories are judged on how the program achieved its objectives, how the program is meeting a new need or improving the delivery of services to meet an old need, its coordination with other funding sources, and its originality.

Agency Awards of Excellence are presented at the National Conference and Exhibition in the fall. Winners receive recognition in the program, a display in the Exhibit Hall, a plaque, press releases sent to their local press, and coverage in the *Journal of Housing and Community Development*.

INDIVIDUAL AWARDS

M. Justin Herman Memorial Award

The purpose of this award is to honor an exceptionally qualified person who has made outstanding contributions to the quality of life through service in the field of housing or community development. Awards will be made on the basis of extraordinary accomplishments and contributions.

Elizabeth Wells Memorial Award

The purpose of this award is to honor a commissioner who has demonstrated excellence as an advocate in developing the financial, political, and community support necessary to ensure the continuation and expansion of housing and community development programs. Each nominee must be an individual member of national NAHRO. Nominations must be received by June 30.

C.F. "Buzz" Meadows Memorial Award

This award, presented by the NAHRO Manufacturers and Suppliers Council, honors a person who has made outstanding contributions in the field of public procurement and/or contract administration. Nominations should be sent to national NAHRO by June 30.

John D. Lange International Award

This award was established in 1983 in the name of John D. Lange, Executive Director of NAHRO from 1951 to 1970. It furthers the work of the NAHRO International Committee by recognizing a person in the housing and community development field who has made an outstanding contribution toward international understanding and exchange of international experience. Nominations should be sent to the NAHRO International Committee by June 30.

NATIONAL HONOR ROLL OF RESIDENTS

In 1999, NAHRO formalized its program to recognize those who have benefited from HUD-funded programs and made special efforts to improve themselves or their community. The first residents will be added to the Honor Roll in 2000.

Agency members may submit names to be included by filling out the form, which describes the person's accomplishments, and paying a processing fee. Residents would receive a certificate and a listing on NAHRO's web site. Special recognition will be given to those who can attend the Legislative Conference—plaque, name in program, acknowledgment at a general session, etc.

A person can only be placed on the National Honor Roll once for the same achievement. There will be no approval process other than to ensure that the form has been completely filled out. Some of the success stories may be used in the *Journal of Housing and Community Development*, in Congressional testimony, or in other NAHRO publications.

Regions and Chapters are encouraged to develop their own programs to honor residents.

THE REGIONAL ROLE IN NAHRO'S AWARDS PROGRAM

Regional councils have an important role to play in the Awards Program and specific responsibilities for each award. While there are not specific responsibilities for chapters and state associations, all levels of NAHRO are strongly urged to support the Awards Program through the following activities:

- Promote the National Awards Program in the regional, chapter, or state association newsletters
- Discuss the awards at meetings and encourage people to enter
- Have applications and information pieces available for handouts and to answer requests
- Contact agencies (especially those who have won HUD or other awards), encouraging them to apply

The Regional Role in Agency Awards of Merit

For this award the regions have the following responsibilities:

- Regional juries shall decide which entries shall receive Awards of Merit.
- Submittals must be returned to NAHRO as soon as possible and no later than June 1.
- Regions should acknowledge these entries at regional meetings and in their newsletters.

The Regional Role in Agency Awards of Excellence

The responsibilities of the regions for this award are to:

- Submit to NAHRO entrants in each of the categories. Juries should keep in mind the additional criteria for the awards and for the mix of entries in each category
- Return submittals to NAHRO as soon as possible, and no later than June 1.
- Acknowledge the entrants at their meetings and in their newsletters.

ECONOMIC BENEFITS

DISCOUNTS

Many of NAHRO's services are available to NAHRO members at a discount. For example, discounts are available on NAHRO's publications and special discounts for both individual and agency members are available on training programs, conference registrations, and technical services.

HOUSING AND DEVELOPMENT LAW INSTITUTE

The Housing and Development Law Institute (HDLI) is a nonprofit corporation created to help agencies that administer public housing and community development programs.

NAHRO agency members are eligible for discounts of up to 20 percent on the annual HDLI subscription fee.

For further information, contact HDLI Executive Director, William Maher, at 202-289-3400.

OTHER BENEFITS

NAHRO'S Database

Members have access to NAHRO's comprehensive database on housing and community development agencies and the kinds of programs and projects they operate. NAHRO continues to develop and update this vital information source through the research conducted by the Housing and Community Development Division. The database currently provides information on agency characteristics and performance as well as statistical, financial, and other analytical data.

Certificates and Membership Cards

Certificates of membership are given to all new members when they join NAHRO. For a fee, NAHRO will mount these certificates on a wooden plaque with a plexiglass cover. Each individual member also receives an annual membership card.

Participation in NAHRO Activities

One of the most important membership benefits is the opportunity to participate in NAHRO activities and to have a voice in the organization. All NAHRO members receive one vote in national NAHRO elections.

Individual members also have the opportunity to serve on national NAHRO committees or as officers at the chapter, regional, and national levels.

LEADERSHIP SKILLS

EFFECTIVE COMMUNICATION

NAHRO leaders assume a major responsibility for establishing and maintaining strong links of communication to connect the members and levels of the Association. To communicate effectively, NAHRO leaders need both an awareness of the events and issues in their regions and a working knowledge of a variety of communication techniques and tools.

(See Appendix E, Responsibilities of Chapter and Regional Presidents.)

Developing a System of Communication

To ensure each member's access to information about policy and procedures, NAHRO encourages each region and chapter to establish an organized system of communication, i.e., meetings and/or teleconferences. Regional presidents should ensure that their national committee representatives are informing their regional boards and the regional committees of information received at national meetings. Similarly, state presidents must ensure that their representatives on regional committees are bringing information to chapter boards and committees. Since effective communication is a two-way street, chapters should bring their concerns to their regional committees so that the regional representatives can take them to the national level.

Chapters and regions use a variety of methods for communicating with their members. One commonly used communication technique to elicit information from the membership is the member survey. Surveys can be mailed directly to members or included in a newsletter.

A manual for newcomers can be an effective way to tell the members the important things they need to know about their chapter or region. Issuing a report on a topic of interest or concern is another way to keep the membership up to date. Information also can be provided to members at meetings, conferences, and press conferences. Training sessions are excellent opportunities to provide and obtain information while developing the skills of NAHRO members.

The more information provided to the membership, the greater the chance that members will think it worth their while to respond to requests made of them. Once communication channels are open, the information flow should continue.

PUBLIC SPEAKING

When speaking before groups, remember that the mood of the speaker is contagious. The speaker should be enthusiastic about the topic and convey that intensity to the audience. It is also very important to plan the content of the speech carefully. Consider the following:

- The expectations and needs of the audience
- The purpose of the speech (to inform, to persuade, to motivate, or to commemorate)
- The amount of time allotted for the presentation.

Organizing the Presentation. It is usually helpful to divide the presentation into three main parts: (1) the introduction, (2) the main body, and (3) the conclusion. In the introduction, inform the audience about your topic and explain its importance. Try to tie the topic to the audience's experiences, interests, or needs. The body of the speech will set forth the major points

you wish to make. Arrange the points in a logical order (from general to specific or from least important to most important, for example), and illustrate each point with specific examples or details. Use transitions to move smoothly from one point to the next. Avoid cluttering your speech with too many "main points." Three or four major points usually are enough, even in a fairly lengthy presentation. The conclusion should briefly restate the central points and, if appropriate, call for action.

Delivering the Speech. Enthusiasm and careful planning not only control the quality of the content, they contribute to the quality of the delivery as well. When a speaker is enthusiastic about the subject, that enthusiasm is usually reflected in the speaker's voice and gestures, adding interest and appeal to the presentation.

Careful planning increases the speaker's self-confidence, making him or her more relaxed. To further enhance the quality of the delivery, keep these suggestions in mind:

- Make eye contact with the audience, and vary the part of the audience that you look toward. Use notes, but avoid reading the speech.
- Speak slowly enough for the audience to follow your points. Most people speak more rapidly when they are somewhat nervous and a deliberate attempt to slow the pace can both help calm the speaker and improve the delivery.
- Use hand gestures to emphasize key points.
- Avoid distracting actions, such as jangling keys, fiddling with a tie, etc.
- Use good posture.

FORMAL REPORTS

NAHRO uses formal reports to transmit information clearly and concisely among various parts of the Association. Task forces and study and working groups use formal reports to present factual information to the Board of Governors and other committees to guide NAHRO policies and actions. The Association encourages its regions and chapters to gather and convey factual information from which sound legislation and regulations can be developed. The national office conducts ongoing, in-depth reviews of legislative programs affecting the field, exploring policy and procedural problems as well as viable alternatives to existing programs.

The committee chairperson is responsible for the formal report and may designate a committee member to prepare it, with staff assistance. A formal NAHRO report contains the following elements:

- Introductory summary
- Introduction
- Body
- Conclusion
- Recommendations
- Lists of illustrations, graphs, etc., when appropriate.

Just as a speech requires an introduction to prepare the audience for the message, a formal report requires an introduction to lead the reader into the body of the report. The introduction defines the report's purpose, problem, and scope, and it also may discuss the extent and type of analysis used in the research. The main body of the paper includes the data to be presented. When the issue is controversial, arguments for both sides can be incorporated.

The report's conclusions incorporate the decision of the committee- or the view of the chapter-using the data already cited for support. The report then summarizes its data and ends with concrete recommendations.

NEWSLETTERS

One of the best ways to communicate with NAHRO membership and other interested parties is through a newsletter describing activities. It can contain information about the Association of any news items that the Association wishes to provide. Newsletters typically provide information on projects, training sessions, personalities, and upcoming events.

Once the need for the newsletter has been established, its length and frequency must be determined. Several factors determine cost:

- How it will be prepared and formatted
- The quality of paper used
- The number of copies to be printed
- Photographs and graphics used
- Preparation time required
- The number and size of pages included in the issues.

The newsletter serves as an important source of information to the membership and others familiar with NAHRO. It is also the first and sometimes only contact other people will have with a NAHRO chapter, region, or state association. Please send copies of your newsletter to national NAHRO, your Members of Congress, and to local representatives of other national organizations that are involved in housing and community development. Good photographs, hard-hitting content, and an attractive layout will make the right impression and capture the interest of most readers. Camera-ready copies of the NAHRO logo are available from the national office for your use upon request.

(See also Appendix G, Newsletters Published by NAHRO Regions and Chapters and Associations)

PUBLIC RELATIONS

A positive public image is the result of a continuing effort and commitment by industry members. Since the media can determine community perceptions of housing and community development programs, it is important that a NAHRO leader be fully aware of the media resources available in the area and how to use them. An effective public relations program involves working with the media to accomplish strategic goals. Since persons in the public eye often cannot control the content of the publicity they receive, it is important to get to know at least one or two reporters and to provide them with industry information and news stories.

Should the agency or authority become the focus of unfavorable scrutiny, a NAHRO leader can then speak to a media representative who may be more favorably disposed. All media contacts will be enhanced by careful planning, courtesy, and professionalism.

Generating Publicity

Viable public relations methods include the following:

- Brochures/Annual Report
- Press releases
- News stories
- Feature articles
- Guest interview shows
- Speakers' bureaus
- Slide/tape presentations
- Exhibits
- Seminars and conferences
- Contests and paid advertising
- Videos

While many NAHRO leaders may use only a few of these methods, they still may find it useful to prepare a list of all newspaper, news services, and radio and television stations in the area, including complete mailing addresses, phone and fax numbers. This mailing list will serve as a valuable reference source. With this list in hand, the leader can prepare a plan of the specific issues and activities to spotlight and the types of publicity that will gain the best coverage.

For more detailed information see *NAHRO's Public Relations Handbook*. See also the “*Public Relations Guide for Local Agencies*” in *Appendix P*.

Press Releases

Use the press release to call the media's attention to an upcoming special event, speaker, or policy statement. The release should be brief and easy to read. The mechanics of producing and delivering the release include the following steps:

- Type the release on your official stationery, making a copy for your files. At the top, type: “FOR IMMEDIATE RELEASE (OR EMBARGOED DATE, TIME). FOR MORE INFORMATION, CONTACT: NAME/ TELEPHONE NUMBER.”
- Place the name and telephone numbers (work and home) of a chapter contact person in the upper right corner, in case the media have any preliminary questions.
- Place the date on which the story is to be released in the upper left corner, with a heading, as in the following examples: “FOR RELEASE AFTER 6:00 p.m., JULY 28” “FOR IMMEDIATE RELEASE”
- After the heading, leave a blank space of two inches so that the editor can write special instructions or a headline. Type the body of the release double spaced with normal business margins.
- Send or deliver the press release to the City Editor's Desk at a newspaper's headquarters and to the Assignment Desk at a radio or television station.
- Find out if they prefer to receive notices by fax or email instead of mail and send them according to their preference.

(*Sample press releases are included in Appendix H.*)

Public Service Announcements

Public Service Announcements (PSAs) are free. They can promote NAHRO activities, events, and services of community interest.

PSAs should be typed triple-space on your official letterhead. Specify the

reading time for the announcement on the PSA, and include the name and phone number of a contact person. Local radio and television stations will provide guidance.

Press Conferences

Hold a press conference only when you expect many questions from the community—during a time of controversy or when announcing a new program or policy. About one week before the scheduled conference, send a one- or two-page press release announcing the conference and its topic to all the media in the area.

In the release, provide just enough information to enhance the media's desire to know more. If the press release is very detailed, some reporters will find the release sufficient and will not attend the press conference.

When the press arrives, give them a written statement of the oral presentation so that they can concentrate on the message's content, not on recording quotations accurately. The speaker should talk for about ten minutes, depending upon the issue, reserving time after the presentation for questions and answers.

LEGISLATIVE ADVOCACY WITH CONGRESS

Effective legislative advocacy requires that NAHRO leaders convey targeted and consistent points of view to Members of Congress in a timely manner. It depends on the following factors:

- **Knowing the message:**
 - Knowing the NAHRO legislative positions.
 - The legislative positions are developed and adopted by the NAHRO Board of Governors and distributed to all participants at the annual Legislative Conference in Washington, D.C., in March. They are also mailed to all agency members.
- **Action Alerts** keep NAHRO leadership and members of the

Legislative Network informed of fast-moving events on Capitol Hill.

- Check NAHRO's web site at www.nahro.org for the latest legislative information.

- **Being Informed:**

- Maintaining an accurate list of Senators and Representatives on key committees and their Washington legislative staff, their addresses, and their telephone and Fax numbers.

(*See Appendix I, “Key Congressional Committees” or the NAHRO web site.*)

- Knowing how to write a letter or email and make a phone call to your Congresspersons and their staffs to promote the NAHRO position(s).

(*See Appendix J, How to Write a Letter to Your Member of Congress.*)

- Knowing when legislative debates and votes will take place and who the key decision-makers are in such situations. NAHRO provides this information on its web site, through *Action Alerts* and special mailings to Legislative Network members.

- **Building relationships:**

- Developing an ongoing relationship with key Capitol Hill Congresspersons and those key staff responsible for housing and community development issues and funding.
- Urging legislators to support the NAHRO position, thanking them by letter when they do, and continuing to provide them with hard hitting facts when they don't.
- Keeping in continual contact with invitations to local events, meetings, and conferences.

- Recognizing efforts of Congresspersons on behalf of low- and moderate-income Americans and the cities, towns and neighborhoods in which they live. Thank you letters and recognition plaques and ceremonies are part of this effort.
 - Building coalitions with allied interest groups.
- **Providing information:**
 - Ensuring that Senators, Representatives, and their staffs are aware of the benefit of housing and community development programs and that they understand these programs. Present them with strong arguments and supporting facts.
 - Explaining the benefits of national programs in stable families, neighborhoods, projects, and services at the local level.
 - Ensuring that people in the home states and districts— including program administrators, recipients, mayors, and city council members— get in touch with key Senators and Representatives.
 - Developing a network of people in the locality who make contact with their Senators and Representatives and can respond quickly on particular issues with letters, telegrams, and phone calls; maintaining and activating a telephone tree for contacting Congress in a timely and targeted manner.
 - Prioritizing issues and being prepared to tell legislators the top priority of the national association, region, or chapter.
 - Making sure that the local press and electronic media are familiar with the relevant issues.
 - **Persevering:**
 - Repeated letter-writing and phone calls on the same subject if a response is not forthcoming.

(See Appendix J, How to Write a Letter to Your Member of Congress.)

- **Self-confidence:**
 - Recognizing that you and the agency and profession you represent are important constituents of your Member of Congress.
- **Informing those who benefit from your programs:**
 - It is important for them to know the issues.
 - Establish voter registration programs for residents to help them to exercise their right to vote.

CONDUCTING MEETINGS

Conducting meetings is a very important leadership responsibility. Advance planning and careful direction are necessary to ensure that a meeting flows smoothly and accomplishes its objectives efficiently. The following suggestions should prove helpful.

Before the First Committee Meeting

On assuming office, the committee chairperson first contacts the previous year's chairperson to tie up loose ends and review previous goals and records. The new chairperson then reviews past minutes, reports, surveys, and next year's budget. After consulting with the committee vice-chairperson on plans for the year and setting a date for the first committee meeting, the chairperson reviews the committee's objectives with the committee, comparing them to the objectives of the Association.

Preparing the Agenda

The items on the agenda should be arranged in the following order:

- Review and approval of the minutes of the last meeting
- Approval of the current agenda
- Items to accomplish the goals of the meeting. A member is usually designated to provide a status report on ongoing projects or activities, such as a report from the Board of Governors, a national committee, a working group or study group.

- **New Business.** If members want to insert other agenda items, those items can be placed here toward the end of the agenda, but only if they are relevant to the committee's purpose and do not fall under any agenda items already listed.
- Time, place, and subject of the next meeting
- Adjournment

Meeting Structure

The structure of the meeting follows the basic order of the agenda:

- Call the meeting to order.
- Call the roll, noting which absences are excused.
- Request approval of the previous meeting's minutes.
- Request approval of the agenda. Ask if anyone wants to add any item to the agenda. If someone suggests a topic which would be better addressed by another committee or at a later time, many chairpersons keep the item off the agenda because it draws attention and energy away from the main purpose of the meeting. On the other hand, a new topic may be of such critical importance that it should come before other agenda items.
- Set a time limit for the meeting.
- Discuss and resolve agenda items, saving new business for last.
- Set the time, place, and date for the next meeting.
- Adjourn the meeting.

Meeting Pointers

Anyone who has ever attended or led a meeting knows the feeling of exhilaration that occurs when a meeting accomplishes its goals. But when nothing gets done or, worse yet, when participants become hostile to each other and their ideas, meetings can be extremely frustrating. A successful meeting requires resources, advance planning, and skillful direction.

Planning

Once people are together and interacting, the outcome is less susceptible to the leader's control, thus the more

planning invested beforehand, the better. Before the meeting, send all participants an agenda which clearly states the meeting's purpose and any materials they need to make informed decisions. Materials included should provide both sides of the issue(s) to be discussed at the meeting. It is important to have all research done and ideas organized before the meeting begins.

Directing the Meeting

Meetings should start on time and should follow the agenda strictly, barring unusual circumstances. Meeting procedures should be guided by *Robert's Rules of Order*. The chairperson is responsible for leading the meeting toward the accomplishment of its objectives and for balancing the competing needs for control and active participation.

Many chairpersons keep a low profile while taking charge of the direction of the meeting to ensure that the group focuses on its work instead of on any one person. The following guidelines will help the chairperson direct a successful meeting that is satisfying to all attendees:

- Speak clearly and loud enough to exercise control.
- When speaking, be brief and encourage others to follow that example.
- Tell people as simply as possible what you want them to do and why. This technique can be the most dramatic and effective way of driving a point home.
- Maintain order at all times. Don't interrupt a presentation to greet latecomers.
- Encourage participation and discussion. Remember that interest lags when action lags. Constructive criticism and even disagreement add vitality to a meeting. Most persons need positive feedback and will contribute to discussions when they have been invited to contribute and when their contributions are acknowledged.
- Control the discussion so that the meeting continues to move forward. Encourage each person who takes the

floor to speak clearly and audibly and to keep responses short and to the point. The individual who has the floor should be allowed to complete the presentation within reasonable time limits. If someone is taking too much time to contribute effectively, interrupt, as courteously as possible, and ask the group to respond to the comments made so far. The chairperson may sum up what the speaker has said, entertain discussion, and secure a decision. If no consensus can be reached, end fruitless discussion by recommending further study.

- Talk to the group as a group and not as individuals. Everyone should feel included, but no one should be singled out for special attention. If a conversation is going on, draw the attention of the group to that conversation—this keeps the group together and dissuades participants from conducting private conversations.
- Remember that the presiding officer should remain neutral. While asking questions is appropriate, a chairperson who wishes to comment should ask for the floor as a participant.
- Whenever possible, seek consensus rather than a vote to avoid polarization.

Closing the Meeting

When all agenda items have been discussed, chairpersons usually check to see whether members feel that all relevant subjects have been adequately covered. At the end of the meeting, it is important to remind the attendees of the progress made during the meeting so that the group retains its sense of direction and gains a sense of accomplishment.

Summarize briefly what was decided, what was not decided, and what remains to be done. As soon as possible after the meeting, minutes should be distributed to each committee member.

MEMBERSHIP DEVELOPMENT

Attracting new members, and keeping current members, is both a privilege and a necessity

New members help to keep the Association dynamic. An increase in membership numbers also gives NAHRO more clout on Capitol Hill and with government agencies.

Membership dues make up more than 30 percent of the NAHRO budget.

Current Membership

Through its members, NAHRO represents 96 percent of all assisted housing units, 74 percent of all public housing agencies, and 26 percent of community development/redevelopment agencies or departments.

(These figures will be updated in the October 1999 edition.)

Prospective Members

NAHRO maintains a list of member prospects, including public agencies in housing and community development/redevelopment, suppliers and manufacturers of goods and services to these agencies, 202 sponsors, and other affiliated groups such as nonprofits, law offices, and developers.

The individual file lists more than 50,000 individuals who are involved in the field. These lists are available to help you promote your local memberships. And from time-to-time, we will also ask you to contact the names on the list and encourage them to join national NAHRO.

Chapter and Regional Involvement

Periodically national NAHRO sends to chapter and regional presidents a listing of agency and individual members in their respective chapters and regions. (In the fall, regions and chapters will be able to access this information directly on the NAHRO web site.)

Chapters and regions can greatly assist national NAHRO in membership development efforts, and the Association counts on them to do so.

The following activities are recommended:

- When you receive lists of suspended members, contact them and urge them to renew.

(See sample letters in Appendix L.)

- When you receive lists of new and reinstated members, send each a letter of welcome and information on your activities.

(See sample letters in Appendix L.)

- Once a year, send a list of your members to national NAHRO.
- Send national NAHRO the registration lists from your conferences and meetings. These lists and the membership lists are used to build the prospect file.
- At least once during your term, send membership materials over your signature urging individuals and agencies to join national NAHRO. National NAHRO will provide you mailing labels to use in this effort.

(See sample membership applications in Appendix K.)

National member and prospect lists can also be used to help increase chapter and regional membership.

Labels and lists are available at cost from national NAHRO for the use of regions and chapters in mailing conference promotions, newsletter, ballots, etc.

National NAHRO sends materials about the Association and its services to be put on display or stuffed in registration packets at regional and chapter meetings. Let the national office know how many people you expect and any special materials you want. Publications can be made available for sale on a consignment basis as well. At each meeting the president or his/her designee should promote NAHRO membership and encourage nonmembers to join. Teamwork will make national NAHRO and its regions and chapters strong.

COALITION BUILDING

When organizations linked by common concerns and interests act in concert, they form coalitions. Such coalition building provides greater visibility for NAHRO and develops communication between NAHRO staff, members, and leadership and their counterparts in a variety of organizations. Coalitions can accomplish goals faster and more easily by providing a broader base of support for housing and community development issues.

Coalitions with other organizations are created in three major ways:

- By exchanging important information with the organization(s)
- By having the membership of different organizations work together. For instance, an officer might speak at another organization's meeting.
- Through jointly sponsored meetings.

Local members can support people who are members of other organizations. A NAHRO member, for example, can make sure that other organizations are aware of NAHRO program issues. On the national level, NAHRO has engaged in coalition building with such organizations as the U.S. Conference of Mayors, the National League of Cities, the National Association of Counties, the Association of Local Housing Finance Agencies, the National Community Development Association, the Council of

State Community Affairs Agencies, and others.

An incoming officer should look at various national and local groups to determine which coalitions are desirable. Any organization with which a region, chapter, or state association shares a common interest is a good prospect for coalition building. (See Appendix M, Major Housing and Development Organizations.) The coalition building process should also be part of upper level staff duties. It is vital to establish good relationships among staffs of other organizations.

MAINTAINING RECORDS

An organization depends in part on the quality and continuity of its files and records in order to maintain a well-run region, chapter or state association.

The following files and records should be maintained and transferred to incoming officers at appropriate times:

Financial Records

- Copy of IRS "Determination Letter"
- Copy of Federal Employer Identification Number (EIN)
- Copy of By-laws or Constitution
- Cash receipts journal
- Cash disbursements journal
- General Ledger
- Bank Statements
- Financial Reports
- Paid invoice files
- Cash deposit files
- Copies of IRS Form 990/990T
- Checkbook and deposit tickets
- Audit Reports

Administrative Records

- A list of officers
- A list of members
- Two sets of minutes for previous four years
- Copies of newsletters and other publications
- Copies of conference materials
- Committee appointments files
- All historical data on the association

BUDGET AND FINANCE

Budget and financial duties include, but are not limited to, the following tasks:

- Coordinating the preparation of an annual budget
- Processing cash receipts and cash disbursements
- Maintaining bank accounts
- Preparing financial statements
- Preparing or having prepared and filing with the IRS appropriate forms (e.g., 990)

Presidents and their respective officers bear the responsibility for total financial management of their organizations. The primary responsibility for maintaining financial records rests with the organization's treasurer.

Since the treasurer's office may change hands biannually, the continuity and consistency of the organization's financial records are of vital importance.

The president can help meet his or her responsibility by ensuring that the treasurer does, in fact, accurately and properly maintain all financial records. In addition, the president should insist upon the following actions:

- The treasurer prepares and presents monthly financial statements at regional, chapter, or state association board meetings.
- All check disbursements should have two signatures.
- Someone other than the treasurer should prepare bank reconciliations.

The establishment of an audit committee can be useful if the region or chapter is large. The audit committee can take the place of an independent audit if it is not cost effective to pay a CPA firm.

Whether or not you establish an audit committee, follow the budget and finance procedures that are outlined in the remainder of this section.

The Budget

A budget is a plan for the coordination of resources and expenditures. It should be a strategic tool which can be used to set the structure of regional and chapter operations for many years. Each region and chapter should prepare and formally adopt a budget to guide its financial activities at all times. The treasurer should coordinate budget preparation, but should not actually prepare the budget. Other officers involved with programs that result in income should be responsible for initial budget proposals. In this fashion, everyone becomes involved with the budget process. A budget should never be prepared by one person.

Receipts and Disbursements

All disbursements should be paid by check after receipt of the vendor's invoice. All vendor invoices should be approved by the individual ordering the merchandise or service. The treasurer must check for accuracy and approve all expense codes on bills. The invoice also should have the treasurer's signature on it as well as the check number and date of payment. This procedure prevents the inadvertent payment of the invoice more than once. After payment, file invoices alphabetically to facilitate easy reference. This is called a paid invoice file. This file becomes the primary support for cash disbursements.

In processing cash receipts, all checks received should be stamped "for deposit only," marked with the appropriate income account, photocopied, and prepared for deposit to the bank. A deposit ticket is prepared and a copy is attached to the photocopies of all checks deposited that day. A deposit file is maintained by day for easy reference later on. This daily deposit record is then used to prepare a transaction entry in the cash receipts journal.

Therefore, your main support for cash disbursements becomes the paid invoice file, and the main support for cash receipts becomes the deposit file.

Bank Accounts

All checking and savings accounts should be reconciled monthly. When the monthly bank statement arrives, it should be reconciled with the checkbook balance and with the general ledger. All bank charges should be recorded as a reduction from the bank balance in the checkbook and in the cash disbursements journal. Designating only the treasurer and president as approved authorized check signers establishes control over bank accounts.

Records and Reports

All transactions must be recorded using a double entry accounting system. Formal accounting records must be maintained, consisting of journals, which summarize detailed transactions, and general ledgers, which summarize information by accounts on a monthly basis.

Journals are used to record financial documents that delineate numerous transactions occurring on a regular basis. These documents are recorded both consecutively and chronologically in journals designed to aggregate totals of similar transactions.

The treasurer should prepare monthly financial reports containing a balance sheet and a statement of revenues and expenditures. The report is then approved by the president and presented at the next board meeting. Annual financial statements are subject to audit by an independent auditor.

The following list describes the journals required to record accounting transactions:

- **Cash disbursements journal.** This journal is used to summarize expenditures by month. It facilitates both access to records and the auditing process because auditors generally do not refer to an association's checkbook. The journal is totaled every month, and the summary totals are posted to the appropriate general ledger accounts.

- **Cash receipts journal.** This journal is used to record, individually, each receipt of money during the month. Transactions are recorded by the type of money received. The journal is totaled each month, and the summary totals are posted to the appropriate general ledger accounts.
- **General journal.** This general journal is used to make appropriate adjustments to the accounts that cannot be recorded in other journals. Since the number of these entries is generally small, this journal can be combined with the general ledger.
- **General ledger.** The ledger is used to summarize the monthly transactions for all accounts recorded in the journals. It utilizes standard ledger sheet paper having debit, credit, and balance columns for each account and a separate ledger sheet for each account listed in the chart of accounts.

Internal Control Procedures

Internal control procedures help prevent the unethical loss of assets. Financial duties should be separated by allocating financial responsibility among various persons so that no one person is wholly responsible for any single accounting function. Persons responsible for bank deposits or disbursements should not be responsible for reconciling the bank statements.

The treasurer should approve all journal entries. Individuals responsible for income for training, services, and other activities should prepare a list of the names of people who attended with the amount they paid, the items paid for, and the total amount collected.

This list should be compared to the bank statement. All cash receipts should be promptly deposited in the bank account, and an independent audit of the financial statements should be conducted annually.

CONFERENCE PLANNING

While there may be regional differences in determining appropriate methods for planning and holding conferences, the following guidelines should be helpful. Conference planning is complex and time-consuming, and two primary factors distinguish a well-run from a poorly-run conference: good communications and thorough planning.

Choosing a Theme

The choice of a theme for the conference can generate interest, create mood and excitement, tie the conference together, and further the organization's goals. In developing a theme, conference planners examine the issues currently affecting their members.

Choosing a Date

In choosing a date consider the purpose of the meeting, the needs of the members, and conflicts with holidays or other meetings. (Check the calendar of NAHRO activities on the web site for possible conflicts.)

Establishing a Budget

Determine conference registration fees to cover all conference expenses and any necessary profit.

- Expenses to consider: speakers, fees, exhibit booths, meal functions, receptions, coffee breaks, handouts, audio-visual equipment and technicians, marketing, printing and postage, and printing of conference programs.
- Sources of income include the following: registrations, exhibit fees, ads in the program, sponsors, and contributions.

Setting the Program

Design the program in accordance with the theme, and provide sessions for all aspects of your membership, i.e., housing, community development, and commissioners. Include sessions that promote technical knowledge and expertise.

Remember that there are numerous meetings and that people will take time and spend money only on those that they believe will benefit them personally.

Choosing a Site

Ask the following questions when selecting a conference site:

- **Facilities**
 - Can the conference hotel accommodate the number of attendees for general sessions and for food functions? Does it have enough meeting rooms, exhibit booth space, and sleeping rooms?
 - Can the hotel's food outlets accommodate the number of attendees for breakfast and lunch?
- **Location and Convenience**
 - Is the host city a NAHRO member?
 - Can conference dates be obtained for the convenience of the region and chapter?
 - Is airline transportation to and from the conference city available?
 - Is transportation between the hotel and the airport accessible?
 - Are there restaurants close to the hotel?
 - Is the hotel convenient to commercial facilities?
 - Is there housing and community development activity in the area and will this activity complement the conference program?
- **Cost**
 - Can reasonable sleeping room rates be obtained?
 - Does the hotel offer meeting space free or at a minimal cost?
 - What is the charge for exhibit space?
 - What complimentary services does the hotel provide?
 - What is the current one-way fare from the airport to the hotel by airport bus, limousine, and taxi?
 - How much will the room and meals cost conference attendees?
- **Assistance from Local Agencies** How much assistance will you need from local agencies for activities such as on-site registration and professional tours?

On-site Inspection. When choosing a site, two or more knowledgeable persons should conduct an on-site inspection visit well in advance of the conference. Hotels often have regional sales representatives who can provide information on available dates and space, possible conflicts with other groups, and the names of on-site hotel executives who will be working with the conference.

Files containing literature from each hotel being considered and information on the various programs planned for the conference should be established. Solicit proposals from outside contractors, such as tour organizers and audiovisual firms, before the on-site visit.

Negotiating with the Hotel

Expenses, such as room rates, services, equipment, and extras, should be determined during the site visit. All costs are negotiable, so the inspection visitor can request the best possible conference rate and reasonable price quotations for banquets, receptions, and other functions.

The hotel, however, will not negotiate below what it considers a fair profit on its basic products, such as rooms, food, and beverages.

The hotel may be prepared to offer additional services for the same amount of money, including extra meeting or exhibit space, waiters and bartenders for functions, and more.

The inspection visitor should already have consulted with planners who have previously held meetings at that hotel, in order to negotiate from a position of power based on knowledge.

It is standard to ask for a complimentary suite for the president of the region (or if a state conference, for the president of the chapter or state association) and a complimentary room for every fifty rooms sold. Also, some hotels give complimentary meeting rooms on the basis of meal functions planned. NAHRO leaders may inform hotels that some attendees are eligible for government per diem in order to secure lower rates.

Any agreement made during the site inspection should be recorded in writing. An oral agreement may be impossible to renegotiate later, so it is important to treat these negotiations just as though they were for a written contract.

Communicating Information

During the inspection visit, the hotel representative provides the inspection visitor with information on special rules or regulations relating to licenses, taxes, or beverage control, and a list of names, telephone numbers, and responsibilities of the hotel staff members who will work with the conference planners, and responsible replacement staff during off hours.

The inspection visitor is expected to provide the hotel representative with a similar list, including addresses of persons with whom the hotel representative will be expected to deal. In order to select the right hotel, the conference negotiator needs to know how many people will be there and how many rooms will be needed. Other information that the conference negotiator provides includes:

- Accommodations—type (single, double, suite) and arrival- departure patterns
- General schedule—pre-conference meetings, conference, post-conference business
- Space requirements—meeting rooms, service areas, registration, ticket sales, hospitality suites
- Service requirements—facilities, equipment (audiovisual, microphones, platforms, etc.), services (security guards, typists, baby-sitters, etc.)

Once these initial contacts have been made and confirmed in writing, in-person briefing sessions should be planned to outline specific needs by function and responsibility.

Contract

A hotel contract should set forth specific details such as registration, number of persons attending, special services, accounting, master amount charges, promotion and publicity, and other matters. These details must be worked out in writing to the satisfaction of both parties prior to the conference.

The conference planner and local host must be sure that nothing is missing in the contract and that nothing is included that should not be included. If, as time passes, it is necessary to make any changes which deviate from the contract, any oral agreement must be followed up in writing.

Conference Promotion

The promotion of the conference to members must be well planned. The promotional materials should include all pertinent information about the meeting, such as:

- The date, time, and location of the conference
- Hotel reservation blanks
- A program schedule (include as much program detail as possible.)
- Registration information

It is often useful to include exciting photographs of the site or a brief mention of special activities, sports events, or local celebrations occurring simultaneously.

Set up a timetable for mailing promotional pieces, and be sure to send the material out well in advance.

Mailing labels to use for promotion of the conference are available from national NAHRO. One set is free if a copy of the delegate list is provided in exchange.

Registration

Many regions and chapters without staff of their own use the volunteer services of one of their members (often with a computer). Onsite registration is usually handled by volunteers from local host agencies.

Some regions and chapters contract to have this service provided. If you use a contractor, be sure to select a reputable firm with a proven track record. Contract with the firm far in advance of the conference.

Preconference Planning

To assure that all involved understand their responsibilities and that there is adequate time to carry out those responsibilities, hold a meeting with key staff and hotel personnel before the conference. At these sessions, conference representatives and the hotel executive review written specifications on service requirements for speakers and meetings, ensuring that the hotel clearly understands each item and considers it feasible. Conference representatives also provide the hotel executive with the names of persons appointed to check each meeting room before the beginning of each session and with the authority and responsibilities of each of these persons.

At this pre-conference meeting, the participants review updated “function sheets” in detail. Develop a separate function sheet for each event to be held before, during, and after the conference. Provide a duplicate set of these sheets to the hotel staff at the briefing session. Function sheets include the following information:

- Name and date of each function
- Room and floor of the function
- Time of room setup
- Type of seating
- Number of tables and chairs needed
- Approximate time the function ends
- Number of expected attendees
- Person responsible for the function
- Special services, equipment, or facilities required
- Name of personnel responsible for providing these services
- Detailed setup instructions

Each hotel meeting room available should be checked for speaker focus, audiovisual equipment, and location of restrooms and other facilities.

It is wise to hold a pre-conference session with conference volunteers to familiarize them with services to be used and to introduce them to hotel staff members with whom they will work.

Ongoing Conference Preparation

The conference representative informs the hotel of the meeting space needed and the type and number of food and beverage services required for each day of the conference. Site information should be continuously updated because many changes will take place between the pre-conference briefing and the time of the conference. Only constant communication can prevent irreparable mistakes.

The hotel has a cutoff date after which all rooms not yet reserved will be released. Be sure you have a clear understanding with the hotel on how long it will hold rooms for the conference. The hotel may, if requested to do so, send out registration forms to members warning that if registrants cancel after a certain date, they will be liable for room charges.

Before the conference begins, the planner or host has many additional duties, including:

- Assigning special suites
- Ordering ribbons, badges, awards, and plaques
- Notifying the press
- Preparing final versions of the schedule and work sheets and mailing them to the hotel
- Making staff assignments for day-to-day duties on site
- Confirming staff travel arrangements
- Preparing a final list of pre-registrants
- Compiling advance registration packets

Choosing a Speaker

The choice of a keynote speaker is one of the most critical factors in making the meeting a success. A big name is always a plus in drawing many people. The person you choose, however, should be an expert in the field and not just a celebrity.

Many speakers outside the field charge an honorarium. You may also be asked to pay the speaker’s expenses. For VIPs you may want to make arrangements for a conference representative or a hotel limousine chauffeur. Most speakers at regional and chapter conferences come from the membership and are not paid fees nor reimbursed for expenses. Policy on these items and complimentary conference registration vary among regions and chapters.

To help the speaker prepare for the conference, provide the following information:

- Size and general profile of the group so that the speaker can tailor the speech to the audience
- Purpose of the meeting
- Physical layout of the presentation room
- Other speeches scheduled during the meeting
- Amount of the honorarium and the kinds of expenses, if any, that you will cover
- Presentation aids, i.e., audio visual equipment
- Arrangements for local transportation

Encourage the speaker to prepare handouts so that conference attendees can receive the maximum benefit of the presentation.

Attracting Exhibitors

Exhibitors are eager to participate in conferences to enhance sales prospects. When deciding whether to participate, potential exhibitors consider factors such as exhibit hours and attendance. NAHRO has traditionally provided exhibitors at national conferences with the undivided attention of clients for a minimum of ten to thirteen hours. This is accomplished by scheduling exhibit sessions that do not conflict with other sessions and activities.

While promotional ventures, such as mailing colorful flyers often serve to attract exhibitors, a more effective method may be to notify companies by telephone at least six months in advance of the conference.

In setting a price for the exhibit booth rental, NAHRO leaders should look at hotel space rental costs, costs for security guards, and decorator costs (decorators convert the space into booths). They can determine a profit margin and set the booth rental charge accordingly. Total costs to the exhibitor should also be a factor. All exhibitors should conform to regulations, session times, and on-site management of the show. After the conference, planners should find out if the exhibitors were satisfied with their treatment by the Association.

(For more information, see Appendix N, Guidelines for Conducting Exhibits.)

CONCLUSION

As we have seen, regional and chapter officers have many areas of responsibility. In accepting the responsibility to serve as an officer in NAHRO, you have made a commitment to support NAHRO in its goal to serve as the leading housing and community development advocate for the provision of adequate and affordable housing and strong, viable communities for all Americans.

Additional support is available from the national NAHRO officers and staff as we work together to accomplish this goal and to enhance the professional development and effectiveness of NAHRO's members.

APPENDIX A

NAHRO Constitution

ARTICLE I

Name and Principal Office

The name of the Association shall be the National Association of Housing and Redevelopment Officials and its principal office shall be at Washington, D.C., with such additional offices established at other locations as may be required.

ARTICLE II

Purposes

Toward the attainment of the ultimate objective of the provision of adequate housing for the entire people and toward the achievement of well-planned, socially, esthetically, ecologically, and economically sound communities, through the processes of development, preservation, conservation, rehabilitation, and redevelopment, it shall be the purpose of the Association to improve the standards and practices of all phases of administration directly related to the above purposes and to develop and improve the professional standards involved in the administration of programs to achieve these objectives by providing for the exchange of knowledge and results in experience; by engaging in research; by publishing the results of studies; by conducting meetings, conferences, and institutes; by developing and facilitating effective federal-state-local relations among those having related housing and community development responsibilities in public agencies; by cooperating and collaborating with other agencies, associations, and groups, both public and private, having similar or related purposes; and by seeking, in all proper ways, to improve the proficiency of agencies and persons engaged in administration in the field of housing and community development.

ARTICLE III

Members

Section 1. Individual—Active. Any person with an employee affiliation or an elective, appointive, or ex-officio position with the following types of organizations or agencies, having to do primarily with housing, community development or redevelopment, housing rehabilitation or conservation, or codes: (1) public bodies; (2) nonprofit private housing organizations; (3) nonprofit community development corporations; (4) nonprofit, cooperative, mutual, educational, and civic organizations active in the field—shall be eligible for active membership in the Association. Every active member in good standing shall have the right to participate in all activities open to the membership of the Association, shall be eligible to hold any office in the Association, and shall have full voting rights, except that any person who has been an active member less than 45 days prior to the annual meeting of the Association held in odd-numbered years shall not be issued a mail ballot during said periods.

Section 2. Individual—Affiliate. Any person who is interested in the purposes and activities of the Association shall be eligible for affiliate membership. Affiliate members shall have all the rights of active members at the national level unless there exists a possible conflict of interest, as determined by the Board of Governors, except the right to hold the national offices of President, Senior Vice President, or one of the Vice Presidents with Portfolio. Regional Councils and Chapters are empowered to determine the rights of affiliate members to vote, to serve on committees, and to hold office within their own jurisdictions.

Section 3. Agency—Active. Any public agency, department, or organization having to do primarily with housing, community development or redevelopment, housing rehabilitation or conservation, codes, and related community programs shall be eligible for active agency membership in the Association. Each organization holding an active agency membership shall be entitled to cast one vote as an active member in any action taken by a vote of the members of the Association. Such a vote shall be cast by a designated representative or alternate of such organization duly accredited for the purpose, except that any organization that has been an agency member less than 45 days prior to the annual meetings of the Association held in odd-numbered years shall not be issued a mail ballot during said period.

Section 4. Agency—Affiliate. Any agency, corporation, company, or other organization interested in the purposes and activities of the Association shall be eligible for affiliate agency membership. Affiliate agency members shall have all the rights of active agency membership.

Section 5. Membership Termination. The Board of Governors, by two-thirds vote and at its own discretion in the best interests of the Association, may deny membership to any person or agency, may reject renewal of membership, or may terminate a membership. A person or agency whose membership is terminated shall be entitled to a pro-rata return of membership dues.

Section 6. Code of Professional Conduct. Adherence to the NAHRO Code of Professional Conduct is required for individual membership in the Association.

ARTICLE IV

Board of Governors

Section 1. Composition, Election, Terms of Office, Succession. The Association shall be governed by the Board of Governors consisting of the President, a Senior Vice-President, Vice-Presidents with Portfolio, the three Immediate Past Presidents active in the field, the Chairperson of the Budget and Administration Committee if one has been appointed, the Regional Presidents, the Immediate Past Regional Presidents as certified by the Regional Councils, sixteen members of the Association who shall be designated Regional Members-at-Large, and three members of the Association who shall be designated Members-at-Large and shall be appointed by the President in consultation with the Regional Presidents to address any imbalance in the representation of the membership on the Board of Governors, with priority consideration given to commissioners. The Members-at-Large shall serve until the conclusion of the annual conference in odd-numbered years.

Two Regional Members-at-Large shall be selected or elected by each Region according to procedures established by the Region and shall serve terms of four years. The Regional Members-at-Large shall serve staggered terms.

The Association President and Senior Vice-President shall be elected by the members of the Association for terms of two years.

A Vice-President shall be elected from and by the membership of each national standing committee of which he/she is a member and shall be designated as Committee Chairperson and Association Vice-President with Portfolio of that standing committee and shall serve a term of two years.

The Vice-President must be elected by the committee prior to the regularly called meeting of the Board of Governors next following the annual conference of the Association held in odd numbered years. Vice-Presidents shall be elected by their committees in accordance with rules and procedures established by the Board of Governors, and shall serve until their successors have been elected. When vacancies occur in a Vice-President position, the Committee Vice-Chairperson is to automatically succeed to the office for the balance of the Vice-President's term. A new Vice-Chairperson shall be elected at the next Committee meeting.

Regional presidents shall be elected according to procedures established by their Regional Councils for a term of two years.

Terms of office of the Association President, Senior Vice-President, Vice-Presidents within the purview of the conditions cited above, and the Regional Presidents shall run concurrently

No officer of the Association having been elected and having served a full term shall be eligible for re-election to succeed himself/herself in the same office, but shall be eligible for election to the same office at any subsequent time, and shall be eligible at any time for election to another office. Persons elected to the office of President, Senior Vice President, and Vice-President with Portfolio shall resign from office immediately upon becoming ineligible for active individual membership status.

Section 2. Vacancies. In the event of a vacancy in the office of the President, the Senior Vice-President is to automatically succeed to the office for the balance of the President's term. In the event of the unavailability of the Senior Vice-President to succeed to the Presidency, the Board of Governors shall select one of the Vice-Presidents with Portfolio to serve as President until the next annual meeting of the Association. Any vacancy, no matter how created, among the other officers, other than the Vice-Presidents which are otherwise provided for herein, or members of the Board of Governors, shall be filled by action of the originating units, for the balance of the original term. If a vacancy occurs in the office of Immediate Past Regional President, no matter how created, it shall be filled by action of the Region.

The office of the Senior Vice-President vacated, for whatever reason, shall be filled by the Board of Governors from among the additional Vice-Presidents with Portfolio and shall serve for the balance of the term of Senior Vice-President.

Section 3. Eligibility. If any member of the Board of Governors ceases to be an individual member of the Association, he/she shall cease to be a member of the Board of Governors and his/her position on the Board of Governors shall thereupon become vacant and shall be filled as provided in Section 2 above.

If a Board of Governors member fails to attend three meetings during the two-year period of the Board of Governors and such absences are not excused by the Board, his/her place shall automatically become vacant.

Section 4. Operating Procedures. Meetings of the Board of Governors shall be conducted under the requirements of this Constitution first, and Roberts Rules of Order, if not covered herein.

Section 5. Powers. The Board of Governors is empowered to create such wholly owned subsidiary corporations, ancillary trustees, divisions, committees, units, councils, chapters, or groups, as may be required to support, advance, and fulfill the purposes of the Association.

The Board of Governors shall select and appoint a Secretary-Treasurer who shall be the Executive Director of the Association.

The Board of Governors shall have the right to exercise such other powers as shall be conferred upon or vested in them by other articles of this Constitution.

Section 6. Steering Committee—Membership and Powers. There shall be a Steering Committee of the Board of Governors consisting of the President, the Senior Vice-President, the Vice-Presidents, the three Immediate Past Presidents serving as members of the Board, and the Regional Presidents. The Steering Committee shall be available for consultation and advice as needed.

ARTICLE V

Officers

The officers of the Association shall be a President, a Senior Vice-President, the additional Vice-Presidents with Portfolio, each corresponding to the national standing committees, and a Secretary-Treasurer. Election and terms of office are as described in Article IV, Section 1.

ARTICLE VI

Duties of Officers

Section 1. *President.* The President shall act as Chairperson of the Board of Governors and shall preside at meetings of the members. He/she shall sign on behalf of the Association all deeds and other formal instruments and shall perform such other duties as may from time to time be assigned to him/her by the Board of Governors.

The President shall establish such committees, task forces, ad hoc groups, advisory councils, and like groups which are not prescribed, interdicted, or prohibited by this Constitution.

In appointing members to such assignments, the President shall be diligent in representing the broad range of membership interest, including commissioners, minority representatives, and women.

With the concurrence of the Board of Governors, the President may also act jointly with other organizations with interests related to the Association to name joint committees and name active or affiliate members of the Association to such committees.

In the matter of national standing committees and the Nominating and Election Committee, the President shall adhere to the dictates set forth in the articles dealing specifically with those units.

Section 2. *Senior Vice-President.* The Senior Vice-President shall preside in the absence of the President. At the direction of the President and the Board of Governors he/she shall coordinate the development of program policy and shall carry out such other duties as may be assigned, including oversight of administrative committees not herein assigned to the Vice-Presidents with Portfolio.

Section 3. *Vice-Presidents with Portfolio.* Each of the Vice-Presidents shall be responsible for the conduct of the standing committees from which he/she was elected and shall serve as chairperson of such standing committees.

The Vice-Presidents may be assigned duties and responsibilities by the Board of Governors related to the current interests of Association members, particularly as they relate to the scope of the standing committees which they chair.

Section 4. *Secretary-Treasurer.* The Secretary-Treasurer shall be the Executive Director of the Association and its chief administrative officer. The Board of Governors shall select the Secretary-Treasurer to serve at its pleasure and shall fix his/her compensation. The Executive Director shall be responsible for maintaining the records and accounts of the Association and shall be custodian of its seal. He/she shall also have the responsibility for the general management of the affairs and general direction and supervision of the activities and employees of the Association, subject to the provisions of this Constitution and to the policies and administrative regulations established and adopted by the Board of Governors.

ARTICLE VII

Nominations and Elections

Not less than 140 days before the annual meeting held during an odd-numbered year, all Regional Councils of the Association shall elect or designate two Regional Council representatives, at least one of whom shall be a minority representative or woman, to serve on the national Nominating and Election Committee, under procedures established by the Regional Council and certified to the Board of Governors. The President shall appoint the chairperson of the committee from among the individual members of the Association, such chairperson to have voting rights only to break a tie vote of the committee. Notice as to who constitutes this Nominating and Election Committee shall be given to the entire membership not less than 120 days prior to the annual meeting.

Not more than 90 days nor less than 80 days prior to said annual meeting, the Nominating and Election Committee shall meet and select one or more nominees for the office of President and Senior Vice-President. However, the sitting Senior Vice-President's name shall automatically appear on the ballot as a candidate for the office of President. Not more than 80 days nor less than 70 days before said annual meeting, the Secretary-Treasurer shall notify the entire membership of the Association of the nominations recommended by the Nominating and Election Committee as well as identifying the sitting Senior Vice-President as a candidate for the office of President. Such notice shall clearly indicate that additional nominations will be placed on the ballot if petitions requesting such action reach the Association's headquarters office not less than 60 days prior to said annual meeting.

Such petitions in support of an active member of the Association must carry the names of at least 150 members of the Association, not less than 20 names coming from each of a majority number of the Regional Council areas. Submission of said petition must carry certification or include evidence that the petitioner will serve if elected. The Secretary-Treasurer shall verify the validity of each petition.

When the nomination procedures result in more than one nominee for a position, the Secretary-Treasurers shall thereupon prepare, or cause to be prepared, ballots containing the names of the nominees submitted by the Nominating and Election Committee, the name of the sitting Senior Vice-President, plus the names carried on all eligible petitions. Not less than 20 days before the annual meeting, the Secretary-Treasurer shall cause to be mailed one ballot to each member entitled to vote, together with voting instructions detailing the manner in which voting shall be carried out and the election conducted and the manner by which votes shall be validated and counted.

Agency member ballots must be returned with a certification that the person casting the ballot was authorized to do so.

The Nominating and Election Committee shall certify the results of the election, and shall carry out any recount directed by the Board of Governors in response to a majority of the members present at the time of the announcement of the election results.

Terms of office, except as may be otherwise provided for herein, shall commence at the conclusion of the annual conference during which the annual meeting was held.

In the event of the need to conduct an election in an even-numbered year to fill the unexpired term of a President or Senior Vice-President, the Board of Governors shall act as the Nominating and Election Committee and the above procedures shall apply.

Waiver of the time schedule identified above, in those circumstances where conformity cannot be reasonably achieved, or achieved at all, may be accomplished by a two-thirds vote of the members of the Board of Governors present and voting at a special meeting. Where a vacancy necessitating an even-year election occurs at such a late date as to preclude implementation of the above procedures, the Board of Governors shall be able to announce their nominees at the annual meeting. Additional nominations may be accepted from the floor. Election shall take place during the meeting by ballot if there is more than one nominee for a vacancy, or by declaration of election by the President of the Association if there is only a single nominee for any office.

ARTICLE VIII

Meetings

Section 1. Annual Meeting. An annual meeting of the members of the Association shall be held during each calendar year at a time and place to be fixed by the Board of Governors.

Section 2. Special Meetings. Special meetings shall be held on the call of the President of the Board of Governors, or on the request in writing of any 150 members, not less than 20 names coming from each of a majority number of the Regional Council areas. Calls of all special meetings of the members shall be given by notice mailed to all members not less than 30 days nor more than 40 days before the meeting date.

Section 3. *Meetings of the Board of Governors.* Meetings of the Board of Governors shall be held at regular intervals not less than four times during the two-year period for which the officers are elected, with the first meeting held at a time and place which shall be announced at the conclusion of the annual meeting held in an odd-numbered year, and such other special meetings as the President deems advisable to call. In the event of a vacancy in the office of the President or his/her incapacity, the Secretary-Treasurer shall call a meeting of the Board of Governors as soon as is practicable.

Section 4. *Other Meetings.* Any member of the Board of Governors may waive notice of the time, place, and purpose of any meeting of the Board of Governors either before or after the date of the meeting and, if such waivers are received from all members of the Board not present at the meeting, any action taken at the meeting shall be as valid as though due notice had been given.

Section 5. *National Meetings.* All national meetings of the Association shall be scheduled only in the places where facilities are available, on a non-discriminatory basis, to all members of the Association eligible to attend such meetings.

ARTICLE IX

Quorum

A quorum of the Board of Governors shall consist of not less than one-third of all the members of the Board, and 100 members shall constitute a quorum to do business as a meeting of members.

ARTICLE X

Standing Committees

Section 1. *Title.* There shall be standing committees at the national, regional, and chapter levels: Housing, Community Revitalization and Development, Professional Development, Member Services, International (optional at the regional and chapter levels), and Commissioners.

Section 2. *General Functions.* The Housing Committee and the Community Revitalization and Development Committee shall generally address the programmatic areas of their respective functions, and shall recommend actions to the Board of Governors regarding, but not limited to, program dollars, legislation, regulations, administration at federal, state, and local levels and the effective representation of the membership's interests therein.

The Professional Development Committee shall focus on the general and specific areas of career identification, training and education, certification and credentialing, and the professionalization of the members.

The Member Services Committee shall serve the general and special interests of the members which cut across program and professional lines; represent the interests of special interest groups within the membership, including but not limited to minorities, commissioners, and women; and shall work to coordinate supportive products and services rendered by the Association such as conferences and conventions, workshops and seminars, publications, representation, and such related matters.

The International Committee shall collect and disseminate information on housing and community development in foreign countries, identifying innovative programs, development techniques, and management systems that may be usable in the United States. The Committee shall also share information on American programs with its foreign counterparts. The Committee may encourage local housing and community development personnel to participate in international meetings, including official delegations organized by federal agencies, and it may arrange informational exchanges with professionals in other countries.

Section 3. *Establishment of Committee Membership.* The chapter presidents shall select chapter members to serve on chapter standing committees, and the committee chairperson shall be selected by a locally established procedure.

Regional committees will be composed of at least one representative from each corresponding chapter committee who shall be a member of NAHRO, such member being selected by a locally determined procedure, plus at-large members to be selected by the Regional President. The chairperson shall be selected according to procedures established by the Regional Council.

Each national committee, except the International Committee, shall be composed of three representatives from each corresponding regional committee, to be selected according to procedures established by the Regional Council, plus fourteen at-large members to be selected by the national President in consultation with the Regional Presidents. Of the presidential appointments, there shall be at least one representative from each region.

The International Committee shall be composed of two representatives from each Region to be selected according to procedures established by the Regional Council. If a corresponding regional International Committee exists, the two representatives shall be members of the committee and one of the two shall be the current Chair. An additional nine members shall be appointed by the National President in consultation with the Regional Presidents. Five other committee members may be selected by the President as representatives of international organizations.

Local, regional, and national selection processes shall seek to provide for broad representation of all special interests of the membership, including but not limited to, commissioners, minority representatives, and women.

All national committee members, except for members from international organizations, shall be individual members of National NAHRO and remain members throughout their term. If the national NAHRO individual membership of a committee member lapses or he/she fails to attend three meetings of the committee, his/her position shall automatically become vacant.

Section 4. *Chairperson and Vice-chairperson.* Each national committee shall elect from within its membership a chairperson who shall serve as national Vice-President with Portfolio.

The Vice-President – Commissioners shall at the time of his/her election, be serving as a commissioner of a Housing Agency, Redevelopment Agency, or other Community Development Agency.

ARTICLE XI

Committee Reports

All committee reports intended for publication or distribution outside the Association itself shall be submitted to the Board of Governors before such publication or distribution is made. The Board of Governors shall pass on reports so submitted within a reasonable period of time and shall specify the method of distribution. The Board of Governors may delegate this review of committee reports to special committees of its members or to the Secretary-Treasurer.

ARTICLE XII

Regional Councils and Chapters

Section 1. *Establishment* In order to further the aims and purposes of the Association and to facilitate widespread participation in its program on the part of its members, the Board of Governors may establish Regional Councils and Chapters of the Association as a means of recognizing the special regional interests of its members, and the value of small group activities. The Board of Governors shall determine the general form and organization of such Councils and Chapters and their relationship within the Association in accordance with the provisions of this article. The Board,

periodically, shall establish criteria for the creation of Councils and Chapters, based on potential agency and/or individual membership in the Association. The operations of Regional Councils and Chapters shall be in complete harmony with the Constitution, policies, and membership relationships of the Association. The Board of Governors shall have the authority to abolish, dissolve, or change at any time, any such Regional Councils or Chapters when it deems such action to be in the best interests of the Association. The provisions enumerated below in this article are applicable to the respective organizational units.

Section 2. Regional Councils.

A—Establishment and Changes. A Regional Council, encompassing related geographical areas, may be established only by the Board of Governors. Establishment may be accomplished upon the Board’s own initiative or by Board action following receipt of a petition submitted in writing by a representative group of members in said areas, to be followed by a poll of all members residing in said areas. The Board reserves the right to approve or disapprove the bylaws which shall govern the Council, after adoption by the members within said Regional Council areas in accordance with a procedure established by the Board of Governors for this purpose. All changes in boundaries or amendments to Regional Council bylaws require the approval of the Board of Governors before becoming effective.

B—Name. The name of the Regional Council shall indicate the geographical area it encompasses and shall end with the words: “Regional Council of the National Association of Housing and Redevelopment Officials.

C—Membership. All members—whether individual or agency—of the Association located in the geographical area of the region are entitled to membership and participation in the Regional Council. If a Council collects regional dues from either individuals or agencies, collection (and participation in the Council) shall be confined to those individuals and agencies on the national membership rolls, and membership in the Association shall be made a requisite for membership and participation in the Regional Council.

D—Officers. Each Regional Council shall have a President, Vice-President, and Secretary-Treasurer, elected by the voting members for specified terms and known as the officers of the Regional Council, plus any other officers it may choose to designate. These officers shall be individual members of the National Association. It shall also have an Executive Committee comprised of said required officers, the chief elective officer of all Chapters in the Region in an ex-officio capacity, and others specifically designated and selected in accordance with the provisions of its bylaws.

Section 3. Chapters.

A—Establishment. A state or local Chapter may be established upon petition submitted in writing and signed by at least 10 individual members of the Association located in the proposed area of operation of the Chapter. Such petition accompanied by proposed bylaws of the Chapter shall be filed with the President of the Regional Council of the Region within which such Chapter is located and shall be submitted by him/her to the Executive Committee of the Regional Council, which shall act upon said petition within 60 days of filing. Upon approval by the Regional Executive Committee, the Chapter shall be considered temporarily established. The proposal shall then be submitted to the Board of Governors for its approval, and the Chapter will be considered established upon issuance to it of a charter signed by the President of the Regional Council and countersigned by the President and the Executive Director of the Association.

B—Name. The name of the Chapter shall indicate the geographical area it encompasses and shall end with the words: “Chapter of the National Association of Housing and Redevelopment Officials.”

C—Membership. All members of the Association located in the geographical area of the Chapter are entitled to membership and participation in the Chapter, upon payment of Chapter dues, if any.

D—Officers. Each Chapter shall have a President, Vice-President, Secretary-Treasurer, plus any other officers it may choose to designate, who must be individual members of the national Association and elected by the voting members of the Chapter for specified terms and known as the officers of the Chapter. It shall also have an Executive Committee comprised of said officers and such other designees as set forth in the bylaws of the Chapter.

E—Changes and Amendments. Should a Chapter wish to change its boundaries, a proposal must be made to the Regional Council and the Board of Governors for their approval after the members in the area vote favorably on the change. All proposed amendments to the bylaws of the Chapters shall be submitted by the Chapter to the members therein and shall not be considered adopted until approved by the Regional Council and the Board of Governors.

ARTICLE XIII

Official Publication

The Association shall have an official publication, as determined by the Board of Governors.

ARTICLE XIV

Dues

The dues for all classes of members shall be determined from time to time by the Board of Governors.

ARTICLE XV

Amendments

Section 1. This Constitution may be amended by the affirmative votes of the majority of the members entitled to vote who vote on the proposed amendment in writing, after the mailing of ballots in accordance with the procedure specified in Section 3 of this article. Any amendment may be proposed to the membership by action of the Board of Governors or by petition carrying the names of 150 members of the Association, not less than 20 names coming from each of a majority of the Regional Council areas. Petitions must be sent to the Association’s headquarters office where the validity of the petition shall be verified by the Secretary-Treasurer.

Section 2. The validated petition shall be presented by the Secretary-Treasurer at the next regular or special meeting of the Board of Governors which shall review the proposed amendment submitted by petition and prepare recommendations to accompany the proposed amendment mailed to the membership.

Section 3. Within a reasonable time following affirmative action of the Board of Governors or following the meeting of the Board of Governors at which the validated petition is presented, the Secretary-Treasurer shall prepare, or cause to be prepared, ballots containing the proposed amendment and shall mail one ballot to each member entitled to vote, together with voting instructions.

The President shall appoint a committee of at least three individual members to serve and convene as a Polling Committee. The Polling Committee shall certify the tabulation of the vote count.

The results shall be announced and certified at the next meeting of the Board of Governors or the Steering Committee meeting following the tabulation. The results shall also be reported in the official publication of the Association or by direct mail notification to all members of the Association. Effective date of the amendment, unless otherwise specifically stated, shall be the day of certification to the Board of Governors.

ARTICLE XVI

Seal

The Association shall have a seal which shall bear the label “National Association of Housing and Redevelopment Officials, District of Columbia” and the year of organization.

APPENDIX B

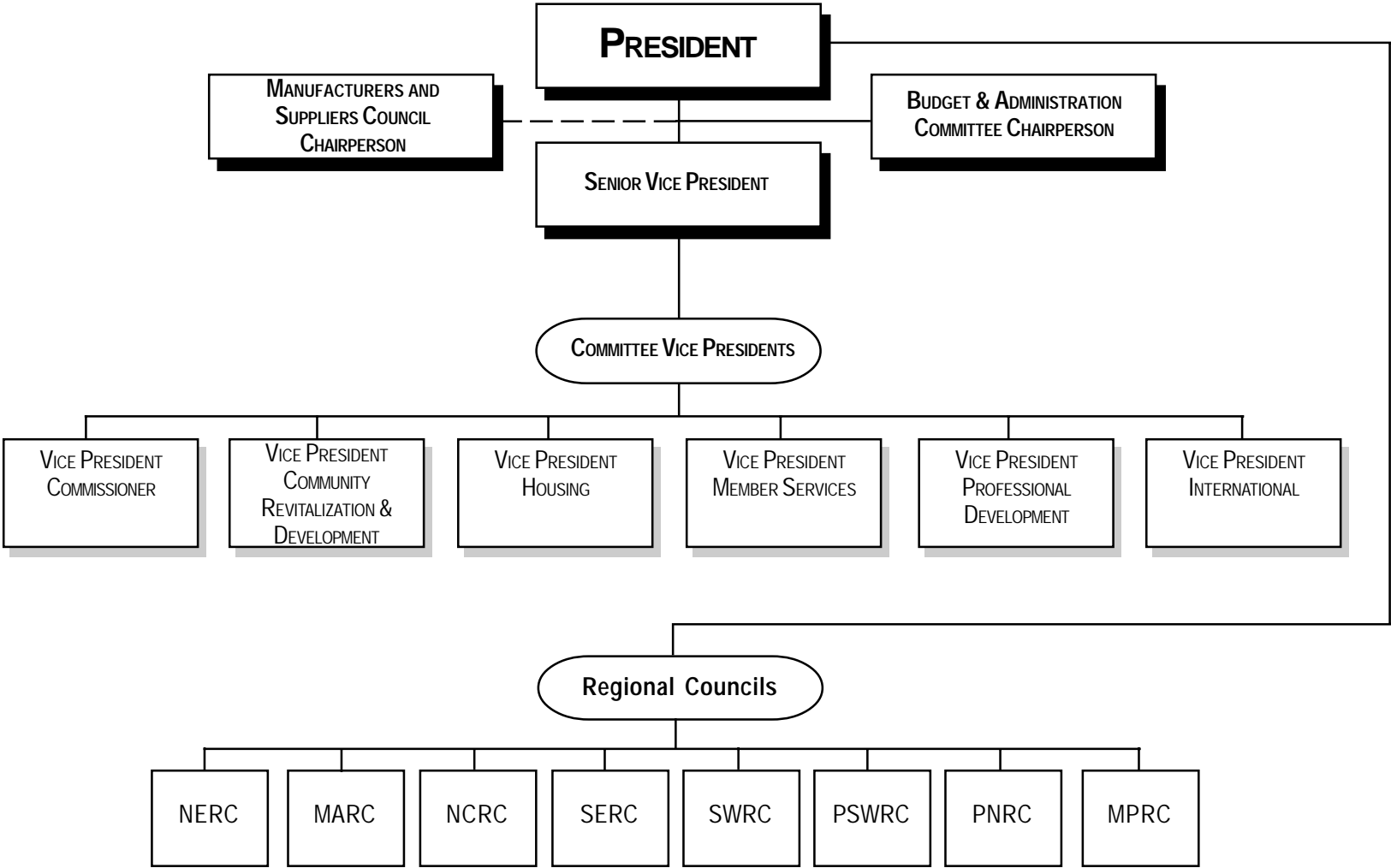
Organization Charts

NAHRO NATIONAL LEADERSHIP CHART

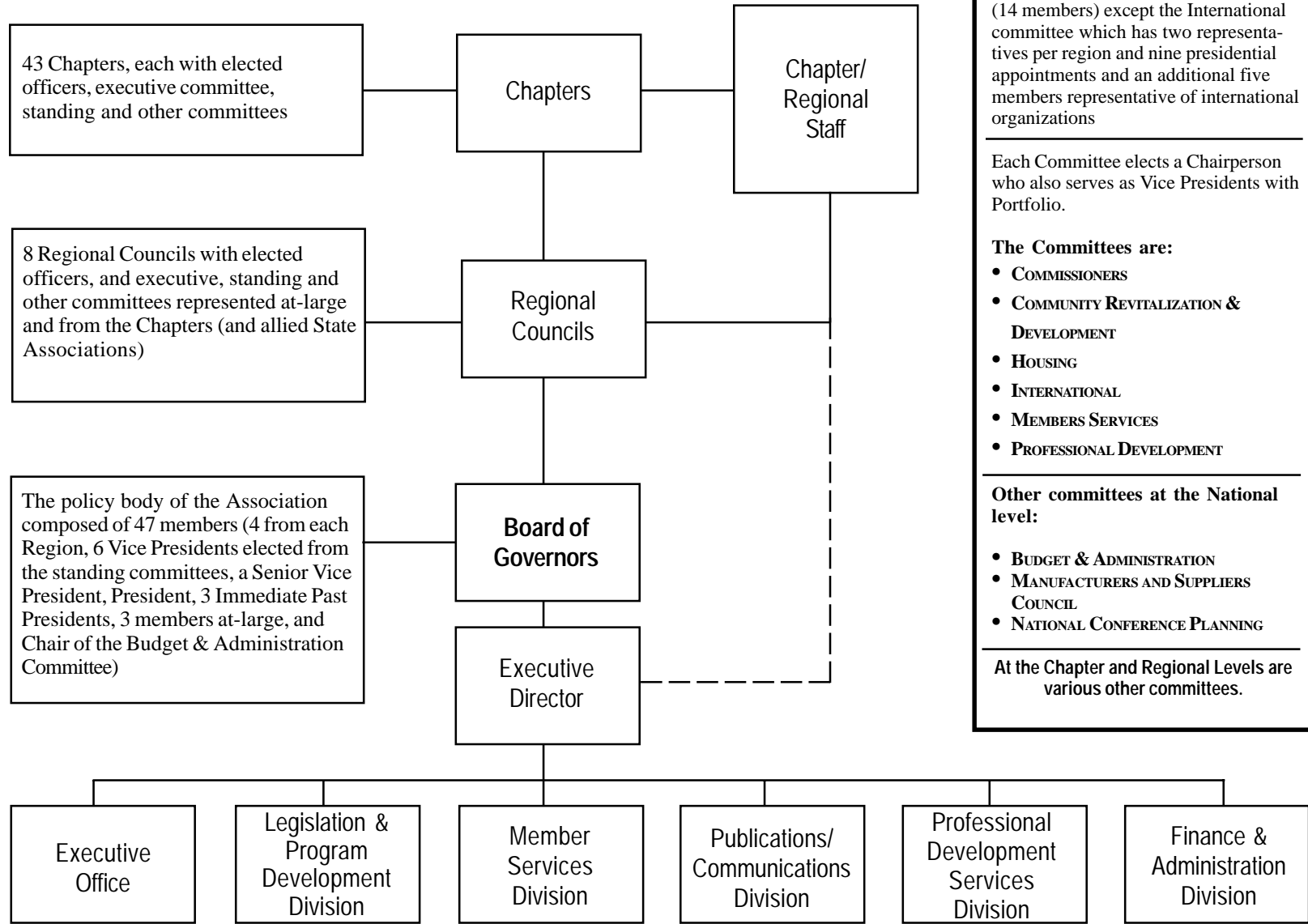
NAHRO ORGANIZATIONAL CHART

NAHRO STAFF ORGANIZATION CHART

NAHRO NATIONAL LEADERSHIP CHART



NAHRO ORGANIZATIONAL CHART



There are six standing committees. Members are appointed by the Regions (3 members each) and by the President (14 members) except the International committee which has two representatives per region and nine presidential appointments and an additional five members representative of international organizations

Each Committee elects a Chairperson who also serves as Vice Presidents with Portfolio.

The Committees are:

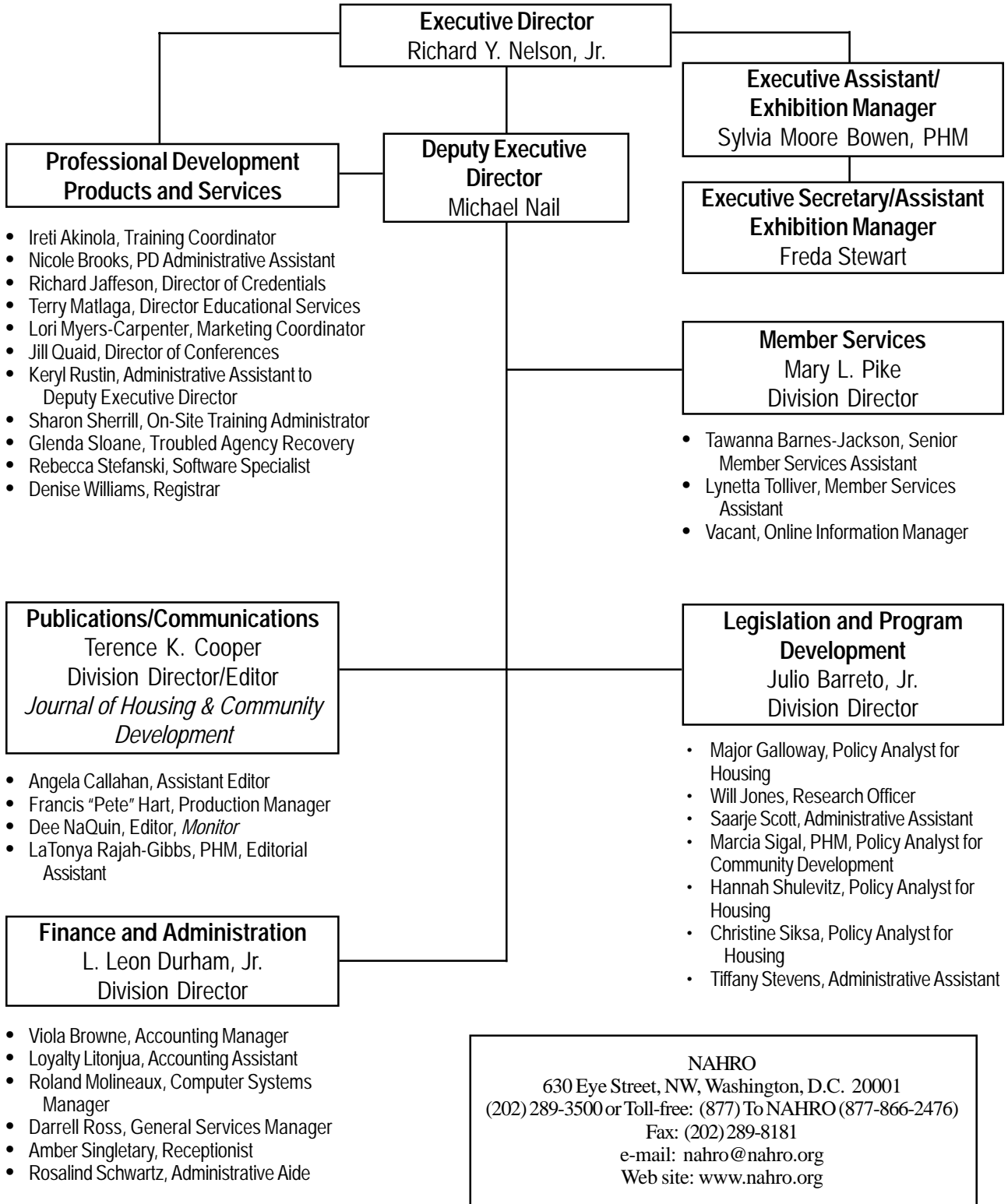
- COMMISSIONERS
- COMMUNITY REVITALIZATION & DEVELOPMENT
- HOUSING
- INTERNATIONAL
- MEMBERS SERVICES
- PROFESSIONAL DEVELOPMENT

Other committees at the National level:

- BUDGET & ADMINISTRATION
- MANUFACTURERS AND SUPPLIERS COUNCIL
- NATIONAL CONFERENCE PLANNING

At the Chapter and Regional Levels are various other committees.

NAHRO Staff Organization Chart



APPENDIX C

Guide By-laws for Regions and Chapters

GUIDE BY-LAWS for the REGIONAL COUNCILS OF NAHRO

ARTICLE I

Name and Jurisdiction

Section 1. The name of this organization shall be (_____) Regional Council of the National Association of Housing and Redevelopment Officials.

Section 2. The Regional Council shall operate within the geographic area of (states, district, territory, commonwealth), subject to provisions of the Constitution of the National Association of Housing and Redevelopment Officials (NAHRO), and these By-Laws.

ARTICLE II

Objectives and Purposes

The purpose of NAHRO is to be the leading housing and community development advocate for the provision of adequate and affordable housing and strong, viable communities for all Americans, particularly those with low- and moderate-incomes, and to enhance the professional development and effectiveness of NAHRO's members. To achieve these objectives, the purposes of the Regional Council shall be:

- (1) To enhance the efficiency and effectiveness of members and to facilitate the exchange of views;
- (2) To monitor and advocate relevant federal and state legislative and regulatory issues that impact housing and community development and to initiate the development of public policies through the committee process;
- (3) To communicate effectively with members, media, government, and others concerning issues related to housing and community development;
- (4) To encourage, develop, and provide educational programs to enhance the professional development, technical skills, and efficiency of housing and community development employees and organizations;
- (5) To develop, analyze, and disseminate information on housing and community development and related fields;
- (6) To recruit and retain members and provide services to strengthen NAHRO's ability to serve its members;
- (7) To work with other organizations and to aggressively develop coalitions and collaborative efforts to accomplish NAHRO's mission;
- (8) To continuously strengthen the Region's internal management and operations and to effectively utilize human, organizational, and financial resources to maximize the achievement of NAHRO's mission and goals.

ARTICLE III

Membership: Qualifications, Voting, Dues

Section 1. Any individual or agency that is an active member in good standing of NAHRO, and who resides within the geographical area of the region, shall be an active member of the Regional Council upon payment of such dues as may be established by the Regional Council as hereinafter provided.

Every active member shall have full voting rights, provided that in the case of an active agency member the vote is cast by its designated representative, and is eligible to participate in all activities open to the membership.

Every active individual member shall be eligible to hold any office in the Region.

Section 2. Any individual or agency who is an affiliate member of NAHRO, and who resides within the geographical area of the region, shall be an affiliate member of the Regional Council upon payment of such dues as may be established by the Regional Council as hereinafter provided.

Every affiliate member shall have all the rights of active members unless there exists a possible conflict of interest, as determined by the Executive Board. (The National Constitution states that Regional Councils are empowered to determine the rights of affiliate members to vote, to serve on committees, and to hold office within their own Region.)

Section 3. Membership dues may be established, from time to time, by the Executive Board of the Regional Council for the operation of the Council. Payment of the established dues shall entitle members to all the rights of their membership class.

ARTICLE IV

Executive Board: Members, Responsibilities, Meetings, Quorum, Voting, Vacancies

Section 1. The control of the affairs of the Regional Council shall be vested in the Executive Board, consisting of the Officers of the Regional Council, (#) representative(s) of the (states, chapters or both) within the Region, and the three Immediate Past Presidents of the Regional Council who are still active in the field (and such others as the Regional Council may establish). The officers and members of the Board of Governors of NAHRO residing in the Region shall be ex officio members.

Section 2. The Executive Board shall establish procedures for the (a) maintenance of records and accounts, (b) receipt and expenditure of funds, (c) levying of dues, (d) periodic reporting of Regional Council affairs to the membership, and (e) it shall otherwise plan and account for the activities of the Regional Council, (including the employment of staff therefore).

Section 3. The Executive Board shall establish procedures for the selection of the two Regional representatives-at-large to the Board of Governors of NAHRO, who shall serve terms of four years and for the selection of regional representatives to the required national standing committees.

Section 4. The Executive Board shall hold not less than two regular meetings each year, at least one of which will be held at the time and place of the annual meeting of the Regional Council. Notice of a regular meeting shall be mailed to each Board member not less than (#) days before the meeting date.

Special meetings of the Executive Board may be called by the President at any time or by the Secretary upon the written request of at least one-fourth of the membership of the Executive Board. The Notice of Special Meeting shall specify the time and place of the meeting and the business to be conducted.

Section 5. At any meeting of the Executive Board, a majority of the members of the Executive Board shall be present to establish a quorum for the conduct of the business of the Regional Council. Each member of the Executive Board shall be entitled to one vote. In order for a member's vote to be counted, the member must be present.

Section 6. In the event of a vacancy in the Office of the President, the Senior Vice-President is to automatically succeed to the office for the balance of the President's term. In the event of the unavailability of the Senior Vice-President, the Executive Board shall select one of the Vice-Presidents to serve as President until the next annual meeting of the Council. Other vacancies in the Executive Board occurring between annual meetings shall be filled by the originating unit or, if elected by a vote of the membership, by the Executive Board to fill the unexpired portion of the term.

Section 7. If any member of the Executive Board ceases to be eligible for membership in the Association, he/she shall cease to be a member of the Executive Board and his/her position on the Executive Board shall thereupon become vacant and shall be filled as provided in Section 6 above.

ARTICLE V

Officers: Names, Duties, Vacancies

Section 1. The officers of the Regional Council shall be (President, Senior Vice-President, Secretary/Treasurer, _____; _____, _____, _____, _____, _____) who shall be current individual members in good standing of the Association and Regional Council. (While the NAHRO Constitution requires that each Regional Council shall elect by and from the individual active membership a President, Vice-President, Secretary/Treasurer, plus any other officers it may choose to designate to assure uniformity it is recommended that the Regions establish the offices of President, Senior Vice-President, and six Vice-Presidents with Portfolio corresponding to the required standing committees and a Secretary/Treasurer.)

Section 2. It shall be the duty of the President to preside at all meetings of the Regional Council; to create and appoint such special committees as may, from time to time, be necessary for the conduct of the affairs of the Regional Council; to implement such procedures, policies, and activities as may be adopted or approved by the Executive Board of the Regional Council, and to report periodically to the membership on the accounts and general business of the Regional Council.

Section 3. The Senior Vice-President shall preside in the absence of the President at all meetings of the Regional Council, shall succeed the President in office if he/she cannot complete his/her term until the next annual meeting, and shall perform such other duties as may from time to time be assigned by the President or the Executive Board.

Section 4. The (_____) shall (The Regional Council may establish other officers such as Vice Presidents with portfolio to chair Standing Committees or perform other specified functions and shall prescribe the method of election and terms of office). Each of the Vice-Presidents with Portfolio shall be responsible for the conduct of the standing committee from which they were elected and shall serve as chairperson of such standing committee.

Section 5. The Secretary/Treasurer shall be responsible for maintaining records and accounts of the Regional Council, the sending of such notices as may be required, and performing such other duties as may be assigned by the President or the Executive Board. (The functions of the Secretary/Treasurer may be severed and therefore persons elected to fill each position, in which case the method of election and terms of office must be fixed and the functions separately defined.)

ARTICLE VI

Nominations and Elections

Section 1. Not less than (#) days prior to the annual meeting of the Regional Council held in odd numbered years, the Executive Board shall appoint a Nominating Committee having (#) members representative of the member interests, that shall meet for the purpose of selecting one or more persons from the rolls of active individual members in good standing as nominees for each office (and Executive Board position). Not less than (#) days before the annual meeting, the Secretary/Treasurer shall notify each eligible voter of the nominees selected by the Nominating Committee and that nomination may be made by the membership provided it is made by a petition bearing the name of the nominee and the signature of at least (#) current members in good standing, and further that the petition is received by the Secretary-Treasurer, who shall certify the petition, at least (#) days before the annual meeting.

Section 2. The Election of Officers (and other members of the Executive Board) shall be held at the annual meeting of the Region held in odd numbered years. The term of office shall be two years, concurrent with the term of National NAHRO officers. All officers (and other members of the Executive Board) shall serve until their successors have assumed their duly elected positions.

Section 3. Each current member present shall have one vote and shall cast his/her vote (by written ballot or by a show of hands or voice).

Section 4. No person shall be eligible for election to office (and to Executive Board) who is not a current individual member in good standing of the Association and of the Regional Council.

ARTICLE VII

Meetings

Section 1. There shall be an annual meeting of the membership of the Regional Council at a time and place fixed by the Executive Board. Reasonable notice of the annual meeting shall be given the membership, but not less than (#) days prior to the meeting date.

Section 2. Special meetings of the membership may be called at any time on the order of the President, the Executive Board, or by the signed petition of at least one-fifth of the total current membership. The Secretary shall give notice of the time and place of a special meeting not less than (#) days prior to the meeting date.

Section 3. A quorum must be present at any meeting of the membership at which business is transacted. (%) current members of the Regional Council shall constitute a quorum.

Section 4. The provisions of these By-Laws and Roberts Rules-of-Order apply to the conduct of any meeting of the membership, the Executive Board, and other duly constituted committee of the Regional Council.

ARTICLE VIII

Committees

Section 1. There shall be Standing Committees of the Regional Council through which the program, professional, and member service needs and participation of the membership can be provided. The Standing Committees of the Regional Council are: (identify name and functions, to coincide with those Standing Committees at the National level, but not limited thereto).

Section 2. Each Standing Committee shall have (#) representatives of each (chapter, association or both) within the Region, (#) members appointed by the President and (#) members-at-large elected (by the membership of the Council or the Executive Board). The Chairperson and Vice-Chairperson of each Standing Committee shall be elected by its members from among its members to serve a term concurrent with the term of the President, unless the membership of the Regional Council elects the Vice-President who shall serve as Chairperson.

Section 3. The President may create such other committees, tasks forces or similar groups as he/she deems appropriate to the purposes and activities of the Regional Council, and shall appoint the members.

Section 4. The selection process for committee membership shall seek to provide a broad representation of all special interests of the membership, including but not limited to, commissioners, minorities, and women.

ARTICLE IX

Amendment

Section 1. These By-Laws may be amended at a regular or special meeting of the membership, provided a quorum is present and voting and two-thirds of those voting vote affirmatively for the amendment (by mail ballot affirmatively voted on by a majority of those voting). Each member shall be sent a copy of the proposed amendments with the notice of the meeting at which the amendments are to be voted. The Secretary/Treasurer shall send the meeting notice to each member not less than (#) days prior to the meeting date.

ARTICLE X

Effective Date, Approval, and Revocation

Section 1. These By-Laws and any amendments thereto shall become effective on approval by the Board of Governors of the Association and are subject to revocation by the Board of Governors of the Association for due cause.

GUIDE BY-LAWS for a CHAPTER OF NAHRO

ARTICLE I

Name and Jurisdiction

Section 1. The name of this organization shall be (_____) Chapter of the National Association of Housing and Redevelopment Officials.

Section 2. The Chapter shall operate within the geographic area of (states, zip codes), subject to provisions of the Constitution of the National Association of Housing and Redevelopment Officials (NAHRO), and these By-Laws.

ARTICLE II

Objectives and Purposes

The purpose of NAHRO is to be the leading housing and community development advocate for the provision of adequate and affordable housing and strong, viable communities for all Americans, particularly those with low- and moderate-incomes, and to enhance the professional development and effectiveness of NAHRO's members. To achieve these objectives, the purposes of the Chapter shall be:

- (1) To enhance the efficiency and effectiveness of members and to facilitate the exchange of views;
- (2) To monitor and advocate relevant federal and state legislative and regulatory issues that impact housing and community development and to initiate the development of public policies through the committee process;
- (3) To communicate effectively with members, media, government, and others concerning issues related to housing and community development;
- (4) To encourage, develop, and provide educational programs to enhance the professional development, technical skills, and efficiency of housing and community development employees and organizations;
- (5) To develop, analyze, and disseminate information on housing and community development and related fields;
- (6) To recruit and retain members and provide services to strengthen NAHRO's ability to serve its members;
- (7) To work with other organizations and to aggressively develop coalitions and collaborative efforts to accomplish NAHRO's mission;
- (8) To continuously strengthen the Chapter's internal management and operations and to effectively utilize human, organizational, and financial resources to maximize the achievement of NAHRO's mission and goals.

ARTICLE III

Membership: Qualifications, Voting, Dues

Section 1. Any individual or agency who is an active member in good standing of NAHRO, and who resides within the geographical area of the Chapter, shall be an active member of the Chapter upon payment of such dues as may be established by the Chapter as hereinafter provided.

Every active member shall have full voting rights, provided that in the case of an active agency member the vote is cast by its designated representative, and is eligible to participate in all activities open to the membership.

Every active individual member shall be eligible to hold any office in the Chapter.

Section 2. Any individual or agency that is an affiliate member of NAHRO, and who resides within the geographical area of the Chapter, shall be an affiliate member of the Chapter upon payment of such dues as may be established by the Chapter as hereinafter provided.

Every affiliate member shall have all the rights of active members unless there exists a possible conflict of interest, as determined by the Executive Board. (The National Constitution states that Chapters are empowered to determine the rights of affiliate members to vote, to serve on committees, and to hold office within their own Region.)

Section 3. Membership dues may be established, from time to time, by the Executive Board of the Chapter for the operation of the Chapter. Payment of the established dues shall entitle members to all the rights of their membership class.

ARTICLE IV

Executive Board: Members, Responsibilities, Meetings, Quorum, Voting, Vacancies

Section 1. The control of the affairs of the Chapter shall be vested in the Executive Board, consisting of the Officers of the Chapter, who shall be active individual members of NAHRO, (#) additional members, who shall be generally representative of the program, professional, and special interests of the Chapter members, and the (#) Immediate Past President(s) of the Chapter who are still active in the field (and such others as the Chapter may establish). The Regional President shall be an ex officio member of the Executive Board.

Section 2. The Executive Board shall establish procedures for the (a) maintenance of records and accounts, (b) receipt and expenditure of funds, (c) levying of dues, (d) periodic reporting of Chapter affairs to the membership, and it shall otherwise plan and account for the activities of the Chapter, (including the employment of staff).

Section 3. The Executive Board shall establish procedures for the selection of Chapter representative(s) to the required regional standing committees.

Section 4. The Executive Board shall hold not less than two regular meetings each year, at least one of which will be held at the time and place of the annual meeting of the Chapter. Notice of a regular meeting shall be mailed to each Board member not less than (#) days before the meeting date.

Special meetings of the Executive Board may be called by the President at any time or by the Secretary upon the written request of at least one-fourth of the membership of the Board. The Notice of Special Meeting shall specify the time and place of the meeting and the business to be conducted.

Section 5. At any meeting of the Executive Board, a majority of the members of the Executive Board shall be present to establish a quorum for the conduct of the business of the Chapter. Each member of the Executive Board shall be entitled to one vote. In order for a member's vote to be counted the member must be present.

Section 6. In the event of a vacancy in the Office of the President, the Senior Vice-President is to automatically succeed to the office for the balance of the President's term. In the event of the unavailability of the Senior Vice-President, the Executive Board shall select one of the Vice-Presidents to serve as President until the next annual meeting of the Chapter. Other vacancies in the Executive Board occurring between annual meetings shall be filled by the originating unit or, if elected by a vote of the membership, by the Executive Board to fill the unexpired portion of the term.

Section 7. If any member of the Executive Board ceases to be eligible for membership in the Association, he/she shall cease to be a member of the Executive Board and his/her position on the Executive Board shall thereupon become vacant and shall be filled as provided in Section 6 above.

ARTICLE V

Officers: Name, Duties

Section 1. The officers of the Chapter shall be (President, Senior Vice-President, Secretary/Treasurer, _____, _____, _____, _____) who shall be current individual members in good standing of the Association and Chapter. (While the NAHRO Constitution requires that each Chapter shall elect by and from the individual active membership a President, Vice-President, Secretary/Treasurer, plus any other officers it may choose to designate to assure uniformity it is recommended that the Chapters establish the offices of President, Senior Vice-President, and five Vice-Presidents with Portfolio corresponding to the required standing committees and a Secretary/Treasurer.)

Section 2. It shall be the duty of the President to preside at all meetings of the Chapter; to create and appoint such special committees as may, from time to time, be necessary for the conduct of the affairs of the Chapter; to implement such procedures, policies, and activities as may be adopted or approved by the Executive Board of the Chapter; and to report periodically to the membership on the accounts and general business of the Chapter.

Section 3. The Senior Vice-President shall preside in the absence of the President at all meetings of the Chapter, shall succeed the President in office if he/she cannot complete his term until the next annual meeting, and perform such other duties as may from time to time be assigned by the President or the Executive Board.

Section 4. The (_____) shall (The Chapter may establish other officers such as Vice-Presidents with Portfolio to chair Standing Committees or perform other specified functions and shall prescribe the method of election and terms of office). Each of the Vice-Presidents with Portfolio shall be responsible for the conduct of the standing committee from which they were elected and shall serve as chairperson of such standing committee.

Section 5. The Secretary/Treasurer shall be responsible for maintaining the records and accounts of the Chapter, the sending of such notices as may be required, and performing such other duties as may be assigned by the President or the Executive Board. (The functions of the Secretary/Treasurer may be severed and therefore persons elected to fill each position, in which case the method of election and terms of office must be fixed and the functions separately defined.)

ARTICLE VI

Nominations and Elections

Section 1. Not less than (#) days prior to the annual meeting of the Chapter held in odd numbered years, the Executive Board shall appoint a Nominating Committee having (#) members representative of the member interests, that shall meet for the purpose of selecting one or more persons from the rolls of current individual members in good standing as nominees for each office and Executive Board position. Not less than (#) days before the annual meeting the Secretary/Treasurer shall notify each eligible voter of the nominees selected by the Nominating Committee and that nomination may be made by the membership, provided it is made by a petition bearing the name of the nominee and the signature of at least (#) active members in good standing, and further that the petition is received by the Secretary/Treasurer who shall certify the petition, at least (#) days before the annual meeting.

Section 2. The election of officers (and other members of the Executive Board) shall be held at the annual meeting of the Chapter held in odd numbered years. The term of office shall be two years and shall begin on October 1, or at the conclusion of the NAHRO National Conference and Exhibition, held in odd numbered years, whichever is earlier.

All officers (and other members of the Executive Board) shall serve until their successors have assumed their duly elected positions.

Section 3. Each active member present shall have one vote and shall cast his/her vote (by written ballot or by a show of hands or voice).

Section 4. No person shall be eligible for election to office (and to Executive Board) who is not a current individual member in good standing of the Association and of the Chapter.

ARTICLE VII

Meetings

Section 1. There shall be an annual meeting of the membership of the Chapter at a time and place fixed by the Executive Board. Reasonable notice of the annual meeting shall be given the membership, but not less than (#) days prior to the meeting date.

Section 2. Special meetings of the membership may be called at any time on the order of the President, the Executive Board, or by the signed petition of at least one-fifth of the total current membership. The Secretary shall give notice of the time and place of a special meeting not less than (#) days prior to the meeting date.

Section 3. A quorum must be present at any meeting of the membership at which business is transacted. (#) current members of the Chapter shall constitute a quorum.

Section 4. The provisions of these By-Laws and Roberts Rules-of-Order shall apply to the conduct of any meeting of the membership, the Executive Board, and other duly constituted committee of the Chapter.

ARTICLE VIII

Committees

Section 1. There shall be Standing Committees of the Chapter through which the program, professional, and member service needs and participation of the membership can be provided. The Standing Committees of the Chapter are: (Identify name and functions, to coincide with those Standing Committees at the National level, but not limited thereto).

Section 2. Each Standing Committee shall have (#) appointed by the President and (#) members-at-large elected (by the membership of the Chapter or the Executive Board). The Chairperson and Vice-Chairperson of each Standing Committee shall be elected by its members from among its members to serve a term concurrent with the term of the President, unless the membership of the Chapter elects the Vice-President who shall serve as Chairperson.

Section 3. The President may create such other committees, task forces or similar groups as he/she deems appropriate to the purposes and activities of the Chapter, and shall appoint the members thereto.

Section 4. The selection process for committee membership shall seek to provide a broad representation of all special interests of the membership, including but not limited to, commissioners, minorities, and women.

ARTICLE IX

Amendment

Section 1. These By-Laws may be amended at a regular or special meeting of the membership, provided a quorum is present and voting and two-thirds of those voting vote affirmatively for the amendment (by mail ballot affirmatively voted on by a majority of those voting). Each member shall be sent a copy of the proposed amendments with the notice of the meeting at which the amendments are to be voted. The Secretary-Treasurer shall send the meeting notice to each member not less than (#) days prior to the meeting date.

ARTICLE X

Effective Date, Approval, and Revocation

Section 1. These By-Laws and any amendments thereto shall become effective on approval by the Executive Board of the Regional Council and the Board of Governors of the Association and are subject to revocation by the Executive Board of the Regional Council and the Board of Governors of the Association for due cause.

APPENDIX D

Map of NAHRO Regions, list of NAHRO Regions, Chapters, and State Associations

NEW ENGLAND REGIONAL COUNCIL

Connecticut Chapter
Maine Chapter
Massachusetts Chapter
New Hampshire Chapter
Rhode Island Chapter
Vermont Chapter
Connecticut Community Development Association

MIDDLE ATLANTIC REGIONAL COUNCIL

Central Pennsylvania Chapter
Delaware Chapter
Delaware Valley Chapter
Maryland Association of Housing and Redevelopment Officials (Chapter)
New Jersey Chapter
New York Metropolitan Chapter
Western Pennsylvania Chapter
Potomac Chapter (inactive)
Central New York Housing Authorities Association
New Jersey Association of Housing and Redevelopment Officials
New York State Association of Renewal and Housing Officials, Inc.
Pennsylvania Association of Housing and Redevelopment Agencies

An updated listing of Region and Chapter presidents, staff, calendar information, and scholarships is available on the web site at www.nahro.org under "Regions and Chapters."

NORTH CENTRAL REGIONAL COUNCIL

Illinois Chapter
Indiana State Chapter
Iowa Chapter
Michigan Chapter
Minnesota Chapter
Nebraska Chapter
Ohio Chapter
Wisconsin Chapter
Illinois Association of Housing Authorities
Ohio Housing Authorities Conference (Association)
Ohio Conference of Community Development (Association)

SOUTHEASTERN REGIONAL COUNCIL

Alabama Association
Carolina's Council Association
Florida Association
Florida Community Development Association
Georgia Association
Kentucky Association
Mississippi Association
Tennessee Association
Virginia Association
West Virginia Association

SOUTHWEST REGIONAL COUNCIL

Arkansas Chapter
Kansas Chapter
Louisiana Housing Council (Chapter)
Missouri Chapter
New Mexico Chapter
Oklahoma Chapter
Texas Chapter
Texas Housing Association

PACIFIC SOUTHWEST REGIONAL COUNCIL

Arizona State Chapter
Hawaii Chapter (inactive)
Northern California Chapter
Southern California Chapter

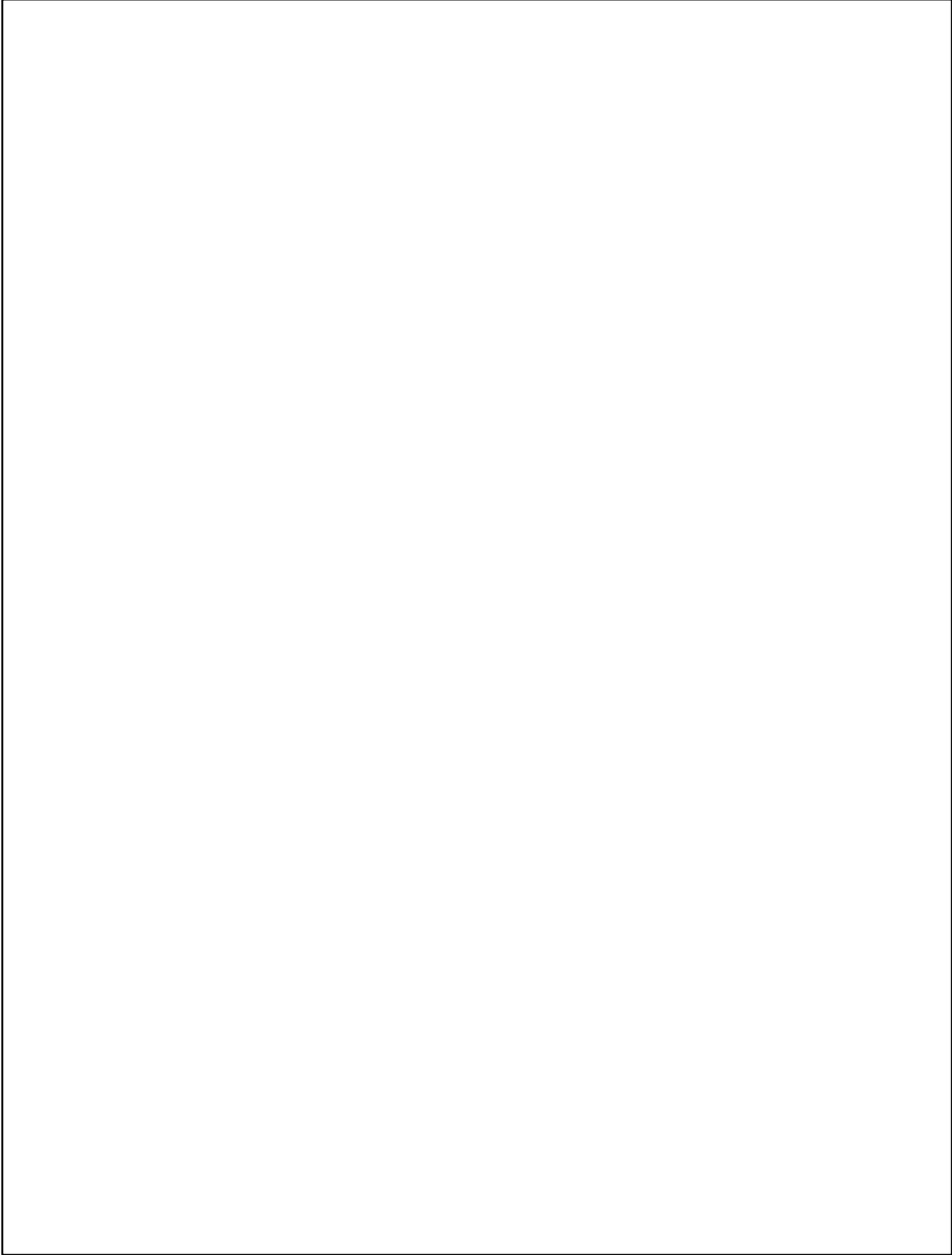
PACIFIC NORTHWEST REGIONAL COUNCIL

Cascade Chapter
Idaho Chapter
Inland Empire Chapter
Puget Sound Chapter
Alaska Association of Housing Authorities

MOUNTAIN PLAINS REGIONAL COUNCIL

Colorado Chapter
Montana Chapter
North Dakota Chapter
South Dakota Chapter
Utah Chapter
Wyoming Association of Housing and Redevelopment (Chapter)

Note: We have listed those State Associations of which we are aware. Some states also have Associations of Executive Directors.



APPENDIX E

Responsibilities of the Regional and Chapter Presidents

RESPONSIBILITIES OF THE REGIONAL PRESIDENT

Being an elected leader requires an enormous commitment of time and resources. By-laws of the regional councils discuss the regional and local responsibilities of the regional president, but there are also certain responsibilities that national NAHRO expects regional presidents to fulfill:

Appointments and Recommendations

- Advise the national office of regional appointees to serve on the Board of Governors. (Appointment procedures vary according to region.)
- Advise the national office of three persons to serve on each of the five national standing committees and BCT-PHM Board. (Appointment procedures vary according to regional by-laws.)
- Recommend persons to serve as at-large appointees on the five national standing committees. (At-large appointments are made by the national president.)
- Recommend persons to serve on other national committees, working groups, National award juries and task forces.
- Advise the national office of regional officers and persons appointed to regional committees.
- Appoint an Agency Awards Jury to review Awards of Merit.

Communications/Public Relations

- Promote membership in national NAHRO
- Help promote a positive image of NAHRO and our industry
- Ensure that the regional legislative network functions efficiently and effectively, maintaining regular contact with your legislative liaison
- Ensure that national NAHRO is on your newsletter mailing list
- Report on regional activities at each meeting of the Board of Governors

Meetings and Events

- Advise national staff of regional events that should be included in the calendar on the NAHRO Web site and its updates in the NAHRO Monitor.
- During the national Legislative Conference, take the lead in scheduling meetings with your congressional delegation
- Review the proposed annual schedule of national training events in your region and advise national staff of any potential conflict
- Attend national meetings of regional, chapter, and state association presidents and report on regional activities
- Plan and conduct leadership training sessions for the regional leadership (presidents, officers, and committee members)

RESPONSIBILITIES OF THE CHAPTER PRESIDENT

In addition to local duties, the chapter president has the following national responsibilities:

- Provide information to national NAHRO
 - Advise the national office of all local events that should be published in the calendar on the NAHRO Web site and updated in the NAHRO Monitor Calendar.
 - Review and comment on the proposed annual schedule of national training events in your area
 - Advise the national office of your officers, Executive Board members and committee members
 - Ensure that national NAHRO is on your chapter's newsletter mailing list
- Work for effective legislative and community relations
 - Take the lead in making arrangements for meetings with your congressional delegation during the national Legislative Conference
 - Help promote a positive image of NAHRO and our industry
- Promote membership in national NAHRO
- Help the regional president with national duties upon request

APPENDIX F

NAHRO Staff Responsibilities by Subject Area

Accounting

Viola Browne/Loyalty Litonjua

Address Changes and Membership Data

Tawanna Barnes-Jackson/Lynetta Tolliver/Mary Pike

Affordable Housing

Christine Siksa

Agency/General Characteristics Survey

Mary Pike/Will Jones

Archives

Mary Pike

Association Management and Policies

Richard Y. Nelson/Michael Nail/Leon Durham

Awards - Agency Awards

Mary Pike/Tawanna Barnes-Jackson

Awards - Herman

Sylvia Moore Bowen

Awards - Lange

Sylvia Moore Bowen

Awards - Meadows

Sylvia Moore Bowen

Awards - Wells

Angela Callahan

Board of Governors

Richard Y. Nelson/Sylvia Moore Bowen

Books (Manuscripts)

Terence Cooper/LaTonja Gibbs

Books (Orders)

Darrell Ross

Budget (HUD)

Julio Barreto/Richard Y. Nelson/Michael Nail

By-Laws

Mary Pike

Calendar (NAHRO Activities)

Sylvia Moore Bowen/Lori Myers-Carpenter

Certification Examinations

Richard Jaffeson

Code of Professional Conduct

Mary Pike/Richard Y. Nelson

Comprehensive Grant Program (CGP)

Christine Siksa

Comprehensive Improvement Assistance Program (CIAP)

Christine Siksa

Committees

Board of Credentialing Trustees for PHM

Richard Jaffeson/Terry Matlaga

Budget & Administration

Leon Durham

Commissioners

Angela Callahan/Richard Y. Nelson

Community Revitalization and Development

Marcia Sigal/Julio Barreto, Jr.

Conference Planning

Michael Nail/Jill Quaid

Housing

Major Galloway/Christine Siksa/Hannah Shulevitz

*Current as of September 1999. Look for updated information on the web site at
www.nahro.org under "About NAHRO."*

International

Sylvia Moore Bowen

Member Services

Mary Pike

Nominating

Richard Y. Nelson/Sylvia Moore Bowen

Professional Development

Michael Nail/Terry Matlaga

Steering

Richard Y. Nelson/Sylvia Moore Bowen

Community Development Policy

Marcia Sigal/Julio Barreto, Jr.

Community Development Research Project

Will Jones

Conference Management

Jill Quaid

Congregate Housing

Christine Siksa

Congressional Activities

Julio Barreto, Jr.

Consolidated Plan

Marcia Sigal

Constitution - NAHRO

Mary Pike/Richard Y. Nelson

Data - Membership

Mary Pike/Tawanna Barnes-Jackson

Data Systems (NAHRO)

Roland Molineaux/Leon Durham/Mary Pike

Deputy Executive Director

Michael Nail

Development/ Housing/ Production Programs

Marcia Sigal/Christine Siksa

Displacement/Relocation

Marcia Sigal/Major Galloway

Drug Elimination Programs

Christine Siksa

Economic Development

Marcia Sigal/Julio Barreto, Jr.

Educational Services Information

Denise Williams

Educational Services Shipping & Receiving

Vacant

Elderly Housing

Christine Siksa

Elections - NAHRO

Sylvia Moore Bowen/Mary Pike/Richard Y. Nelson

Energy Issues

Christine Siksa

Executive Assistant

Sylvia Moore Bowen

Executive Director

Richard Y. Nelson

Executive Director's Calendar

Freda Stewart/Sylvia Moore Bowen

Executive Secretary

Freda Stewart

Exhibits — National

Sylvia Moore Bowen/Freda Stewart

Exhibits — Regional/ Chapter/State Associations

Sylvia Moore Bowen/Freda Stewart

Fair Housing / Desegregation

Julio Barreto, Jr.

Family Investment Centers

Major Galloway

Family Self-Sufficiency

Major Galloway

Family Unification Program

Major Galloway

Federal Legislation /Congressional Relations

Julio Barreto, Jr./Richard Y. Nelson

FHA Programs

Marcia Sigal

Fiscal Management/ Performance Funding

Major Galloway

Handicapped — Housing

Julio Barreto, Jr.

Homeless

Marcia Sigal

Home Investment Partnership (HOME)

Marcia Sigal/Colleen Moore

Homeownership — Low Income

Marcia Sigal

Housing

Major Galloway/Christine Siksa/Hannah Shulevitz

Housing and Development Law Institute

Bill Maher
(202) 289-3400

Housing Finance

Christine Siksa/Marcia Sigal

Housing Rehabilitation

Christine Siksa/Marcia Sigal

Housing Research Project

Will Jones

HUD Regulations

Julio Barreto, Jr.

International Affairs

Richard Y. Nelson/Sylvia Moore Bowen

Internships

Michael Nail

Infrastructure

Marcia Sigal

John L. Carroll Memorial Scholarship

Terry Matlaga

Journal of Housing & Community Development

Advertising

Terence Cooper/Pete Hart

Back Issues

Pete Hart/LaTonya Gibbs

Book Reviews

Terence Cooper

City News, F.Y.I, State and People Reports

LaTonya Gibbs/Terence Cooper

Manuscript Submission

Terence Cooper

Opinion and Comment

Terence Cooper

Photo Submission

LaTonya Gibbs

Reprints

Peter Hart

Subscriptions and Address Changes

Tawanna Barnes-Jackson/Lynetta Tolliver

Land Development and Zoning

Marcia Sigal

Large Housing Authorities

Christine Siksa

Lead-Based Paint

Terry Matlaga/Major Galloway

Legislation and Program Development Administrative Assistants

Saarje Scott/Tiffany Stevens

Legislative Conference

Program

Julio Barreto

Management

Jill Quaid/Michael Nail

Legislative Network—NAHRO

Julio Barreto, Jr.

Local & State Innovations

Marcia Sigal

Mailing Labels and Sales

Mary Pike

Manufacturers and Suppliers Council (MSC)

Sylvia Moore Bowen/Richard Y. Nelson

Marketing

Lori Myers-Carpenter

Mark-To-Market

Marcia Sigal

Membership Information

Tawanna Barnes-Jackson/Lynetta Tolliver/Mary Pike

Merit Awards

Tawanna Barnes-Jackson/Mary Pike

Moderate Rehabilitation - Section 8

Section 8 Policy Officer

NAHRO Monitor

Calendar

Lori Myers-Carpenter

Jobs

LaTonya Gibbs

Editor

Dee Naquin

NAHRO Policy

Richard Y. Nelson/Michael Nail

NAHRO Web Site

Mary Pike

National Conference

Program

Michael Nail

Management

Jill Quaid/Michael Nail

National Exhibition

Sylvia Moore Bowen/Freda Stewart

Nonprofits

Marcia Sigal

Officers

Richard Y. Nelson/Sylvia Moore Bowen

Operating Subsidies

Christine Siksa

Operational/Strategic Planning (NAHRO)

Michael Nail

Past Presidents/Past Executive Directors

Sylvia Moore Bowen/Mary Pike

Performance Funding System

Christine Siksa

PHAS

Major Galloway

PHDEP

Christine Siksa

Policy Analysis

Julio Barreto, Jr.

Portability

Hannah Shulevitz

Preservation of Assisted Housing

Hannah Shulevitz

Press/Media

Dee Naquin/Richard Y. Nelson

Printing and Production

Terence Cooper/Pete Hart

Project-Based Accounting

Major Galloway

Public Housing Assessment System (PHAS)

Major Galloway

Public Housing Deregulation

Major Galloway

Public Housing Modernization

Christine Siksa

Public Information

Richard Y. Nelson/Michael Nail

Public Interest Groups

Richard Y. Nelson/Julio Barreto, Jr.

Public Relations

Richard Y. Nelson

Publication Sales

Darrell Ross/Terence Cooper

Receptionist

Amber Singletary

Regional Presidents

Sylvia Moore Bowen

Rehabilitation

Christine Siksa/Marcia Sigal

Relocation

Major Galloway/Hannah Shulevitz

Rental Rehabilitation Program

Hannah Shulevitz

Replacement Housing Site Standards

Major Galloway/Marcia Sigal/Hannah Shulevitz

Research — Housing and CD

Will Jones

Resident Initiatives

Major Galloway

Rural Housing Authorities

Marcia Sigal

Rural Housing/CD Programs

Marcia Sigal

Scholarships (Training for Small Agencies)

Terry Matlaga

Section 8 Vouchers

Hannah Shulevitz

Section 108 Loan Guarantees

Marcia Sigal

Severely Distressed Housing Recovery

Terry Matlaga

Small Cities CDBG

Marcia Sigal

Special In-House Training

Sharon Sherrill

States and Housing

Christine Siksa

Statistics - Housing and CD

Will Jones

Subscriptions - JOHCD

Tawanna Barnes-Jackson/Lynetta Tolliver

Summer Conference

Program

Michael Nail

Management

Jill Quaid/Michael Nail

Surveys

Will Jones

Tax Incentives

Marcia Sigal/Julio Barreto

Technical Assistance

Terry Matlaga

Technical Services

Terry Matlaga

Tenant-Based Rental Assistance

Hannah Shulevitz

Training Programs

Terry Matlaga

Training Registration

Denise Williams

Urban Policy

Julio Barreto

Urban Renewal

Marcia Sigal

Vouchers

Hannah Shulevitz

Web Site

On-line Manager

Welfare Reform

Major Galloway/Hannah Shulevitz

Welfare and Housing

Terry Matlaga

NAHRO Staff Contact Information

(202) 289-3500 or toll-free (877) To NAHRO (877-866-2476)

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Jones, Will	Research Officer	237	wjones@nahro.org
Litonjua, Loyalty	Accounting Assistant	257	llitonjua@nahro.org
Matlaga, Terry	Director Educational Services	274	tmatlaga@nahro.org
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Molineaux, Roland	Computer Systems Manager	258	rmolineaux@nahro.org
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Pike, Mary	Member Services Division Director	245	mpike@nahro.org
Quaid, Jill	Director of Conferences	272	jquaid@nahro.org
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Sloane, Glenda	Troubled Agency Recovery	269	gsloane@nahro.org
Stefanski, Rebecca	Software Specialist	228	rstefanski@nahro.org
Stevens, Tiffany	LPD Administrative Assistant	234	tstevens@nahro.org
Stewart, Freda	Executive Secretary Asst. Exhibition Manager	227	fstewart@nahro.org
Tolliver, Lynetta	Member Services Assistant	246	ltolliver@nahro.org
Williams, Denise	Registration Manager	268	dwilliams@nahro.org

*Current as of September 1999. Look for an updated listing on the web site at
www.nahro.org under "About NAHRO."*

APPENDIX G

Newsletters published by NAHRO Regions, Chapters, and State Associations

NEW ENGLAND REGION

NERC NEWSLETTER

Margaret Boulos
Regional Service Officer
NAHRO-NERC
75 Two Lights Road
Cape Elizabeth, ME 04107
PHONE: (207) 779-9495
FAX: (207) 799-9497
EMAIL: nerc@porthouse.org

CONNECTICUT CHAPTER NEWSLETTER

Susan Robins, PHM
Executive Assistant
West Hartford Housing Authority
759 Farmington Avenue
West Hartford, CT 06119
PHONE: (860) 236-2921
FAX: (860) 233-3506
EMAIL: SueEA@aol.com

MASSACHUSETTS NAHRO NEWSLETTER

Thomas J. Connelly Jr.
Executive Director
NAHRO - Massachusetts Chapter
11 Beacon Street #722
Boston, MA 02108
PHONE: (617) 367-0008
FAX: (617) 720-2529
EMAIL: tconnelly@massnahro.org

MIDDLE ATLANTIC REGION

MARC-NAHRO NEWS

Melissa Brewer
Regional Service Officer
P.E.D.A. Inc.
Post Office Box 2A
Eau Claire, PA 16030
PHONE: (724) 791-2826
FAX: (412) 791-2477
EMAIL: peda@worldnet.att.net

HOUSING ADVOCATE (DELAWARE CHAPTER)

Ann Whaley
Editor
7 Caroline Street
Ocean View, DE 19970
PHONE: (302) 537-1582
FAX: (302) 537-7104
EMAIL: arwhaley@aol.com

MAHRA UPDATE (MARYLAND CHAPTER)

Jim & Rose Marie Coughlin
Executive Directors
MAHRA
Post Office Box 1810
Ellicott City, MD 21043
PHONE: (410) 799-5565
FAX: (410) 379-8652
EMAIL: jcoug12612@aol.com

NJNAHRO NEWSLETTER

Jack Warren
Executive Director
Edgewater Housing Authority
300 Undercliff Avenue
Edgewater, NJ 01020
PHONE: (201) 943-6000
FAX: (201) 943-0416
EMAIL: abj@intac.com

**WPA NAHRO NEWSLETTER
(WESTERN PENNSYLVANIA)**

Jim Britcher
Editor
Housing Authority of the City of Pittsburgh
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NYSAHRO REVIEW

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SOUTHWESTER

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PACIFIC SOUTHWEST REGION

PSWRC NEWSLETTER

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PACIFIC NORTHWEST REGION

PNRC NAHRO NEWSLETTER

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MOUNTAIN PLAINSMAN

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APPENDIX H

Sample Press Releases

Sample News Release Format

AGENCY LETTERHEAD OR NEWS RELEASE FORM

For Immediate Release, Contact: _____
(Agency Spokesperson) (Telephone Number)

Suggested Headline:
(Name of Agency/Authority)
Receives NAHRO Merit Award For _____

CITY, STATE (State Abbrev'd) (Date) — (Agency/Authority) _____ is the 1999 recipient of the National Association of Housing and Redevelopment Officials (NAHRO) Merit Award for (Program, i.e., Innovation).

The award, which recognizes outstanding achievement in housing and community development programs throughout the nation, was presented to (NAME) _____, (TITLE) _____ of _____ (Agency/Authority) _____ at (PLACE) _____ for the (Agency/Authority's) _____ Program.

“NAHRO is proud of those agencies which are setting examples through innovative programs and an ongoing commitment to excellence,” said NAHRO President _____ (name). “Agencies such as the _____ (Agency/Authority) are doing a remarkable job responding to the enormous challenges they face each day. We feel they are setting quality standards for other agencies to follow.”

The (Agency/Authority's) _____ (Program) _____ is designed to _____.

In accepting the award, (Agency/Authority Spokesperson) _____ said:

NAHRO award categories include **Administrative Innovation**, which recognizes creative administration methods used in areas such as resident and client services, inter-agency cooperation, image building and professional development; **Program Innovation: Direct Client and Resident Services**, which focuses on areas such as anti-drug programs, homelessness, and employment opportunities; **Program Innovation: Affordable Housing**, which focuses on programs that produce affordable housing in an innovative manner; **Program Innovation: Community Reinvestment**, which focuses on programs that have a positive impact on a neighborhood or city; and **Project Design**, which includes efforts in areas such as new housing design, public housing modernization, and neighborhood revitalization.

The National Association of Housing and Redevelopment Officials is a 66-year-old membership organization of 9,000 housing and community development officials throughout the United States whose mission is to create affordable housing and safe, viable communities that enhance the quality of life for all Americans, especially those of low- and moderate-income. NAHRO ensures that housing and community development professionals have the leadership skills and education to serve communities; advocates for appropriate laws and policies; and fosters the highest standards of ethical behavior, service and accountability.

PRESS RELEASE FOR COMMITTEE APPOINTMENTS

Immediate Release

Additional Information, Contact: _____
(Name) (Telephone Number)

**THE NATIONAL ASSOCIATION OF HOUSING AND REDEVELOPMENT OFFICIALS
APPOINTS _____
TO SERVE ON ITS PROFESSIONAL DEVELOPMENT COMMITTEE**

CITY, STATE (Abbrev'd) (DATE) — The National Association of Housing and Redevelopment Officials (NAHRO) has appointed (name) to serve a two-year term on its Professional Development Committee beginning (date).

The Professional Development Committee develops professional standards, training programs, technical service projects, and conferences to help NAHRO members gain the technical knowledge and managerial skills needed for career advancement and day-to-day operational effectiveness.

Identify appointee's current title and name of organization. Tell why he/she is qualified and give information on his/her background.

“This experience will be an exciting adventure for (name) and will provide a great benefit to the NAHRO membership,” said NAHRO President (name). “As a membership organization, NAHRO is only as strong as its volunteers. So (name)’s role will be critical to our organization.”

The National Association of Housing and Redevelopment Officials is a 66-year-old membership organization of 9,000 housing and community development officials throughout the United States whose mission is to create affordable housing and safe, viable communities that enhance the quality of life for all Americans, especially those of low- and moderate-income. NAHRO ensures that housing and community development professionals have the leadership skills and education to serve communities; advocates for appropriate laws and policies; and fosters the highest standards of ethical behavior, service and accountability.

APPENDIX I

Key Congressional Committees

SENATE COMMITTEE ON APPROPRIATIONS

REPUBLICANS

Stevens, Ted (AK) - *Chairman*

Bennett, Robert F. (UT)
Bond, Christopher “Kit” (MO)
Burns, Conrad (MT)
Campbell, Ben “Nighthorse” (CO)
Cochran, Thad (MS)
Craig, Larry E. (ID)
Domenici, Pete V. (NM)
Gorton, Slade (WA)
Gregg, Judd (NH)
Hutchinson, Kay Bailey (TX)
Kyl, John (AZ)
McConnell, Mitch (KY)
Shelby, Richard C. (AL)
Specter, Arlen (PA)

DEMOCRATS

Byrd, Robert C (WV) - *Ranking*

Dorgan, Byron L. (ND)
Durbin, Richard (IL)
Feinstein, Diane (CA)
Harkin, Tom (IA)
Hollings, Ernest F. (SC)
Inouye, Daniel K. (HI)
Kohl, Herb (WI)
Lautenberg, Frank R. (NJ)
Leahy, Patrick J. (VT)
Mikulski, Barbara A. (MD)
Murray, Patty (WA)
Reid, Harry (NV)

SENATE SUBCOMMITTEE OF THE APPROPRIATIONS ON VA, HUD, AND INDEPENDENT AGENCIES

REPUBLICANS

Bond, Christopher “Kit” (MO) - *Chairman*

Burns, Conrad (MT)
Craig, Larry E. (ID)
Hutchison, Kay Bailey (TX)
Kyl, Jon (AZ)
Shelby, Richard C. (AL)

DEMOCRATS

Mikulski, Barbara A. (MD) *Ranking*

Byrd, Robert C. (WV)
Harkin, Tom (IA)
Lautenberg, Frank R. (NJ)
Leahy, Patrick (VT)

**HOUSE
COMMITTEE ON APPROPRIATIONS**

REPUBLICANS

Young, C.W. “Bill” (FL), *Chairman*

Regula, Ralph (OH)
 Lewis, Jerry (CA)
 Porter, John Edward (IL)
 Rogers, Harold (KY)
 Skeen, Joe (NM)
 Wolf, Frank R. (VA)
 DeLay, Tom (TX)
 Kolbe, Jim (AZ)
 Packard, Ron (CA)
 Callahan, Sonny (AL)
 Walsh, James (NY)
 Taylor, Charles H. (NC)
 Hobson, David L. (OH)
 Istook, Ernest J., Jr. (OK)
 Bonilla, Henry (TX)
 Knollenberg, Joe (MI)
 Miller, Dan (FL)
 Dickey, Jay (AR)
 Kingston, Jack (GA)
 Frelinghuysen, Rodney P. (NJ)
 Wicker, Roger F. (MS)
 Forbes, Michael P. (NY)
 Nethercutt, George R. Jr. (WA)
 Cunningham, Randy “Duke” (CA)
 Tiahrt, Todd (KS)
 Wamp, Zach (TN)
 Latham, Tom (IA)
 Northup, Anne (KY)
 Aderhold, Robert (AL)
 Emerson, Jo Ann (MO)
 Sununu, John E. (NH)
 Granger, Kay (TX)
 Peterson, John E. (PA)

DEMOCRATS

Obey, David R. (WI)
 Murtha, John P. (PA)
 Dicks, Norman (WA)
 Sabo, Martin Olav (MN)
 Dixon, Julian C. (CA)
 Hoyer, Steny H. (MD)
 Mollohan, Alan B. (WV)
 Kaptur, Marcy (OH)
 Pelosi, Nancy (CA)
 Visclosky, Peter J. (IN)
 Lowey, Nita M. (NY)
 Serrano, Jose E. (NY)
 DeLauro, Rosa L. (CT)
 Moran, James P. (VA)
 Olver, John W. (MA)
 Pastor, Ed (AZ)
 Meek, Carrie P. (FL)
 Price, David E. (NC)
 Edwards, Chet (TX)
 Cramer, Robert E. “Bud” (AL)
 Clyburn, James E. (SC)
 Hinchey, Maurice D. (NY)
 Roybal-Allard, Lucille (CA)
 Farr, Sam (CA)
 Jackson, Jesse Jr. (IL)
 Kilpatrick, Carolyn C. (MI)
 Boyd, Allen (FL)

**HOUSE
SUBCOMMITTEE ON VA, HUD, AND INDEPENDENT AGENCIES**

REPUBLICANS

Walsh, James T. (NY) - *Chairman*

DeLay, Tom (TX)
 Frelinghuysen, Rodney P. (NJ)
 Hobson, David L. (OH)
 Knollenberg, Joe (MI)
 Northup, Anne (KY)
 Wicker, Roger F. (MS)
 Sununu, John E. (NH)

DEMOCRATS

Mollohan, Alan B. (WV) - *Ranking*

Kaptur, Marcy (OH)
 Meek, Carrie P. (FL)
 Price, David E. (NC)
 Neumann, Mark W. (WI)
 Cramer, Robert E. Jr. (AL)

**SENATE
COMMITTEE ON BANKING, HOUSING AND URBAN AFFAIRS**

REPUBLICANS

Gramm, Phil (TX) - *Chairman*

Allard, Wayne (CO)
 Bennett, Robert F. (UT)
 Bunning, Jim (KY)
 Crapo, Mike (ID)
 Enzi, Michael B. (WY)
 Grams, Rod (MN)
 Hagel, Chuck (NE)
 Mack, Connie (FL)
 Santorum, Rick (PA)
 Shelby, Richard C. (AL)

DEMOCRATS

Sarbanes, Paul S. (MD), *Ranking*

Bayh, Evan (IN)
 Bryan, Richard H. (NV)
 Dodd, Christopher J. (CT)
 Edwards, John (NC)
 Johnson, Tim (SD)
 Kerry, John (MA)
 Reed, Jack (RI)
 Schumer, Charles E. (NY)

**SENATE
SUBCOMMITTEE OF THE BANKING, HOUSING AND URBAN AFFAIRS
ON HOUSING AND TRANSPORTATION**

REPUBLICAN

Allard, Wayne (CO) - *Chairman*

Gramm, Phil (TX)
 Grams, Rod (MN)
 Santorum, Rick (PA)
 Shelby, Richard C. (AL)

DEMOCRATS

Kerry, John F. (MA) - *Ranking*

Bryan, Richard H. (NV)
 Dodd, Christopher J. (CT)
 Edwards, John (NC)

**HOUSE
COMMITTEE ON BANKING AND FINANCIAL SERVICES**

REPUBLICANS

Leach, James A. (IA) - Chairman
McCollum, Bill (FL) - Vice Chair
 Roukema, Marge (NJ)
 Bereuter, Doug (NE)
 Baker, Richard H. (LA)
 Lazio, Rick (NY)
 Bachus, Spencer III, (AL)
 Castle, Michael (DE)
 King, Peter (NY)
 Campbell, Tom (CA)
 Royce, Edward (CA)
 Lucas, Frank D. (OK)
 Metcalf, Jack (WA)
 Ney, Robert (OH)
 Barr, Bob (GA)
 Kelly, Sue W. (NY)
 Paul, Ron (TX)
 Weldon, Dave (FL)
 Ryun, Jim (KS)
 Cook, Merrill (UT)
 Riley, Bob (AL)
 Hill, Rick (MT)
 LaTourette, Steven C. (OH)
 Manzullo, Donald A. (IL)
 Jones, Walter B., Jr. (NC)
 Ryan, Paul (WI)
 Ose, Doug (CA)
 Sweeney, John (NY)
 Biggert, Judy (IL)
 Terry, Lee (NE)
 Green, Mark (WI)
 Toomey, Pat (PA)

DEMOCRATS

LaFalce, John (NY)
 Vento, Bruce F. (MN)
 Frank, Barney (MA)
 Kanjorski, Paul E. (PA)
 Waters, Maxine (CA)
 Maloney, Carolyn B. (NY)
 Gutierrez, Luis V. (IL)
 Velazquez, Nydia M. (NY)
 Watt, Melvin (NC)
 Ackerman, Gary (NY)
 Bentsen, Ken (TX)
 Maloney, James H. (CT)
 Hooley, Darlene (OR)
 Carson, Julia (IN)
 Weygand, Robert A. (RI)
 Sherman, Brad (CA)
 Sandlin, Max (TX)
 Meeks, Gregory (NY)
 Lee, Barbara (CA)
 Goode, Virgil H., Jr. (VA)
 Mascara, Frank R. (PA)
 Inslee, Jay (WA)
 Schakowsky, Jan (IL)
 Moore, Dennis (KS)
 Gonzalez, Charlie (TX)
 Jones, Stephanie Tubbs (OH)
 Capuano, Michael (MA)

 *Sanders, Bernard (VT)

 (*) Independent

HOUSE
SUBCOMMITTEE OF THE BANKING AND FINANCIAL SERVICES
ON HOUSING AND COMMUNITY OPPORTUNITY

REPUBLICAN**Lazio, Rick A. (NY) - *Chairman***

Ney, Bob (OH) - Vice Chair
 Green, Mark (WI)
 Bereuter, Doug (NE)
 Baker, Richard H. (LA)
 Campbell, Tom (CA)
 Barr, Bob (GA)
 Kelly, Sue W. (NY)
 Hill, Rick (MT)
 Jones, Walter B. Jr. (NC)
 Ose, Doug (CA)
 Sweeney, John E. (NY)
 Terry, Lee (NE)
 Metcalf, Jack (WA)

DEMOCRATS**Frank, Barney (MA) - *Ranking***

Velazquez, Nydia M. (NY)
 Maloney, James (CT)
 Hooley, Darlene (OR)
 Carson, Julia (IN)
 Weygand, Robert (RI)
 Vento, Bruce (MN)
 Lee, Barbara (CA)
 Goode, Virgil (VA)
 Schakowsky, Janice (IL)
 Jones, Stephanie (OH)
 Capuano, Michael (MA)

APPENDIX J

Items to Assist You in Your Advocacy Efforts

HOW TO WRITE A LETTER TO YOUR MEMBER OF CONGRESS

One of the principal means of staying in touch with your Member of Congress is to write him or her a letter. Just as your personal meeting or telephone call must be brief and to-the-point, so must your letter.

TO WHOM YOU SHOULD WRITE

Remember: You have two Senators and at least one Representative for your district in the House. Large cities have several Representatives as well as two Senators. Be sure you write to each of them individually.

If you are unsure of the name and address of your Member of Congress, contact NAHRO in Washington or check the NAHRO Web site under "Legislative Affairs," then "Key Players."

WHO SHOULD SIGN

If you are writing on behalf of your agency, use agency letterhead. Prepare the letter for the signatures of your Commissioners. A letter signed by several local appointed officials, such as commissioners, carries a great deal of weight. At the very least, prepare the letter for signature of the Executive Director of your agency.

Another approach on big issues, such as annual appropriations levels or funding needs for a specific project, is to prepare the letter for the signature of your Mayor or County Executive. Here again, the signature of a local elected official on City or County stationery carries great weight.

VOLUME OF MAIL

The number of letters members of Congress receive on an issue is also of importance. Encourage your Resident Advisory Board to write as well as individual tenants. If you work with other community groups, such as churches, private social services groups, non-profit groups, local labor organizations, urge them to write, too.

GENERATE OTHER LETTERS

Maintain close working relationships with the above organizations so that you can quickly explain an issue and even prepare a draft letter for them to work from. NAHRO, through the *NAHRO Monitor*, *Action Alerts*, and the web site, lets you know the big issues on which to write, the position, and the key Congressional players.

FORMAT OF YOUR LETTER

The first paragraph of your letter should tell your Members of Congress what you want you want them to do. For example:

“Dear Representative X:
On behalf of the XYZ agency/authority, I urge you and your House colleagues to fund public housing operating subsidies at \$xxx billion in fiscal year 19___.”

The second paragraph should explain what the program does. For example:

“Public housing operating subsidies make up the difference between tenant rental income, which, by law, may not exceed 30 percent of their adjusted monthly income, and routine operating and maintenance expenses by the authority. This includes expenses associated with tenant selection, rent collection, bookkeeping, utilities, insurance, repairs and maintenance of halls, common areas, and grounds.”

Avoid using program numbers and acronyms. No one on Capitol Hill knows what you’re talking about.

The third paragraph should describe the size and activities of your authority. For example:

“Our agency serves _____ families and _____ senior citizens, whose average family income is \$ _____. The average rent is \$ _____ per month. Our average monthly operating costs are \$ _____.”

The fourth paragraph should describe particular circumstances which make your agency unique, such as a special service or success, or a particular problem related to the program. For example:

“There are _____ low income families on our waiting list. The average wait is _____ months. In our community, the overall housing vacancy rate is x percent with the average monthly rent for a two bedroom apartment of \$ _____. Those waiting for assisted housing must pay an inordinate amount of their monthly income in the private housing market for an apartment or house. As a result, spending for other necessities is severely curtailed.”

The fifth paragraph should thank the member of Congress for his help in the past, either by voting the right way, or in helping to secure the funding for a special program or project in your community.

Give the member of Congress the benefit of the doubt that he will vote the right way. For example:

“We thank you for your support in the past for full funding of public housing operating subsidies and look forward to your continued support of this important program. For our part, we will continue to perform our jobs at the local level with care and cost consciousness. We, like you, value the public trust placed in us by our community and the federal government. We will continue to do all we can to assure decent, affordable homes for low-income Americans.”

WHO SHOULD GET COPIES OF YOUR LETTER

If the subject of your letter requires legislation modifying an existing program or proposing a new one, you are requesting an authorization. It is important that the Chairman and Ranking Minority Member of the Subcommittee which would consider and perhaps report such an authorization, know of your concern. The authorizing subcommittees and their key members as of October 1999, are as follows:

The Honorable Wayne Allard
Chairman
Senate Subcommittee on Housing and Transportation
SD-534 Dirksen Senate Office Building
Washington, D.C. 20510

The Honorable Rick Santorum
Ranking Minority Member
Senate Subcommittee on Housing and Transportation
SD-534 Dirksen Senate Office Building
Washington, D.C. 20510

The Honorable Rick A. Lazio
Chairman
House Subcommittee on Housing and Community
Opportunity
B-303 Rayburn House Office Building
Washington, D.C. 20515

The Honorable Barney Frank
Ranking Minority Member
House Subcommittee on Housing and Community
Opportunity
B-303 Rayburn House Office Building
Washington, D.C. 20515

If your letter asks for funding for a program, you are asking for an appropriation. Such actual spending for programs is approved by different subcommittees as follows:

The Honorable James T. Walsh
Chairman
House Appropriations Subcommittee on HUD, VA and
Independent Agencies
H-143 Capitol Building
Washington, D.C. 20515

The Honorable Alan B. Mollohan
Ranking Minority Member
House Appropriations Subcommittee on HUD, VA, and
Independent Agencies
H-143 Capitol Building
Washington, D.C. 20515

The Honorable Christopher (Kit) Bond
Chairman
Senate Appropriations Subcommittee on HUD, VA and
Independent Agencies
SD-127 Dirksen Senate Office Building
Washington, D.C. 20510

The Honorable Barbara A. Mikulski
Ranking Minority Member
Senate Appropriations Subcommittee on HUD, VA and
Independent Agencies
SD-127 Dirksen Senate Office Building
Washington, D.C. 20510

Send a copy of your letter to NAHRO in Washington so we can refer to it when dealing with Congressional staff.

If you are unsure to whom to send copies of your letter, contact NAHRO or check the NAHRO Web site under "Legislative."

IMPACT OF MAIL ON MEMBERS OF CONGRESS

Members of Congress receive enormous volumes of mail daily on a broad range of subjects. Much of that mail is generated by interest groups like NAHRO. The mail is read, usually by a Legislative Aide, who sorts letters and post-cards by subject matter, and drafts form letter responses for particular subjects.

Therefore, it is important to personalize your letter, letting your Member of Congress know how a program benefits your community. Hill staff are trained to spot "real" letters from "real" people, to look for the signature of local elected and appointed officials, and to recognize handwritten letters from tenants and others who obviously took the time and put some thought into writing. They may prepare an individualized response for the member of Congress' personal signature if your letter relates a particularly local or human interest viewpoint.

Form letters, which are pre-printed or all say exactly the same thing, are answered with form letters signed by a signing machine. If you didn't put much thought or effort

into a letter, other than signing a form letter, the Congressional office will not put much time into reading or responding to it. The form letter is, however, approved by the member of Congress to reflect his views on a subject and is used by his staff to respond to large volumes of mail on the same subject.

Most Congressional offices keep a weekly tabulation of the mail count by subject matter, which is shared with the Member each week. The weekly mail count lets the Congressman know what issues are of importance to his constituents. So it is important to write and write often so that housing and community development issues appear regularly on that weekly mail count.

FAXES

Faxes are an important means of letting your member of Congress know your views when time is of the essence. They may be necessary when a bill is called for a vote on the floor unexpectedly.

NAHRO may send your agency an *Action Alert* and indicate a date on which Congressional action is expected. If the turnaround time is short, consider a fax or telephone call to your Congressman in lieu of a letter.

Remember: Your Member of Congress is there to respond to his or her constituents. You are an important part of his constituency. Do not underestimate yourself. Tell him what is important to you and he will respond.

The telephone number to reach any Member of Congress is: (202) 244-3132.

EMAIL CORRESPONDENCE

Member of Congress and congressional staff are still adjusting to corresponding via email. Some staffpersons are avoiding email correspondence because the sender expects a more immediate response to an email than a paper message. To send an email message, it is important to be aware of the following:

- Congressional offices must respond to an average of 1,000 to 2,000 paper and/or electronic correspondences a week.
- The volume of correspondence has increased; however, the number of staff has not.

- Most congressional offices have web pages. Check the links for the NAHRO site first before sending an email requesting information or expressing a concern. Congressional staffs are required to do multiple tasks. Respect their time constraints as much as possible.
- The more personal the email, the better. Be very specific and concise in explaining the purpose of the message in the subject area of the address. For example, constituent concern about cuts to housing and community development programs.
- State at the beginning of your message that you are a constituent (constituent concerns are given priority over other correspondence). Be certain to explain very clearly the purpose of your correspondence and how you would like your representative to address your concern.
- Include your name, address and phone number at the end of the email. Staff may respond to your email by mailing information to you. It also keeps you on their database for future correspondence.

Finally, remember that email is no substitute for personal interaction with congressional staff.

HOW TO TELEPHONE YOUR CONGRESSMAN

BE SURE YOU HAVE THE RIGHT PERSON

First, ask to speak to the Legislative Assistant who handles housing/CD for the Congressperson (unless you happen to be on a first name basis with the Congressperson).

If you are told the Legislative Assistant is not in or not available, *verify that he or she is the proper person to speak to about the issue.*

If he or she is the proper person, ask when they might be available. If the response is they will not be returning until next Tuesday, ask to speak to the person handling the issue for him or her. This may get you to a "Legislative Aide" who is the support person to the Legislative Assistant. The Legislative Aide answers the mail and screens phone calls.

Tell the Aide what you want the Congressperson to do, following the talking points provided by NAHRO.

LEAVE A MESSAGE

If no one is available to talk with you, leave a message stating the subject of your call and who you want to talk to. Piles of phone messages which tell a Congressional office that a subject is “hot” in his District or State have an impact. And the calls are usually returned.

CALL EARLY AND OFTEN

If you do not get a return call by the end of the day, call back and go through the same drill again.

ALWAYS LEAVE A MESSAGE WITH YOUR NAME, NAME OF YOUR AGENCY, TELEPHONE NUMBER, AND SUBJECT OF YOUR CALL.

Persistence is the name of the game. Call early and call often.

ACTION ALERT “TALKING POINTS”

For the most part, the *NAHRO ACTION ALERT* will be a series of “talking points” for you to use in talking or writing to your Congressman.

They will be cast as steps you want your Congressperson to take and not as general questions such as “How does the Congressman stand on housing assistance for the homeless?” That sort of question inevitably evokes an equally bland response such as “The Congressman has long favored housing assistance for the homeless.”

So we will be in a pro-active mode, telling Congress what to do, not asking them.

STICK TO THE SCRIPT

It is important that NAHRO’s message be clear and uniform to all Members of Congress. Nothing destroys an organization’s credibility and effectiveness more than its members speaking in many tongues. So follow the NAHRO talking points.

Updated information on NAHRO positions and what is happening is included on the NAHRO Web site.

DO NOT ENGAGE IN MODIFYING A POSITION

In your conversation with Hill Staff, you may be asked by Hill Staff if you, or NAHRO, would support something different than the talking points. If you are asked this, say you will have to think about it and suggest the Hill Staff call the NAHRO Director of Legislation and Program Development in Washington at (202) 289-3500 ext. 231 directly so that we can keep up-to-date on options, consult affected parties, and reformulate a position (if necessary).

Please remember this. The NAHRO position has been developed as a result of long and careful deliberation by NAHRO committees and the Board of Governors. It may be part of a larger effort involving a number of other public interest groups and associations. Straying from the course can have calamitous results, not only for NAHRO, but for you and your agency.

PLANNING YOUR NAHRO MEETING OR CONFERENCE

When your NAHRO chapter or region has a conference, invite your Member of Congress to attend and speak. If he or she can’t make it, ask his or her Legislative Assistant for housing/CD to address your group. This helps put the Members on the spot, forcing him, or his staff, to think about housing and community development issues.

There may be a particular Member of Congress or his/her staff with whom NAHRO has a good working relationship, or with whom NAHRO needs to work closely. Call NAHRO Legislation and Program Development (LPD) when planning your conference to ascertain which Members ought to be invited.

They may need two to three months advance notice in order to appear. So plan early.

As a courtesy, Members of your State or regional delegation to Congress should be invited to your conferences, even though they are not asked to participate. They probably won’t be able to come, but they may send a staff member. And at least, it keeps NAHRO and housing and community development before them as issues.

NAHRO Legislation and Program Development: (202) 289-3500, ext. 231

WHEN YOU COME TO WASHINGTON, DC

No matter what the purpose of your trip—a conference, a meeting with HUD officials, a vacation—plan to stop by your Congressman’s office. You are much more likely to meet with your Congressman or his Legislative Assistant and be well-received if you plan ahead and call ahead for an appointment.

BEFORE YOU LEAVE HOME

Call for an appointment

- *Two to four weeks in advance*
- *Identify yourself*
- *Identify the subjects you want to discuss*

Gather together:

- your most recent **annual report**
- **photos** of successful developments (including people in the photos)
- any **posters** or other public relations items which promote your community

The next time you visit you may find them on the walls of his office!

IN NUMBERS THERE IS STRENGTH

If several members of your agency or community are coming to Washington at the same time, get together as a group, and request a meeting with your Senators and Congresspeople.

- *Bring fellow Commissioners*
- *Bring tenants or members of your Resident Advisory Board*

A showing of force demonstrates to your member of Congress that he or she has a constituency for housing and community development programs.

CALL NAHRO

Call NAHRO’s Washington Office (202/289-3500 ext. 231) and let us know when you’re coming and with whom you’ll be meeting.

NAHRO can brief you on current housing and community development issues before the Congress; provide talking points for you; and brief you on the Congressman and his positions on housing and community development matters. If you wish, NAHRO will accompany you on your visit.

NOTIFY YOUR LOCAL OFFICIALS

As a courtesy, notify your Mayor or County Executive, as well as your NAHRO Chapter President of your meeting.

PREPARE AN AGENDA

Prepare an agenda of items you wish to discuss and related “talking points” for your use during your meeting.

- *Be specific*
- *Describe the problem*
- *Spell out what steps you want your Congressperson to take to help resolve the problem*
- *Include the NAHRO Legislative Positions in your talking points*

AT YOUR MEETING

- Give the Congressperson and his staff aide your business card
- Describe what NAHRO is
- Speak with one voice

Nothing destroys an organization's effectiveness and credibility on Capitol Hill more than its members suggesting to Congress funding levels or program directions different from that put forth by their national membership association.

- Get right to the point.
- Avoid using acronyms or section numbers to describe programs.
- Don't waste his time with idle chat. A Congressman's time, as well as yours, is important.
- Tell him what you want him to do for you.

Don't ask him/her what his position is. It may surprise you to know your Congressperson doesn't spend his time thinking about "how to merge the Section 8 certificate and voucher program" or what funding level the CDBG program should get.

You are his constituent, as are the people you serve in your community. So let him hear what his position should be.

- Thank him if he has recently voted the right way on a housing or community development issue. Let him know you're watching him and his voting pattern.
- Express disappointment if he's not a champion of housing and community development funding and programs. Ask him why he isn't.

CONGRESSIONAL RECESS PERIODS

During the recess or "district work periods", Congress is not in session. Members are in their home Districts and States touching base with their constituents, traveling, holding field hearings, and town meetings.

It is a good time to seek a meeting with your Senators and Representative on your own turf, to take him or her on a tour of local projects/programs of which you are most proud, to meet residents and see the benefits of HUD programs in terms of jobs created, self sufficiency efforts, and the like. It is a good time to reemphasize the importance of HUD housing and community development programs and adequate funding to your community.

Most Members travel to their District every weekend. They are often in the District Fridays through Mondays. Call the District Office of your Congresspersons to arrange a meeting or ask them to visit your agency. Call at least three weeks in advance.

Sample Membership Applications

The Association currently uses five separate types of membership application forms:

- Individual Membership
- Agency Membership for Housing Authorities
- Agency Membership for Community Development/Redevelopment Departments
- Agency Membership for Affiliate Agencies
- Agency Membership for Manufacturers and Suppliers Council

Samples of each of these forms follow. They may be copied and used as they are. They may also be printed in your newsletter, or you may request a specially developed ad.

If you are planning a membership campaign through the mail or are planning to put applications on display at a conference, you may wish to ask the Membership Division for membership brochures. The brochures themselves are more attractive than the copied forms. Samples of all the brochures are sent to presidents as part of the initial introduction package and when new forms are introduced.

Since there may also be special discounted rates available that you can offer your members, please call on the Member Services Division for assistance in planning and conducting your campaigns.

Remember—the more members NAHRO represents, the stronger we are as an organization, and the more we can accomplish.

Join National NAHRO Now and Save

Since 1933, housing and community development professionals have relied on NAHRO for information, education, advocacy and support to create affordable housing opportunities and promote safe, viable communities. Everyone who shares our commitment is encouraged to join NAHRO — and help us build communities together.

NAHRO can help you:

- Meet the challenges of the Quality Housing and Work Responsibility Act
- Monitor changes that affect your programs and funding
- Influence lawmakers at the local, state and national levels
- Get practical solutions to solve your tough problems
- Develop new skills with challenging professional development programs
- And more

Complete this form and mail it with your payment to:

NATIONAL ASSOCIATION OF HOUSING AND REDEVELOPMENT OFFICIALS, Post Office Box 90487, Washington, D.C. 20090 or fax to (202) 289-8181.

Check enclosed.

Bill my: VISA MasterCard American Express
 Card Number _____ Expiration Date _____
 Signature _____

I am applying for an Individual membership in the following category.

Active Individual Member Categories (Program Administrators, Technicians and Academics working for public and/or nonprofit agencies.) Check salary category:

SALARY	DUES
<input type="checkbox"/> Less than \$20,000	\$45
<input type="checkbox"/> \$20,000-\$29,999	\$65
<input type="checkbox"/> \$30,000-\$39,999	\$85
<input type="checkbox"/> \$40,000-\$49,999	\$110
<input type="checkbox"/> \$50,000-\$69,999	\$140
<input type="checkbox"/> \$70,000 or more	\$175
<input type="checkbox"/> Commissioners, City Managers, other elected officials	\$70

Affiliate Individual Member Categories

- Consultants, Developers, Architects, Manufacturers, Bankers, and others working for profitmaking organizations \$175
- Full-time Students \$40
 Name of College _____

Name _____

Title _____

Agency _____

Preferred Mailing Address Home Office

Address _____

City _____ State _____ Zip _____

Phone _____ Fax _____

e-mail _____

00hdbk

Sponsored By _____

Were You Previously a NAHRO Member? _____

Agency Membership Application For CD Departments/ Redevelopment Agencies

YES! Enroll this department/agency as an organizational member of NAHRO.

DUES INFORMATION: A local public agency, department or office utilizing federal funding assistance: 40 cents/\$1000 of CDBG, HOME, ESG, and HOPWA Funding, with a minimum of \$90 and a maximum of \$5,000.

Local public agencies conducting community development/redevelopment activities without current year federal funding pay \$90.

Complete this form and return it with your dues payment to: NAHRO, Post Office Box 90487, Washington, DC 20090. (202) 289-3500 Fax: (202) 289-8181

FY99 Funding Level:

CDBG _____

HOME _____

ESG _____

HOPWA _____

Total \$ _____ x .0004 = dues _____

(minimum \$90; maximum \$5,000)

Check enclosed for \$ _____

You may charge your dues payment to VISA, MasterCard or American Express and fax it to NAHRO at (202) 289-8181.

Charge \$ _____ to my: AMEX VISA MasterCard

Card number _____ Expiration _____

Signature _____

Department Name _____

Mailing Address _____

City _____ State _____ Zip _____

Phone _____ Fax _____

e-mail _____

Name of Director _____

Population of Jurisdiction _____

00hdbk

Manufacturer's and Suppliers Council Membership Acceptance Form

YES! Enroll this company as an MSC member of NAHRO.

DUES INFORMATION: MSC dues are \$500 per year.

Complete this form and return it with your dues payment to: NAHRO, Post Office Box 90487, Washington, D.C. 20090.
Phone: (202) 289-3500, ext. 247

Or, fax it to (202) 289-8181 and charge it to VISA MasterCard AMEX

Card Number _____ Expiration Date _____

Signature _____

Company Name _____

Mailing Address _____

City _____ State _____ Zip _____

Name of Contact _____

Title of Contact _____

Phone _____ Fax _____

Email _____

Type of product or service _____ 00hdbk

MANUFACTURER'S AND SUPPLIERS COUNCIL
MEMBERSHIP ACCEPTANCE FORM

Affiliate Membership Acceptance Form

AFFILIATE MEMBERSHIP CATEGORIES

1. FOR PROFIT COMPANIES - Developers, architects, builders, suppliers, consultant firms, etc. \$415

2. NON-PROFIT ORGANIZATIONS - Housing sponsors, community action agencies, civic organizations, universities, etc. with no units under ownership or management and not receiving CDBG, HOME, ESG or HOPWA funding \$250

3. LOCAL PUBLIC AGENCIES - Planning departments, city manager's offices, code enforcement agencies, etc. not directly administering housing or community development programs \$250

4. NON-PROFIT OWNER/MANAGER OF ASSISTED HOUSING – Organizations owning or managing assisted housing, pay dues based on the number of units as follows: \$.94 per unit
with a \$90 minimum and a \$12,000 maximum.

5. NON-PROFITS WHO RECEIVE CDBG FUNDS – Local public agencies conducting community development/redevelopment activities without current year federal funding pay \$90. 40 cents/\$1000 of CDBG,
HOME, ESG, and
HOPWA Funding
with a \$90 minimum and a \$5,000 maximum.

Complete this form and return to: NAHRO, Post Office Box 90487, Washington, D.C. 20090. (202) 289-3500, ext. 247.
 Fax with a VISA, MasterCard or American Express number to (202) 289-3500.

VISA MasterCard American Express

Card Number _____ Expiration Date _____

Signature _____

Organization Name _____

Mailing Address _____

City _____ State _____ Zip _____

Name of Director _____

Phone _____ Fax _____

e-mail _____

Affiliate dues category from above: \$ _____

If category 4, complete:

Total Units _____ x \$.85 = Dues Amount \$ _____
 (minimum \$90/maximum 12,000)

If category 5, complete:

FY99 Funding Level:

CDBG _____

HOME _____

ESG _____

HOPWA _____

Total \$ _____

x .0004 = dues \$ _____
 (minimum \$90/maximum \$5,000)

Total enclosed \$ _____

*If you are a public agency directly administering housing or community redevelopment programs,
 please request an appropriate application.*

00hdbk

APPENDIX L

Sample Membership Promotional Letters

Occasionally during your presidency, you will be asked to send letters to members or prospective members. Samples of letters are included. You, of course, are free to write your own or to use telephone contact instead.

NEW NATIONAL MEMBERS

When you receive a list of new members of National NAHRO, you or your Member Services Vice President, should write to them and welcome them to NAHRO.

Take that opportunity to inform them of your Region (Chapter) activities.

SUSPENDED NATIONAL MEMBERS

When you receive a list of suspended members, please contact them and ask them to reinstate their membership. Often the contact from a peer makes the difference.

SOLICITING NATIONAL MEMBERSHIP

In addition to your many other duties, we ask that at least once during your presidency you contact the prospective individual and agency members in your area. The Member Services Division has labels, membership brochures and return envelopes available for your use, and will work with you to plan your campaign.

Thank you for your support of NAHRO membership.

SAMPLE LETTER TO USE FOR A NEW MEMBER

(SHOULD BE PRINTED ON YOUR REGION/CHAPTER LETTERHEAD)

Welcome!

I have just received word that you have joined National NAHRO as an individual (agency) member. Congratulations and thank you. Every member makes NAHRO stronger and adds to our clout with Congress and the Administration.

You are also encouraged to participate in the activities of _____ your local NAHRO Region (Chapter.) For your information, I have enclosed our current newsletter, a list of our officers, a calendar of upcoming activities, and a brochure on our upcoming meeting on (date.) We are looking for volunteers to _____. Please contact me if you are interested.

Membership in the Region (Chapter) is available to agencies (individuals.) A membership brochure is enclosed for your use.

Please give me a call at _____ if you have any questions. I look forward to meeting you at our next meeting on _____.

Sincerely,

President or
Vice President for Member Services

SAMPLE LETTER TO USE WITH INDIVIDUALS OR AGENCIES SUSPENDED FOR NONPAYMENT

(PLEASE USE YOUR REGIONAL/CHAPTER STATIONERY)

Dear _____:

In reviewing the latest roster of Individual (Agency) National NAHRO members, I noticed that your membership has not been renewed. I hope this is just an oversight.

Please reinstate your membership in NAHRO today and rejoin the nation's leading organization concerned with assisted housing and community development. As the oldest and the largest organization in this field, NAHRO gives you the inside track on the information and expertise you need to do a better job.

If you don't reinstate your membership, you will miss the many benefits you have been receiving:

Subscriptions to the *NAHRO Monitor* and the *Journal of Housing and Community Development*;

Discounts on our many professional development training and certification programs;

Discounts on annual conferences and workshops where you have an opportunity to meet with experts, policy makers, and practitioners from across the country;

Discounts on NAHRO's many other publications, like the *NAHRO Directory of Local Agencies*, the *NAHRO Public Relations Handbook*, and *The Commissioner's Handbook*; and

An opportunity to participate on NAHRO national committees, to serve as a regional or chapter officer, and a vote on NAHRO issues.

So please reinstate your membership today!

Sincerely,

President

SAMPLE LETTER TO USE TO SOLICIT NEW INDIVIDUAL MEMBERS

(PLEASE USE YOUR REGION/CHAPTER STATIONERY)

Dear Colleague:

As President of the _____ Chapter, I personally urge you to join National NAHRO as an individual member. By doing so, you will begin at once to receive the many benefits NAHRO offers.

As a NAHRO member, you will receive:

Subscriptions to the *NAHRO Monitor* and the *Journal of Housing and Community Development*;

Discounts on our many professional development training and certification programs;

Discounts on annual conferences and workshops where you have an opportunity to meet with experts, policy makers, and practitioners from across the country;

Discounts on NAHRO's many other publications, such as the *NAHRO Directory of Local Agencies*, the *Public Relations Handbook*, and *The Commissioners Handbook*; and

An opportunity to participate on NAHRO Committees, to serve as a regional or chapter officer, and to vote on NAHRO issues.

If you are like most dedicated professionals, you will want to take advantage of these opportunities to keep up with and impact program changes, and to improve your professional performance. Join National NAHRO today!

Let us work together to make NAHRO stronger. Return the membership application with your dues payment in the enclosed envelope.

Sincerely,

President

DRAFT LETTER FOR PRESIDENTS TO USE TO SOLICIT NATIONAL AGENCY MEMBERSHIP

(PLEASE USE YOUR REGIONAL CHAPTER STATIONERY)

Dear Director:

As President of the _____ Chapter, I personally invite your agency/department to join NAHRO. By doing so, you, your staff, and your commissioners will begin at once to receive the many benefits NAHRO offers.

NAHRO keeps you informed of pending legislation, regulation and policy changes, and emerging issues affecting the housing and community development industry, through the

NAHRO Monitor, the Journal of Housing and Community Development, and Monitor Express.

NAHRO offers substantial discounts to agency members and their staff on a wide array of programs and services, technical and management assistance programs, low cost insurance, professional development and certification programs, numerous technical publications, and three national conferences. And only agency members can participate in the prestigious NAHRO Agency Awards Program.

In addition, NAHRO's strong leadership has been a significant force in the passage and revision of major legislation. NAHRO's accomplishments have clearly demonstrated its effectiveness in helping to shape the future of America's housing and urban policies. And NAHRO's visibility as a leading advocate of decent, affordable housing for all has never been greater.

In order to build upon the progress which has been made thus far, NAHRO needs the support of all agencies in the housing and community development field-as active members. The foundation we have built will only support the current and future efforts which are required if we are all involved and stand strongly together.

So join NAHRO now. Unite with more than 2500 other agencies/departments who are being heard and counted through their NAHRO agency membership. Just complete the enclosed membership application and send it with your membership payment. Begin at once to receive the many benefits our members enjoy.

Sincerely,

President

APPENDIX M

Directory of Major Housing and Development Organizations

ACADEMY FOR STATE AND LOCAL GOVERNMENT

444 N. Capitol Street, N.W., Suite 345
Washington, D.C. 20001
(202) 434-4850 FAX: (202) 434-4851
Coordinator: Dawn Hatzler

As a primary research center for states and communities, the Academy for State and Local Government provides analysis of emerging issues. The Academy collaborates with the national organizations of chief elected and appointed officials.

AFFORDABLE HOUSING TAX CREDIT COALITION

1255 23rd Street, N.W., Suite 800
Washington, D.C. 20037
(202) 973-7739 FAX: (202) 973-7750
EMAIL: lihtc@aol.com
Executive Director: Candace Kerman

The coalition is working to assure permanent authority of the low-income housing tax credit as well as addressing needed legislative and regulatory changes.

AMERICAN ASSOCIATION OF ENTERPRISE ZONES

750 1st Street, N.E., Suite 300
Washington, D.C. 20002
(202) 466-2687 FAX: (202) 745-2901
Executive Director: Richard Cowden

The Association provides services to cities and states operating enterprise zones/empowerment zone policies.

AMERICAN ASSOCIATION OF HOMES AND SERVICES FOR THE AGING

901 E Street, N.W., Suite 500
Washington, DC 20036
(202) 783-2242 FAX: (202) 783-2255
WEBSITE: www.aahsa.org
CEO: Len Fishman
Housing Coordinator: Larry McNickle

AAHA represents sponsors of housing, community services, and health related services for the elderly.

AMERICAN BANKERS ASSOCIATION

1120 Connecticut Avenue, N.W.
Washington, DC 20036
(202) 663-5000 FAX: (202) 663-7543
WEBSITE: www.ada.com
Executive Vice President: Donald G. Oglivie
Associate Director of Housing and Real Estate Finance:
Dave Bundren

ABA member banks have more than \$200 billion invested in housing and community development.

AMERICAN HOUSING FOUNDATION, INC.

3911 Old Lee Highway, #430
Fairfax, VA 22030
(703) 591-0288 FAX: (703) 591-9349
EMAIL: shc@ahfaber.org
Executive Director: Susanne Conrad
Asset Manager: Sandy Graves

A nationwide nonprofit housing organization dedicated to providing affordable housing for low-income persons and the elderly through the acquisition and operation of apartments, continuing care, and assisted living and health care projects.

AMERICAN INSTITUTE OF ARCHITECTS

1735 New York Avenue, N.W.
Washington, DC 20006
(202) 626-7300 FAX: (202) 626-7426
WEBSITE: www.aiaonline.com
Executive Director: Norman L. Koonce

The AIA's National Committee on Housing provides programs, seminars, and publishes research reports in an effort to improve the quality of the living environment.

Web links are available on the NAHRO Web site at www.nahro.org in the "Beyond NAHRO" section.

AMERICAN PLANNING ASSOCIATION
1776 Massachusetts Avenue, N.W., Suite 400
Washington, DC 20036
(202) 872-0611 FAX: (202) 872-0643
WEBSITE: www.planning.org

122 S. Michigan Avenue, Suite 1600
Chicago, IL 60603-6107
(312) 431-9100
Executive Director: Frank So

Created by a merger of the American Institute of Planners and the American Society of Planning Officials, APA serves the whole planning community of citizens and professional planners with research, information and advice. There are 45 chapters in various parts of the country which develop educational programs independently of the national organization.

AMERICAN SENIORS HOUSING ASSOCIATION
1850 M Street, N.W., Suite 540
Washington, DC 20036
(202) 659-3381
Executive Director: David Schless

ASHA members are engaged in all aspects of the development and operation of housing for seniors, including the building, financing, and management of such properties.

**ASSOCIATION FOR LOCAL HOUSING
FINANCE AGENCIES**
1200 19th Street, N.W., Suite 300
Washington, DC 20036-2412
(202) 857-1197 FAX: (202) 857-1111
WEBSITE: www.alhfa.org
Executive Director: John Murphy

An organization of professionals in housing finance dedicated to providing affordable housing.

**BUILDING OFFICIALS AND CODE
ADMINISTRATORS INTERNATIONAL, INC.**
4051 West Flossmore Road
Country Club Hills, IL 60478-5795
(708) 799-2300 FAX: (708) 799-4981
WEBSITE: www.bocai.org
Chief Executive Officer: Paul Heilstedt

BOCA is a non-profit organization that assists code administrators in administering building regulations in their communities. The group advises officials as to plan examination, code interpretation, and conducts special administrative studies and research reports.

**CANADIAN HOUSING AND RENEWAL
ASSOCIATION**
251 Laureir Avenue West, Suite 401
Ottawa, Ontario, Canada K1 P 5J6
(613) 594 3007 FAX: (613) 594-9596
WEBSITE: www.web.net/~chra
Executive Director: Sharon Chisholm

CHRA is a national voluntary organization that recognizes secure housing as an essential component of individual and community development and is committed to the principle of access to adequate and affordable housing as a fundamental human right.

CENTER FOR COMMUNITY CHANGE
1000 Wisconsin Avenue, N.W.
Washington, DC 20007
(202) 342-0519 FAX: (202) 333-5462
WEBSITE: www.communitychange.org
President: Andrew Mott

The Center provides information to minority community organizations and community development groups on federal programs including revenue sharing, community development block grants, and subsidized housing.

COALITION FOR LOW-INCOME COMMUNITY DEVELOPMENT

1118 B Light Street
Baltimore, MD 21230
(410) 945-2835 FAX: (410) 752-6969
EMAIL: stokes@clcd.org
Executive Director: Karen Stokes

CLICD serves grassroots and national organizations with an interest in HUD community development block grants and economic development issues. It also provides local communities with information on CDBG and other technical assistance.

COMMUNITY DEVELOPMENT SOCIETY

Community Development Programs
Department of Research Development
1123 North Water Street
Milwaukee, WI 53202
(414) 276-7106 FAX: (414) 276-7704
WEBSITE: www.comm_dev.org
Executive Director: Jane Svinicki

CDS is concerned with the promotion of citizen participation in community development as well as with providing a forum for the exchange of ideas and advocacy of excellence in community programs.

COOPERATIVE HOUSING FOUNDATION

8300 Colesville Road, #420
Silver Spring, MD 20910
(301) 587-4700 FAX: (301) 587-2626
WEBSITE: www.chfhq.org
President: Michael E. Doyle

A non-profit organization dedicated to the development of better housing and related community services for low and moderate income families. It is the largest sponsor of non-profit housing cooperatives in the U.S.

COUNCIL FOR AFFORDABLE AND RURAL HOUSING

121 North Washington Street, Suite 301
Alexandria, VA 22314
(703) 837-9001 FAX: (703) 837-8467
WEBSITE: www.carh.org
Executive Director: Colleen Fisher

The Council represents developers involved in Farmers Home Administration programs. Its two major functions are to represent the views of the rural development community to congressional members and staff and to educate its members on what is happening in the FmHA field.

COUNCIL OF AMERICAN BUILDING OFFICIALS (INTERNATIONAL CODE COUNCIL)

5203 Leesburg Pike, Suite 708
Falls Church, VA 22041
(703) 931-4533 FAX: (703) 379-1546
WEBSITE: www.inticode.org
President: Richard P. Kuchnicki

CABO is the umbrella organization of three major model building code organizations. It endeavors to promote the interests of public health, safety, and general welfare at the national level.

COUNCIL OF GOVERNOR'S POLICY ADVISORS

400 North Capitol Street, N.W., Suite 390
Washington, D.C. 20001
(202) 624-5386
Director: Richard J. Gross

CSPA encourages mutual assistance between state planning agencies, increased planning and collective action, and provides policy assistance to attain these goals.

COUNCIL OF LARGE PUBLIC HOUSING AUTHORITIES

1250 I Street, N.W., Suite 901
Washington, DC 20005
(202) 638-1300 FAX: (202) 638-2364
WEBSITE: www.clpha.org_index.htm
Executive Director: Sunia Zaterman

Carries out research, public information, technical assistance, and legislative activities for member public housing authorities.

COUNCIL OF STATE COMMUNITY DEVELOPMENT AGENCIES

444 North Capitol Street, Suite 224
Washington, DC 20001
(202) 624-3630 FAX: (202) 624-3639
WEBSITE: www.coscda.org
Executive Director: John M. Sidor

COSCDA is a national organization whose membership consists of executive heads of states' community development agencies. It was formally created in 1974 by DCA directors desiring to establish a forum for discussion of and action on national issues and to exchange information on their agencies' programs.

COUNCIL OF STATE GOVERNMENTS

**Iron Works Pike
P.O. Box 11910
Lexington, KY 40578
(606) 244-8000 FAX: (606) 224-8001
WEB SITE: www.csg.org
Executive Director: Daniel M. Sprague**

444 North Capitol Street, N.W.
Washington, DC 20001
(202) 624-5450

The Council is a joint agency of all the state governments that conducts research on a variety of topics including state housing programs and problems, maintains an information service for state agencies, officials and legislators, assists in federal-state liaison, and promotes regional and state-local cooperation.

THE ENTERPRISE FOUNDATION

**10227 Wincopin Circle, Suite 500
Columbia, MD 21044
(410) 964-1230 FAX: (410) 964-1918
WEB SITE: www.enterprisefoundation.org
Executive Director: Ray Ramsey**

The Enterprise Foundation is a nonprofit, publicly supported, charitable foundation whose objective is to help poor people help themselves move up and out of poverty and dependence—into fit and livable housing and self-sufficiency. It helps neighborhood groups enlarge their capacity to reduce housing costs, find local business support, establish job placement agencies, and provide other services. The Enterprise Development Company, the Foundation’s subsidiary, is a for-profit, taxpaying commercial real estate developer, the earnings from which flow to the Foundation and out to support its charitable work.

FEDERAL NATIONAL MORTGAGE ASSOCIATION

**3900 Wisconsin Avenue, N.W.
Washington, DC 20016
(202) 752-7000
WEB SITE: www.fanniemae.com
Chairman: Franklin Raines**

Fannie Mae is a shareholder-owned corporation with a federal charter. Its mission is to act as the nation’s housing partner—providing a wide variety of products and services that increase the availability and affordability of housing for low-, moderate- and middle-income Americans. FNMA’s charter limits its purpose exclusively to helping increase the flow of funds to finance home mortgages—both single-family and multi-family.

HOUSING ACTION COUNCIL

**18 Hamilton Place
Tarrytown, N.Y. 10591
(914) 332-4144 FAX: (914) 332-4177
Executive Director: Rosemarie Noonan**

To improve housing and to increase housing opportunities for low-income families and individuals and those with special needs, including homeless, elderly, and mentally disabled.

HOUSING AND DEVELOPMENT LAW INSTITUTE

**630 Eye St. N.W.
Washington, D.C. 20001
(202) 289-3400 FAX: (202) 289-3401
EMAIL: hdli2000@aol.com
Executive Director: William Maher**

HDLI is a non-profit corporation which serves as an institutional resource to assist housing and development agencies in addressing common legal concerns. HDLI serves public agencies by serving their counsel.

HOUSING ASSISTANCE COUNCIL

**1025 Vermont Avenue, N.W., Suite 606
Washington, DC 20005
(202) 842-8600 FAX: (202) 347-3441
WEB SITE: www.ruralhome.org
Executive Director: Moises Loza**

HAC provides technical assistance, training and a revolving loan fund to develop low-income housing in rural areas.

INSTITUTE OF REAL ESTATE MANAGEMENT

**430 North Michigan Avenue
Chicago, IL 60611
(312) 661-1930 FAX: (312) 329-6039
WEB SITE: www.irem.org
Executive Vice President: Ronald Vukas**

IREM awards the professional designation of Certified Property Manager (CPM) to those property managers who have achieved standards of excellence through education and experience.

CHARTERED INSTITUTE OF HOUSING

Octavia House
West Business Park
Westwood Way, Coventry CV48JP England
011-44-0203-694433
Director: Christine Laird

The Institute's primary aim is to encourage and promote the provision and management of good quality affordable housing for all.

INTERNATIONAL CITY/COUNTY MANAGEMENT ASSOCIATION

777 North Capitol Street, N.E. # 500
Washington, DC 20002
(202) 289-4262 FAX: (202) 962-3500
WEBSITE: www.icma.org
Executive Director: William H. Hansell, Jr.

ICMA is a professional and educational organization for key municipal executives in cities, counties, towns, and other local governments. It is dedicated to increasing the proficiency of municipal administrators and strengthening the quality of local government through professional management.

INTERNATIONAL DOWNTOWN ASSOCIATION

910 17th Street, N.W., Suite 210
Washington, DC 20006
(202) 293-4505 FAX: (202) 293-4509
WEBSITE: www.ida_downtown.org
Executive Director: Elizabeth Jackson

LEADERSHIP CONFERENCE ON CIVIL RIGHTS

1629 K Street, N.W., Suite 1010
Washington, DC 20006
(202) 466-3311 FAX: (202) 466-3435
Executive Director: Richard Womack

The Leadership Conference was founded to implement the historic report of President Truman's Committee on Civil Rights, "To Secure These Rights." The Conference played a major role in the passage of amendments to the Fair Housing Act in 1989.

LOCAL INITIATIVES SUPPORT CORPORATION

1825 K Street, N.W., Suite 1100
Washington, DC 20006
(202) 785-2908 FAX: (202) 835-8931
WEB SITE: www.liscnet.org
President: Paul S. Grogan

733 Third Avenue, 8th Floor
 New York, NY 10017
 (212) 455-9800

LISC provides financial and technical assistance to community development corporations which are working to revitalize neighborhoods across the US.

MANUFACTURED HOUSING INSTITUTE

2101 Wilson Blvd., #610
Arlington, VA 22201
(703) 558-0400 FAX: (703) 558-0401
WEBSITE: www.mfghome.org
President: Chris Steinbert

The Manufactured Housing Institute is the trade organization which represents the builders, retailers, owners, suppliers of mobile/manufactured homes.

MORTGAGE BANKERS ASSOCIATION OF AMERICA

1125 15th Street, N.W.
Washington, DC 20005
(202) 861-6500 FAX: (202) 429-1672
WEBSITE: www.mbaa.org
Executive Vice President: Paul Reid

The MBA is the trade association for the nation's mortgage banking industry.

MULTIFAMILY HOUSING ASSOCIATION

5929 East Capitol Street, S.E., Suite 104
Washington, DC 20009
(202) 584-4200
Executive Director: Charles R. Norris

Promotes the interests of those involved in the development and financing of multifamily housing.

NATIONAL ALLIANCE TO END HOMELESSNESS

1518 K Street, N.W., Suite 206
Washington, DC 20005
(202) 638-1526 FAX: (202) 638-4664
WEB SITE: www.nendhomelessness.org
Executive Director: Churchill J. Gibson, IV

NATIONAL AMERICAN INDIAN HOUSING COUNCIL

900 2nd Street, N.E., Suite 220
Washington, DC 20002
(202) 789-1754 FAX: (202) 789-1758
WEB SITE: www.naihc.indian.com
Executive Director: Christopher Boaesen

NAIHC is a nonprofit corporate association of Indian and Alaska Native Housing Authorities (IHAs) and other interested groups. NAIHC is committed to helping Indian housing authorities and their tribal governments improve housing conditions for their communities amid constantly changing economic/political/socio-cultural and technological environments.

NATIONAL APARTMENT ASSOCIATION

201 N. Union Street, Suite 200
Alexandria, VA 22314
(703) 518-6141 FAX: (703) 518-6191
WEB SITE: www.naahq.org
Executive Vice President: Amy Dozier

The NAA is the trade association for companies interested in all aspects of multifamily development. Members include builders, owners, operators, and suppliers.

NATIONAL AFFORDABLE HOUSING MANAGEMENT ASSOCIATION

526 King Street, Suite 511
Alexandria, VA 22314
(703) 683-8630 FAX: (703) 683-8634
WEB SITE: www.nahma.org
Executive Director: George Caruso

NAHMA is a professional association of property managers for government-assisted housing. NAHMA monitors legislative and regulatory issues that affect government-assisted housing, and makes recommendations to Congress, HUD, and other government agencies on housing issues that affect property managers.

NATIONAL ASSOCIATION FOR THE ADVANCEMENT OF COLORED PEOPLE

Washington Bureau
1025 Vermont Avenue, N.W., Suite 1120
Washington, DC 20005
(202) 638-2269 FAX: (202) 638-5936
WEBSITE: www.naacp.org
President and CEO: Kweisi Mfume

The NAACP is dedicated to winning the struggle to obtain racial justice for all Americans. The NAACP has launched a number of social programs, one of which is open housing. The NAACP trains local branches in housing programs: how to sponsor and fund housing developments, how to monitor government and private activities for their impact on the black community, and how to attack restrictive zoning ordinances. The Washington Bureau handles the Association's legislative work and contact with federal agencies.

NATIONAL ASSOCIATION OF AFFORDABLE HOUSING LENDERS

1050 17th Street, N.W., Suite 950
Washington, D.C. 20036
(202) 861-5770
Executive Director: Peter Bell

National membership organization providing educational and advocacy services for financial institutions and others involved in affordable housing lending.

NATIONAL ASSOCIATION OF COUNTIES

440 First Street, N.W., 8th Floor
Washington, DC 20001
(202) 393-6226 FAX: (202) 393-6230
WEB SITE: www.naco.org
Executive Director: Larry Naake

The association acts as the national voice for counties, serving as a liaison between counties and other levels of government, and attempts to achieve a public understanding of the role of counties in the federal system.

NATIONAL ASSOCIATION FOR COUNTY COMMUNITY AND ECONOMIC DEVELOPMENT

1200 19th Street, N.W., Suite 300
 Washington, DC 20036
 (202) 429-5118 FAX: (202) 857-1111
 WEB SITE: www.nacced.org
 Executive Director: John Murphy

Helps to develop the technical capacity of county government agencies that provide community development, economic development, and affordable housing programs.

NATIONAL ASSOCIATION OF DEVELOPMENT ORGANIZATIONS

400 North Capitol Street, N.W., Suite 390
 Washington, DC 20001
 (202) 624-7806 FAX: (202) 624-8813
 WEB SITE: www.nado.org
 Executive Director: Aliceann Wohlbruck

A membership organization interested in local economic development in rural areas and small towns. It provides information on federal, state, and local programs; and sponsors conferences and seminars.

NATIONAL ASSOCIATION OF HOMEBUILDERS

1201 15th Street, N.W.
 Washington, D.C. 20005
 (202) 822-0200 FAX: (202) 822-0559
 WEB SITE: www.nahb.com
 Executive VP: Thomas Downes

NAHB offers membership services primarily to private sector members of the building industry.

NATIONAL ASSOCIATION OF HOUSING AND REDEVELOPMENT OFFICIALS (NAHRO)

630 Eye Street, N.W.
 Washington, D.C. 20001
 (202) 289-3500 FAX: (202) 289-8181
 WEB SITE: www.nahro.org
 Executive Director: Richard Y. Nelson, Jr.

NAHRO is a nonprofit organization that addresses the needs of housing and community development agencies and represents H/CD professionals throughout the country. NAHRO is the leading housing and community development advocate for the provision of adequate and affordable housing and strong viable communities for all Americans, particularly those with low and moderate incomes, and to enhance the effectiveness of its members.

NATIONAL ASSOCIATION OF HOUSING COOPERATIVES

1401 New York Ave., N.W., Suite 1100
 Washington, DC 20005
 (202) 737-0797 FAX: (202) 783-7869
 WEB SITE: www.coophousing.org
 Executive Director: Douglas Kleine

This association provides publications, technical assistance, consulting services, and educational workshops on housing cooperatives to its members.

NATIONAL ASSOCIATION OF NEIGHBORHOODS

1651 Fuller Street, N.W.
 Washington, DC 20009
 (202) 332-7766
 Executive Director: Deborah Crain

The Association has three goals: to be a national policy vehicle for neighborhood organizations, to train and provide information for these groups, and to educate the public on the neighborhood movement.

NATIONAL ASSOCIATION OF REAL ESTATE BROKERS

1629 K Street, N.W., Suite 602
 Washington, DC 20006
 (202) 785-4477 FAX: (202) 785-1244
 WEB SITE: www.nareb.com
 President: H. Bernie Jackson

NAREB is the trade association of minority real estate brokers.

NATIONAL ASSOCIATION OF REALTORS

430 North Michigan Avenue
 Chicago, IL 60611
 (312) 329-8200 FAX: (312) 329-5960
 WEB SITE: www.realtor.com
 Executive Vice President: Harry McDermott

700 11th Street, N.W.
 Washington, DC 20001-4507
 (202) 383-1000

An association of local real estate boards. The members are brokers, managers, appraisers, and sales persons, working with all types of real estate. The national association provides educational programs in various real estate specialties, public relations work, research, and legislation activities.

**NATIONAL ASSOCIATION OF REAL ESTATE
INVESTMENT TRUSTS**

1875 I Street, N.W., Suite 600
Washington, DC 20006
(202) 739-9400 FAX: (202) 739-9401
WEB SITE: www.nareit.com
Executive Director: Steven Wechsler

NAREIT, the trade association representing the REITs provides for its members active representation to government and continuous reporting of activities affecting or involving REITs.

**NATIONAL ASSOCIATION OF REGIONAL
COUNCILS**

1700 K Street, N.W., Suite 1300
Washington, DC 20006
(202) 457-0710 FAX: (202) 296-9352
WEB SITE: www.narc.org
Executive Director: William R. Dodge

NARC represents the interests of volunteer associations of local governments at the national level. It provides information to assist local governments in area-wide planning and coordination.

**NATIONAL ASSOCIATION OF TOWNS
AND TOWNSHIPS**

444 North Capitol Street, N.W., Suite 208
Washington, DC 20001
(202) 737-5200 FAX: (202) 624-3554
WEB SITE: natat.org
Executive Director: Tom Halicki

A non-profit organization of local government officials which, through its National Center for Small Communities, provides research, conducts conferences and workshops, and publishes materials to help officials manage change in small communities.

**NATIONAL CENTER FOR HOUSING
MANAGEMENT, INC.**

1010 North Glebe Road, Suite 160
Arlington, VA 22201
(202) 872-1717 FAX: (703) 516-4069
WEB SITE: www.nchm.org
President: Glen Stevens

NCHM was created pursuant to an executive order to provide independent and objective leadership in assisting the nation in meeting its housing management and training needs. It designs, develops, and delivers training programs, publishes resource materials, and evaluates housing programs. It is a HUD-approved certifying agency for housing managers of public housing.

NATIONAL COALITION FOR THE HOMELESS

1012 Fourteenth Street, N.W., #600
Washington, DC 20005-3410
(202) 737-6444 FAX: (202) 737-6445
EMAIL: nch@ari.net
Executive Director: Mary Ann Gleason

105 East 22 Street
New York, NY 10010
(212)460-8110

The National Coalition is a federation of individual agencies and organizations committed to the principal that decent shelter and housing and adequate food are fundamental rights in a civilized society.

**NATIONAL COMMUNITY
DEVELOPMENT ASSOCIATION**

522 21st Street, N.W., Suite 120
Washington, DC 20006
(202) 293-7587 FAX: (202) 887-5546
WEB SITE: www.ncdaonline.org
Executive Director: Chandra Western

An organization dedicated to advocacy and action designed to promote the total interdisciplinary field of community development, the National Community Development Association attempts to preserve and extend community and social action concepts.

NATIONAL COMMUNITY REINVESTMENT COALITION

733 15th Street, N.W., Suite 540
 Washington, D.C. 20005
 (202) 628-8866 FAX: (202) 628-9800
 WEB SITE: www.ncrc.org
 President/CEO: John E. Taylor

The Coalition endeavors to increase access to credit and asset accumulation in low-income, minority, and under-served communities.

NATIONAL CONFERENCE OF STATE LEGISLATURES

1560 Broadway, Suite 700
 Denver, CO 80202
 (303) 830-2200 FAX: (303) 863-8000
 WEB SITE: www.ncsl.org
 Executive Director: William Pound

444 North Capitol Street, N.W., Suite 515
 Washington, DC 20001
 (202) 624-5400

The National Conference of State Legislatures works to improve the quality and effectiveness of state legislatures, lobbies on their behalf on the Federal level and fosters interstate communication and cooperation.

NATIONAL CONFERENCE OF STATES ON BUILDING CODES AND STANDARDS, INC.

505 Huntmar Park Drive, Suite 210
 Herndon, VA 20170
 (703) 437-0100 FAX: (703) 481-3596
 WEB SITE: www.ncsbc.org
 Executive Director: Robert C. Wible

The Conference assists states in improving practices regarding building regulations and promotes state, local and interstate cooperation as well as the adoption of uniform building codes.

NATIONAL CONGRESS FOR COMMUNITY ECONOMIC DEVELOPMENT

1030 15th Street, N.W., Suite 325
 Washington, DC 20005
 (202) 289-9020
 WEB SITE: www.ncced.org
 President: Roy Priest

NCCED's purpose is to help generate resources for community based development and to assist in the use of those resources.

NATIONAL COUNCIL FOR URBAN ECONOMIC DEVELOPMENT

1730 K Street, N.W., Suite 700
 Washington, DC 20006
 (202) 223-4735 FAX: (202) 223-4745
 WEB SITE: www.cued.org
 Executive Director: Jeffrey A. Finkle

The Council provides information on urban economic development and gives technical assistance to public officials for devising and managing economic development strategies.

NATIONAL COUNCIL OF LA RAZA

1111 19th Street, N.W., Suite 1000
 Washington, DC 20036
 (202) 785-1670 FAX: (202) 776-1792
 WEB SITE: www.nclr.org
 President and CEO: Raul Yzguirre

An advocate for Hispanic Americans and a national umbrella organization for over 90 affiliates, community-based groups.

NATIONAL COUNCIL OF SENIOR CITIZENS HOUSING MANAGEMENT CORPORATION

1331 F Street, N.W.
 Washington, DC 20004
 (202) 347-8800
 Director: Steve Propulis

4300 North University Drive, Suite B-204
 Lauderhill, FL 33321
 (305) 572-1112

The NCSC-Housing Management Corporation sponsors and manages approximately 3,000 units of Senior Citizen housing.

NATIONAL COUNCIL OF STATE HOUSING AGENCIES

**444 North Capitol Street, N.W., Suite 438
Washington, DC 20001
(202) 624-7710 FAX: (202) 624-5899
WEBSITE: www.ncsha.org
Executive Director: John T. McEvoy**

NCSHA is the national association of state housing finance agencies, which finance, administer and create housing for low- and moderate-income persons.

NATIONAL GOVERNORS' ASSOCIATION

**444 North Capitol Street, N.W., Suite 267
Washington, DC 20001
(202) 624-5300 FAX: (202) 624-5313
WEBSITE: www.nga.org
Executive Director: Raymond C. Scheppach**

The National Governors' Association is the instrument through which the governors of the states and territories collectively influence the development and implementation of national policy and apply creative leadership to state problems.

NATIONAL HOUSING CONFERENCE, INC.

**815 15th Street, N.W., Suite 538
Washington, DC 20005
(202) 393-5772 FAX: (202) 393-5656
Executive Director: Robert Reid**

The conference serves as a clearinghouse for information and support of housing programs, and program development to meet its stated goal of providing adequate housing for people of all incomes.

NATIONAL HOUSING LAW PROJECT

**2201 Broadway, Suite 815
Oakland, CA 94612
(510) 251-9400**

1629 K Street, N. W., Suite 600
Washington, D.C. 20006
(202) 463-9461
Director of Government Relations: Nancy Berstine

The National Housing Law Project is a legal service resource center which provides legal research and assistance in preparing cases involving all aspects of housing.

NATIONAL HOUSING PARTNERSHIPS, INC.

**1225 Eye St. N.W.
Washington, D.C. 20005
(202) 347-6247 FAX: (202) 371-2103
President and CEO: J. Roderick Heller, III**

NHP, Inc., is a real estate investment and management company focused primarily on multifamily rental housing with a commitment to joint venture development of "for sale" housing. Two of NHP's affiliated units, the National Housing Partnership and National Corporation for Housing Partnerships were authorized by Congress in 1968 "to stimulate the production of low and moderate income housing."

NATIONAL HOUSING AND REHABILITATION ASSOCIATION

**1625 Massachusetts Ave., N.W., Suite 601
Washington, DC 20036
(202) 328-9171 FAX: (202) 265-4435
WEBSITE: www.housingonline.com
Executive Director: Peter Bell**

NHRA is the industry trade association comprised of developers, associated professionals and local public officials engaged in multifamily, rehabilitation, commercial and industrial adaptive reuse and comprehensive neighborhood revitalization.

NATIONAL HOUSING TRUST

**1101 30th Street, N.W., Suite 400
Washington, D.C. 20007
(202) 333-8931 FAX: (202) 833-1031
WEBSITE: www.nhtinc.org
Executive Director: Michael Bodaken**

The Trust is dedicated to the preservation of existing affordable housing, and focuses on multifamily housing that is assisted, owned, or controlled by a federal agency.

NATIONAL LEAGUE OF CITIES

**1301 Pennsylvania Avenue, N.W., Suite 550
Washington, DC 20004
(202) 626-3000 FAX: (202) 626-3043
WEBSITE: www.nlc.org
Executive Director: Donald J. Borut**

NLC focuses its national policy analysis on improving the quality of life for the people who populate cities through comprehensive analysis of national policies and related programs, and through representation before congress and executive agencies.

NATIONAL LEASED HOUSING ASSOCIATION

1818 N Street, N.W.
 Washington, DC 20036
 (202) 785-8888 FAX: (202) 785-2008
 WEB SITE: www.worldweb.netford/~naha
 Staff Director: Denise Muha

An association for the assistance of developers, financial institutions, local housing authorities, and state housing agencies involved in the Section 8 Leased Housing Program.

NATIONAL LOW INCOME HOUSING COALITION

1012 14th Street, N.W., Suite 610
 Washington, DC 20005
 (202) 662-1530 FAX: (202) 393-1973
 WEB SITE: www.nlihc.org
 President: Sheila Crowley

The Coalition provides education, organization and advocacy designed to ensure decent housing, adequate neighborhoods and freedom of housing choice for low income people.

NATIONAL MULTIHOUSING COUNCIL

1850 M Street, N.W., Suite 540
 Washington, DC 20036
 (202) 974-2300 FAX: (202) 775-0112
 WEBSITE: www.nmhc.org
 Executive Vice President: Jonathan Kempner

NMHC represents owners and developers of multifamily housing. NMHC's goal is to foster policies and programs at the federal, state and local levels to increase the supply and enhance the quality of multi-family units in the U.S. It has devoted special efforts to combating local rent control ordinances and to promoting condominium conversion.

NATIONAL NEIGHBORHOOD COALITION

1875 Connecticut Avenue, N.W., Suite 410
 Washington, DC 20009
 (202) 986-2096 FAX: (202) 986-1941
 WEB SITE: www.neighborhoodcoalition.org
 Executive Director: Betty Weiss

Nonprofit association of national and regional organizations. Serves as a national informational and educational clearinghouse on neighborhood issues and monitors federal programs and policies affecting neighborhoods.

NATIONAL PEOPLE'S ACTION

810 North Milwaukee Avenue
 Chicago, IL 60622
 (312) 243-3038 FAX: (312) 243-7044
 Chairperson: Gail Cincotta

NPA is concerned with neighborhood redevelopment problems such as redlining, reinvestment incentives, and insurance rates.

NATIONAL REALTY COMMITTEE

1420 New York Avenue, N.W., Suite 1100
 Washington, DC 20005
 (202) 639-8400 FAX: (202) 639-8442
 President: Jack DeBoer

The National Realty Committee is a principal spokesman for those entities concerned with the relationship of the tax laws to real estate development.

NATIONAL RURAL HOUSING COALITION

1250 I Street, N.W., Suite 902
 Washington, DC 20005
 (202) 393-5229 FAX: (202) 393-3034
 Legislative Director: Robert A. Rapoza

Lobbies on behalf of housing and development programs for low-income rural residents.

NATIONAL TENANTS ORGANIZATION

7701 Lakeland Blvd.
 Ft. Pierce, FL 34951 -1437
 (407) 466-7425
 President: Maxine Greene

The National Tenants Organization is a national grass roots organization representing the 3.4 million tenants of public and assisted housing.

NATIONAL URBAN COALITION

2120 L Street L Street, N.W., Suite 510
 Washington, DC 20037
 (202) 986-1460 FAX: (202) 986-1468
 President and CEO: Rhett Lewis

The Coalition's three main strategies of urban action, advocacy and information are designed to stabilize and revitalize American cities.

NATIONAL URBAN LEAGUE

**120 Wall Street
New York, NY 10005
(212) 558-5300 FAX: (212) 344-5332
WEB SITE: www.nul.org
President: Hugh B. Price**

1111 14th Street, N.W., Suite 600
Washington, DC 20005
(202) 898-1604 FAX: (202) 682-0782

The National Urban League is an interracial community service organization which attempts to secure equal opportunity in all sectors of society for black Americans and other minorities.

PARTNERS FOR LIVABLE COMMUNITIES

**1429 21st Street, N.W.
Washington, DC 20036
(202) 887-5990 FAX: (202) 446-4845
WEB SITE: www.livable.com
President: Robert H. McNulty**

A network of organizations and individuals having a common concern for the quality of life in the built environment.

**PUBLIC HOUSING AUTHORITIES
DIRECTORS ASSOCIATION**

**511 Capitol Court, N.E., Suite 200
Washington, DC 20002-4937
(202) 546-5445 FAX: (202) 546-2280
WEB SITE: www.phada.org/house/
Executive Director: Tim Kaiser**

Provides a forum for PHA directors to meet and share ideas. Represents interests of all sizes of PHAs before congress, the administration, and other governmental and individual leaders. It provides management training and conferences throughout the country.

**SOUTHERN BUILDING CODE CONGRESS
INTERNATIONAL, INC.**

**900 Montclair Road
Birmingham, AL 35213
(205) 591-1853 FAX: (205) 592-7001
Chief Executive Officer: William J. Tangye, P.E.**

A national model code organization, the SBCC promulgates the Standard Codes which have been adopted by governmental jurisdictions and 22 states. The group provides a wide range of technical, administrative, and educational support services to local governments and their code administration departments.

UNITED MORTGAGE BANKERS OF AMERICA

**800 Ivy Hill Road
Philadelphia, PA 19150
(215) 242-6061
Executive Director: Eugene Hatten**

The United Mortgage Bankers of America is an association of minority mortgage bankers which provides training and education for its members and other persons interested in entering the field of mortgage banking.

UNITED STATES CONFERENCE OF MAYORS

**1620 Eye Street, N.W., Suite 400
Washington, D.C. 20006
(202) 293-7330 FAX: (202) 293-2352
WEB SITE: www.usmayors.org/uscm/
Executive Director: J. Thomas Cochran**

The Conference serves as the Washington representative of large city governments.

URBAN INSTITUTE

**2100 M Street, N.W., 5th Floor
Washington, DC 20037
(202) 838-7200
Executive Director: Craig Coelen**

URBAN LAND INSTITUTE
1025 Thomas Jefferson, N.W., Suite 500 West
Washington, DC 20007
(202) 624-7000 FAX: (202) 624-7140
WEBSITE: www.uli.org
Executive Vice President: Richard Rosan

The Urban Land Institute is a nonprofit research and educational association dedicated to encouraging intelligent use of land resources.

WOMEN'S INSTITUTE FOR HOUSING AND ECONOMIC DEVELOPMENT
14 Beacon Street
Boston, MA 02108
(617) 367-0520 FAX: (617) 367-1676
WEBSITE: www.wihedzataul.com
Executive Director: Felice Mendell

The Women's Institute develops innovative affordable housing for low-income women and their families by providing technical assistance to community and women's groups on housing and business development.

Guidelines for Conducting Exhibits

Taking exhibitors for granted—before, during, or after a show—can be one of the most costly mistakes an association official can make. Numerous associations and other organizations vie for the same exhibit dollars. When deciding which shows to attend, an exhibitor examines every invitation in terms of measurable results. How does the show stack up in terms of new leads discovered, new prospects identified, and actual sales?

Both exhibitors and association officials can get much more out of the exhibitor's participation if they view it as a Partnership. As with most partnerships, each party brings something of value. For the exhibitor, the association's meeting or show is the marketplace, the arena where the exhibitor can see more customers and potential clients in a few days that the company's sales staff can see in months of traveling around the country. For members of an association, it is an opportunity to meet with exhibitors who can provide information and education, as well as a sense of vitality through demonstrations of the products and services on display. The exhibitor also underwrites the cost of producing the show and probably provides a significant amount of operating funds for the group's meeting budget.

Exhibits are a pivotal part of many conferences. The exhibit hall must be considered an important, integral part of the conference, as important as registration, meetings, banquets and receptions. Do not consider the exhibition as a separate event. Rather, always regard it as a complement to the other conference functions, not as competition.

Whether you are in direct charge of the exhibition or are supervising the person assigned that responsibility, you must assume an active role in closely coordinating the meetings and exhibits to provide your attendees the maximum benefits of both. Here are some pointers for association officials that will help to make an exhibition a real success.

ATTRACTING AND RETAINING EXHIBITORS

TIMING

When scheduling conferences, avoid conflicts with other regional councils, chapters, state associations, and the national NAHRO Conference and Exhibition. Check your dates against the NAHRO calendar on the web site. Remember that most potential exhibitors are national in scope. Not only should you avoid direct conflicts with other meetings, but you should allow three or four days between conferences for exhibitors to move their materials to the next show. Failure to do so may substantially reduce the number of exhibition participants.

Announce your planned event to all potential exhibitors a minimum of six months in advance of the actual opening date of the event. Your advance planning, therefore, must take place more than six months before the conference, so that all pertinent planning details have been resolved. You may contact National NAHRO for a list of potential exhibitors.

LOCATION

Although the selection of a location for your meeting must, of necessity, be suitable to the majority of your group, an "interesting location" will always attract more exhibitors as well as more conference registrants.

EXHIBIT FACILITIES

Exhibit Hall. One of the most important elements in the selection of a conference site is to choose one that will provide for the exhibit hall to be in the same immediate area as the meeting, conference, and seminar rooms. Basic booths should be set up by a professional decorating company. This basic booth, covered by the standard exhibit fee, should include an identification sign, draped back wall and side rails. Additional booth furnishings, i.e., tables, chairs, carpet, should be available from the decorating firm.

Space Allocation. The Manufacturers and Suppliers Council (MSC) suggests that you assign available booth space in one of two ways:

- First come, first served
- Preference to exhibitors who participated in previous shows, who are MSC members, or who are members of NAHRO regional or chapter, or state associations

Empty Booths. Set them up as lounges with chairs and tables provided by the decorator at no cost. Or, eliminate empty booths by consolidating booths. In any event, do something with extra booths and the “no-shows.” If left alone, they give the appearance of an unorganized show and create an unattractive exhibit hall. It is important that you limit the number of seats that are in the exhibit hall because this inhibits delegates desire to visit with exhibitors.

FEE SETTING

Establishing a reasonable fee for booth space is one of the most delicate and important details. Above all, the fee must provide for the actual cost of the space (if any), plus the cost of the basic booth set-up, including divided curtains and identification signs. (Many meeting sites will provide the exhibit hall at no charge or for a very nominal fee to book the conference.) When setting the fee, also consider any additional money you will need for refreshments or other purposes.

The basic booth fee should allow the exhibitor to register two representatives who can participate in all major events. Additional full registrations should be available to exhibitors at rates comparable to those charged other conference registrants. Extra booth personnel who attend only for the purpose of working the exhibit booth should not be charged full registration fees when their only purpose is to work the exhibit booth during the show hours. If the association decides that a fee is necessary, it should be very nominal, such as \$10.00 per person.

EXHIBITORS' SHOW MATERIAL

Appoint an official drayage contractor if the show decorator cannot handle receiving, storing, and placing exhibit materials into exhibit booths. Most hotels lack the necessary storage space and personnel to handle receiving and storing shipments of exhibit materials in advance of the conference. You should make arrangements either through the decorator or through an independent drayage firm to accept exhibitors; materials (usually up to thirty days in

advance), store the materials, deliver them to the conference site, and place the cartoned/crated material into each exhibitor's booth. The contractor should also store and return the empty cartons/crates to the exhibit booths at the end of the exhibition. The drayage firm will invoice the individual exhibitors for this service. It is important to set up a system for handling the exhibitors' materials well in advance of the show.

PARTICIPATION/HOSPITALITY

The program should provide for specific sessions on procurement and modernization practices. Upon request, the NAHRO Manufacturing and Suppliers Council (MSC) will be happy to provide a member to participate in this part of the program. Make requests for the MSC's involvement through national NAHRO.

If program time permits, a good way to get exhibitor participation is to provide a “talking” or “participation” slot in the program where specific product information can be presented in a seminar environment with time for questions and answers related to particular operating problems. This type of format always has been an informative and well-received addition from both the exhibitors, and housing executives, viewpoints. Consider this format, however, only when program time permits.

Invite exhibitors to participate in all conference functions, including all special events such as tours, outings, and golf tournaments. Consider exhibitors, in every way, to be registered conference participants—paying their own way, of course.

GUESTS

Exhibitors encourage conference planners to invite all architects, engineers, and specifiers, who have worked for them in the past and who work for them now, to participate in all conferences. Many times, these people are very influential in making dollar allocation decisions for development, modernization, and rehabilitation. Thus, their presence is beneficial to the agency staff as well as to the exhibitors.

HOSPITALITY SUITES

When making initial arrangements for the conference, plan also for the availability of hospitality suite facilities in good locations. Many exhibitors will be anxious to support a hospitality suite under the proper conditions.

Invite all exhibitors to set up hospitality suites in the designated areas, but insist that all requests for such participation go through your association. In the initial invitation to exhibitors, spell out the hospitality rules carefully, explaining that if a nonexhibiting company takes a hospitality suite, it will be charged at least the fee of one exhibit booth. Respect the financial support of the exhibitors.

When you have completed the final list of hospitality suite sponsors, signs or placards should be posted in appropriate conference areas.

EXHIBITOR RECOGNITION

Invite exhibitors to attend the Opening General Session and take time to introduce each exhibitor. After the introduction of each representative, close with a comment regarding the importance of their participation as a group and what they can do for the delegates if they will just stop by and talk to them. Encourage the association officials to visit all of the exhibits.

Whenever an exhibitor's fees have been used to fund a specific event, the listing for that event in the official program should give recognition to such sponsorships. The wording should be similar to this: "Sponsored by (or courtesy of) XYZ Company." If part of the overall receipts collected from exhibitors were used to fund an event, the program should note that the event is "sponsored by the exhibitors."

BRINGING PEOPLE INTO THE EXHIBIT AREA

EXHIBIT FACILITIES

The Exhibit Hall should be as convenient as possible to the other conference functions. An inviting, well-equipped location will not only be more pleasant for exhibitors; it will attract more conference participants as well.

EXHIBIT HOURS

Always schedule exhibit hours so that they do not conflict with other conference activities or so that they are part of a particular program activity, such as a reception or coffee break. Plan to provide a minimum of eight to ten hours of scheduled and published viewing hours. These viewing hours should not conflict with any other scheduled events.

Stagger the exhibit hours during the day, and make every scheduled exhibit time a part of the printed program. Nothing is worse for an exhibitor than to sit around all day while conference attendees are in meetings, wondering when or if anyone will show up. It is equally bad for delegates to drop by the exhibit area and find no one there to accommodate them. The scheduling and publishing of all exhibit hours benefits everyone and also allows exhibitors the opportunity to attend or participate in scheduled sessions.

FOOD/DRINK/REFRESHMENTS

Other than main meal and banquet functions, all receptions and activities offering refreshments should take place in the exhibit area and *should be specifically listed in the program*.

These events should usually be open (or cash) bars with simple rather than elaborate hors d'oeuvres. (Nuts, pretzels, dips with chips, celery, and carrot sticks will do nicely.) Remember that the object is to get people into the area for fellowship and to see the exhibitors—not to feed them their evening meal. This is not only more practical and productive, but also more economical than an extravagant reception with heavy hors d'oeuvres.

Refreshment stations should be scattered throughout the hall so that traffic flows smoothly.

Encourage exhibitors to give door prizes to entice delegates into the exhibit hall.

MISCELLANEOUS MECHANICS

EXHIBITORS' LISTINGS IN CONFERENCE PROGRAM

Identify each exhibitor in the printed conference program. Include the name of the exhibitor's company, booth number, address, telephone number, principal product(s), the name of the representative(s), and note membership in NAHRO's Manufacturers and Suppliers Council, if appropriate.

HOTEL ACCOMMODATIONS

Set a block of rooms aside for exhibitors (perhaps two rooms per company) and provide the exhibitors with hotel reservation forms when you confirm their booth selection.

SECURITY

Provide 24-hour general hall security.

OPERATIONS

At the close of any specific exhibition period, do not make a formal announcement, such as flashing the lights and/or stating that “This session is closed.”

IDENTIFICATION BADGES

Names, title, and organizations should be in large type and easy to read. Identifying ribbons or different colored badges should designate and differentiate among:

- Regular participants
- Association executives
- Exhibitors (Give special recognition to members of the Manufacturers and Suppliers Council.)
- Spouses and guests

COMMUNICATIONS

A public address system in the exhibit hall is highly desirable. This area, if properly set up and equipped, is the focal point of many conference activities. It is often necessary to make an announcement in the exhibit hall, such as a last minute change of plans. Experience has proven that it is very important to have a public address system available in this area.

WORKING WITH EXHIBITORS

- Prepare a conference/exhibit information sheet that outlines essential information about the conference and that provides the following information:
 - all of the exhibit service firms
 - persons to contact during the exhibition (who will help with problems)
 - precise exhibit hall events
- Before the exhibits open, conduct an “operations” meeting with exhibitors to review conference activities, schedule, and rules
- Make sure the service contractors are on hand as much as possible or that they can be easily reached, particularly during setup and moveout
- Do not allow late exhibitors to set up during show hours, interfering with show activities and being unfair to those exhibitors who spend the time, energy, and money in order to arrive and set up on time.

FOLLOW-UP/LOOKING AHEAD

Immediately after the conclusion of the event, supply all exhibitors with a complete list of all registered participants, giving full names, titles, addresses, telephone numbers (including area codes) and any other pertinent information.

Provide each exhibitor with a questionnaire so that he or she can help to evaluate the show. This information will be extremely useful in planning for the next year. If at all possible, have the next year’s exhibit floor plan on hand so that exhibitors will have the opportunity to sign up early.

Don’t reinvent the wheel. Provide the next year’s exhibit chairperson with a complete file on the exhibition. If possible, have the next year’s chairperson at the exhibitors’ operations meeting to be introduced to the participants.

PLANNING HELP

The NAHRO Manufacturers and Suppliers Council will be happy to assign a member to work with you in planning and coordinating your event. Requests for such assistance should be made to the MSC through national NAHRO.

APPENDIX O

NAHRO's Code of Professional Conduct

CODE OF PROFESSIONAL CONDUCT

The purpose of the National Association of Housing and Redevelopment Officials is to be the leading housing and community development advocate for the provision of adequate and affordable housing and strong viable communities for all Americans, particularly those with low and moderate incomes, and to enhance the professional development and effectiveness of NAHRO members.

Each individual member of the Association will adhere to a Code of Professional Conduct, which will support this purpose, and pledges to:

- Promote the public interest through the advocacy for responsible administration of housing and community development programs.
- Perform their duties with the highest degree of integrity and professional care in order to merit the respect of the beneficiaries of programs, elected officials, and the general public.
- Maintain the highest standard of personal integrity and conduct.
- Exercise diligence, objectivity and honesty in professional activities.
- Avoid any activity which is in conflict with their official duties and not realize undue personal gain from the performance of official duties.
- Serve the public with dedication, concern, courtesy, and responsiveness.
- Strive for professional excellence and encourage the professional development of their associates.
- Promote and encourage the highest level of ethics within the industry.

This Code of Professional Conduct for individual members of the National Association of Housing and Redevelopment Officials has been adopted to promote and maintain the highest standards of personal and professional conduct among its members. Adherence to this Code is required for membership in the Association and serves to insure public confidence in the integrity and service of Association Members.

This Code was adopted by the NAHRO Board of Governors on October 15, 1989.

RULES OF PROCEDURE

I. GENERAL

- A. These rules govern the procedures for enforcing the NAHRO Code of Professional Conduct as adopted by the NAHRO Board of Governors.
- B. All individual members of NAHRO agree to abide by the Code of Professional Conduct.
- C. The purpose of these Rules is to provide a reasonable process for investigating and determining whether a member has violated the Code, and to afford each individual member who is the subject of an investigation (the "respondent") a full and fair opportunity to be heard throughout the process.

- D. It is the intention of the NAHRO Board of Governors that these Rules be carried out carefully but expeditiously in order to minimize the time during which a member may be subject to possible disciplinary action. Accordingly, time limits stated in these Rules are binding, subject to extensions that may be granted by the Committee on Professional Conduct (CPC), or the NAHRO Executive Director, for reasonable cause, upon request.
- E. No person may participate in any proceedings on a complaint brought under these Rules if that person is or may be a witness or complainant in that case, or if his or her participation would otherwise create, or appear to create, a conflict of interests. The Appointing Official may select a replacement for any person who is unable to participate in a case for this reason.
- F. All participants in proceedings under these rules shall maintain in confidence, and avoid disclosing to any person not involved in the proceedings, any and all information acquired during the investigation of a member, including the existence of the investigation.
- G. Any time a meeting is mentioned in these Rules, the meeting may take place by teleconference if all the involved parties agree.
- H. Any time these Rules refer to registered mail, it means any form of delivery service in which a signature is required to deliver the document, such that it is possible to trace the delivery to make sure that it was received.

II. JURISDICTION

- A. All individual members of NAHRO are subject to the Code of Professional Conduct and are subject to sanctions for any violations thereof that occur during their membership. A member may be subject to sanctions for a violation that continues while he or she is a member even though the conduct in question originated prior to admission to membership.
- B. The CPC shall retain jurisdiction over an investigation of a respondent who, before the conclusion of the investigation, resigns from NAHRO or otherwise allows his or her membership in NAHRO to lapse. In no event shall a person be readmitted to membership if there is an outstanding and unresolved complaint against him or her for conduct while formerly a member.

III. DEFINITIONS AND RESPONSIBILITIES

- A. The CPC is responsible for making the final decision on matters pertaining to the enforcement of the Code, including, but not limited to, sanctions for the violation thereof.
- B. The Committee on Professional Conduct (CPC) is the committee of NAHRO responsible for implementing these rules and has the specific duties set forth hereinafter.
 - 1. The CPC shall consist of three or more members who shall be appointed by the President and who upon appointment shall be members of the NAHRO Board of Governors.
 - 2. The CPC shall serve for staggered terms of three (3) years or until their successors are chosen by the President.
- C. A Regional Council consists of members of NAHRO within the particular geographic jurisdiction. The Regional Council President is responsible for appointing fact-finding committees.
- D. A Fact-Finding Committee is a committee of NAHRO, appointed by a Regional President, and is responsible for conducting the investigation of a complaint of a violation of the Code in accordance with these Rules. Members of a Fact Finding Committee shall serve until the conclusion of the investigation they were appointed to conduct, or until such later date as the Regional President may request.

- E. The Executive Director shall assist the CPC in enforcing the Code and implementing these Rules. It is the responsibility of the Executive Director to publicize the existence and importance of the Code with the membership and the general public.
 - 1. Members may seek the private advice of the Executive Director on the ethical implications of conduct under the Code. However, the opinion or advice of the Executive Director shall not be binding on the Board of Governors, the CPC, or any Fact-Finding Committee.
 - 2. The Executive Director may designate a member of the NAHRO staff to carry out any of the responsibilities assigned to the Executive Director under these Rules.

IV. SANCTIONS

- A. Sanctions may be imposed in accordance with these Rules upon individual members who are found to have violated the Code. In determining the kind of sanction to be imposed, the following factors may be considered: the nature of the violation, prior violations by the same individual, the willfulness of the violation, the level of professional or public responsibility of the individual and any other factors which bear upon the seriousness of the violation.
- B. The following sanctions may be imposed singly or in combination at the conclusion of an investigation and/or hearing under these Rules:
 - 1. **NOTICE OF COMPLAINT.** A letter is sent to the respondent notifying them that a complaint has been received about their behavior in a specific situation. The CPC has determined that if the complaint were investigated and proven to be true, it would violate _____ provision of the Code of Professional Conduct. Since this is the first complaint about this person and the sanction would most likely be a private letter of reprimand or a censure, the CPC has decided not to investigate or assign any guilt, but merely notify the person of complaint
 - 2. **PRIVATE LETTER OF REPRIMAND.** A letter is sent to the respondent notifying them that they have violated _____ provision of the Code of Professional Conduct, that NAHRO disapproves of such conduct, and that if it is repeated in the future, it may be cause for more serious sanctions.
 - 3. **CENSURE.** A letter to the respondent, Regional Council President, and the complainant, indicating that the respondent has been found to have violated the Code of Professional Conduct, that NAHRO disapproves of such conduct, and that, if it is repeated in the future, it may be cause for more serious sanctions. If the complainant is a non-member, he or she shall be notified that the case was considered and resolved, and that no public action was taken.
 - 4. **SUSPENSION.** A revocation of the respondent's individual membership privileges for a specified period.
 - 5. **EXPULSION.** A revocation of the respondent's individual membership privileges and a prohibition against reinstatement of the respondent's individual membership in NAHRO.

V. INITIATION OF PROCEDURES

- A. Proceedings against an individual for an alleged violation of the Code of Professional Conduct may be initiated by the Executive Director upon receiving a written complaint or other written information from any source indicating that a violation may have occurred.
- B. Upon receiving such a written complaint or information, the Executive Director must ascertain whether it is sufficiently clear and complete to initiate proceedings, and if so, whether it alleges conduct that may be a violation of the Code of Professional Conduct. If the Executive Director concludes that the complaint is not sufficiently clear or complete to initiate proceedings, he or she shall seek further clarification from the complainant or other source before taking any further action.
 - 1. If the Executive Director cannot determine whether the conduct alleged, if proven, might violate the Code of Professional Conduct, he or she shall refer the question to the Chair of the CPC for a ruling. No further action shall be taken with respect to the complaint or information unless the CPC rules that the conduct alleged, if true, may constitute a violation of the Code.
 - 2. If the Executive Director concludes that the complaint is sufficiently clear and complete to initiate proceedings, and may, if proven, indicate a violation of the Code, a copy of the complaint or information shall be forwarded by registered mail to the respondent named in the complaint or information. The respondent shall be informed at that time of the provision(s) of the Code which he or she is alleged to have violated. The Executive Director may also request that the respondent answer specific questions pertaining to the alleged violation.
 - 3. The respondent shall be given thirty (30) days within which to respond in writing to the complaint or information, to provide any further information or material he or she considers relevant to the allegations, and to answer any specific questions asked by the Executive Director.
 - 4. Within ten (10) days of receipt of the respondent's response, but in no event more than forty (40) days after written notice of the alleged violation has been given to the respondent, the Executive Director shall refer the case to the CPC for proceedings in accordance with these rules.
 - 5. A letter will be sent to the complainant notifying them that their complaint has been forwarded to the CPC for action. A copy of the Code and Rules would accompany the letter. The complainant would be reminded that all of these activities are to proceed in confidence and that violating that confidence is a breach of the Code. They will hear nothing further on the matter unless there is censure, a suspension, or an expulsion.

VI. INVESTIGATIONS

- A. Upon receiving a case of an alleged violation of the Code of Professional Conduct from the Executive Director, the CPC shall commence an investigation into the allegations. However, no investigation shall be required if (1) the respondent admits to the violation in his or her initial response, or (2) the respondent has already entered a guilty plea, or has been found guilty and has not appealed or has exhausted all appeals, in a criminal or civil case involving the alleged conduct, (3) it is the first offense and the CPC decides to issue a Notice of Complaint, or (4) criminal or civil proceedings are underway, in which case the complaint is held until the proceedings have been finished.
- B. In all cases other than those in which an investigation is not required, the Executive Director, at the request of the CPC, shall request the Regional Council President in the Region in which the violation is alleged to have occurred to appoint a NAHRO Fact-Finding Committee to conduct the investigation. If the violation is alleged to have occurred in more than one state, at least one member of the committee shall be from each state involved.
1. The Fact-Finding Committee shall consist of not less than three (3) individual NAHRO members.
 2. A Fact-Finding Committee must be appointed within fifteen (15) days of the request made by the Executive Director.
 3. The Fact-Finding Committee shall afford the respondent an opportunity to meet with the committee in person and may, at its discretion, afford such an opportunity to the complainant as well. The respondent may appear at such a meeting personally and may be accompanied by a representative. (if all participants agree, the meeting may take place by teleconference.)
 4. The Fact-Finding Committee shall maintain an audio recording of all meetings and interviews with the respondent, the complainant, and any witness, and may request any such person to sign a statement prepared on the basis of those recordings. The respondent shall be entitled to review these notes and statements, and any other documentary evidence gathered in the course of the investigation, and shall be afforded the opportunity to respond in writing thereto.
 5. The Fact-Finding Committee shall take all reasonable steps to ascertain the facts relevant to the case, including, but not limited to, interviews with witnesses, review of the respondent's submission(s), and examination of all published material judged to be relevant and reliable.
 6. Within sixty (60) days of the appointment of the Fact-Finding Committee, the investigation shall be concluded, and a written report of the committee's findings shall be sent to the Executive Director for distribution to the CPC, and the respondent. Each finding must be supported by evidence which has been made available to the respondent for review. Evidence used to support the finding must be identified and have been made available to the respondent.

VII. DECISIONS

- A. The CPC shall promptly review the Fact-Finding Committee's findings and shall ascertain whether they are supported by evidence.
1. If the evidence is not sufficient, the CPC may either (a) dismiss the case or (b) return it to the Fact-Finding Committee for further investigation in accordance with these Rules.
 2. If the CPC determines that the proposed findings are supported by the evidence, it shall determine whether they demonstrate that a violation of the Code of Professional Conduct has occurred. If not, it shall dismiss the case and so advise the respondent, the complainant, the Fact Finding Committee, the Regional Council President, and the Executive Director.
 3. If the CPC concludes on the basis of the Fact-Finding Committee's report that a violation has occurred, it shall determine the appropriate sanction(s). The CPC shall then direct the Executive Director to notify the respondent of its intent to adopt the Fact-Finding Committee's report as final, and to impose the specified sanction(s) for the reasons stated, unless the respondent can show that the findings of fact are erroneous, or that the proposed sanction(s) should not be imposed in light of certain mitigating factors which the CPC did not previously consider. The respondent shall have fifteen (15) days in which to submit a written response to the CPC and/or request a hearing.
 4. In the event that the respondent makes no submission, and does not request a hearing, the CPC shall promptly adopt the proposed findings and sanction(s) as final and so inform the NAHRO President and the Executive Director.
 5. In the event that the respondent makes a written submission, but does not request a hearing, the CPC shall review the submission and may either adopt, or revise and adopt as revised, the proposed findings and/or sanction(s), as it deems appropriate. The CPC shall promptly notify the NAHRO President and the Executive Director.
 6. In the event the respondent requests a hearing, the CPC shall schedule a hearing in accordance with Part VIII of these Rules. No sanction(s) shall be imposed before the hearing is concluded.
 7. The CPC shall make a determination to dismiss the case or to adopt a sanction. The CPC shall promptly notify the NAHRO President and the Executive Director.
- B. Upon receiving notice from the CPC of its determination that a censure is the appropriate sanction, and that the respondent has not requested a hearing, the Executive Director shall send a letter of private censure to the respondent, with copies to the complainant, the employer, and the Regional Council President. The case shall then be closed.
1. No other notification of the censure shall be made. However, NAHRO may publish the fact that certain kinds of conduct have resulted in the issuance of censures provided that no names or identifying details are disclosed.
- C. Upon receiving notice from the CPC of its determination that a suspension or expulsion is the appropriate sanction, the Executive Director shall send a letter of suspension or expulsion to the respondent in accordance with the decision of the CPC.
- D. Upon receiving notice from the CPC of its determination that a Notice of Complaint or a Private Letter of Reprimand is the appropriate sanction, the Executive Director shall send the appropriate letter to the respondent. The case shall then be closed.

VIII. HEARINGS

- A. These procedures shall govern all hearings conducted pursuant to these Rules. (If all participants agree, the hearing may take place by teleconference.)
- B. No CPC member may hear any case if his or her participation in that case would create an actual or apparent conflict of interest.
- C. Within ten (10) days of receiving a request for a hearing, the Executive Director shall notify the respondent, at his/her last and usual address, by registered or certified mail that a hearing has been scheduled before the CPC. The hearing date shall be a least fifteen (15) days after the date the notice is postmarked. The notice shall also state that the respondent has the following rights:
1. To appear personally at the hearing;
 2. To be accompanied and represented at the hearing by an attorney or other representatives;
 3. To review all documentary evidence, if any, against him or her, in advance of the hearing;
 4. To cross-examine any witness who testifies against him or her at the hearing; and
 5. To submit documentary evidence, and to present testimony, including the respondent's, in his or her defense at the hearing.
- D. The CPC shall not be bound by any formal rules of evidence but may accord appropriate weight to the evidence based on its relevance and reliability.
1. The Fact-Finding Committee's report shall be considered as evidence at the hearing.
 2. The CPC may not hear evidence of any alleged ethics violation by the respondent that was not the subject of the initial investigation.
- E. At any hearing conducted under these Rules, the CPC shall first present evidence in support of its recommended decision. Upon conclusion of its presentation, the respondent shall have the opportunity to present evidence in his or her defense.
- F. Within five (5) working days of the conclusion of the hearing, the CPC shall render a decision in the case.
1. The decision shall be in writing and shall include a statement of the reasons therefore. Only evidence which was put before the CPC may be considered as a basis for the decision.
 2. The CPC's decision may be to:
 - a. Dismiss the case;
 - b. Adopt the findings and sanction(s) as previously recommended.
 - c. Revise, and adopt as revised, the findings and/or sanction(s) previously recommended. However, the CPC may not increase the sanction(s) recommended unless new evidence, not previously available to the CPC, is disclosed at the hearing, which indicates that the respondent's violation was more serious. No sanction may be imposed for any violation of which the respondent had no prior notice.
 3. A copy of the written decision of the CPC shall be sent immediately by registered mail to the Executive Director. Promptly after receiving this copy, the Executive Director shall implement the sanction(s), if any, imposed by the CPC in accordance with these rules, and make the appropriate notifications. The case shall then be closed.

September 29, 1991

NAHRO Public Relations Guide for Local Agencies

NAHRO's public relations goal is to enhance the image and public perception of NAHRO members, their agencies, programs and residents through effective public relations.

This guide is for use by Directors and Commissioners of local housing authorities and community development and redevelopment agencies. Its purpose is to enable you and your agency to join the nationwide effort by NAHRO members at the grassroots level to:

- develop a local public relations plan that will help keep housing and community development needs before the public eye;
- dispel popular myths about low-income people, HUD programs, and the agencies that administer them by trumpeting local success stories of programs and people who benefit from them;
- counterattack any improper or unfair attempt to discredit agencies, programs and residents;
- be recognized by local media markets as a leading authority on housing and community development issues;
- let the public know who your agency is and what it represents.

This public relations guide will provide strategies to assist local agencies with their public relations efforts on the local level, while informing and educating the public about housing and community development needs, and the policy options for dealing with these needs.

Before discussing how agencies can implement a successful public relations plan, we first must understand the print and electronic media, which molds public perception of our industry and the millions of low-income Americans who benefit from HUD programs.

For a more comprehensive look at planning and implementing a public relations program, pick up a copy of *The NAHRO Public Relations Handbook*. Copies can be purchased from NAHRO, 630 Eye Street, N.W., Washington, D.C. 20001, or by calling (202) 289-3500 ext. 260.

NEWS

Fundamental to our understanding of the media, we must know what "news" is and how it functions. News is defined by *Webster's II New Riverside University Dictionary* as "recent events and happenings, especially those that are notable or unusual."

Based on this definition, if a dog bites a man, it is not news. After all, dogs bite men every day. However, if a man bites a dog, this is an unusual occurrence. Therefore, it's news.

Newspapers, and television and radio stations are commercial enterprises in the business of making money, just like any other business. What makes money for the media, is reporting on issues centered around conflict, crime and scandal. This is what sells newspapers and gets ratings.

Rarely is "good news" reported, and when it is, it is usually reported as a solution or outcome to an ongoing problem. Items of community interest often are buried in the body of the newspaper, usually in a special section, such as the "Metro" section of *The New York Times*.

To understand the predominance of "bad news," we first must understand the anecdote about the dog. When a housing authority, for example, provides good and decent housing, it is doing what it is supposed to do. Housing authorities provide good and decent housing every day. However, when a housing authority operates substandard housing — housing that is poorly managed or inadequately maintained — it creates a situation that suggests crime and scandal, and that automatically becomes news.

It is important to note that news agencies have no personal vendetta against housing authorities. It is just that a housing authority that is doing its job is not news as news is defined by the media.

Of course, this problem is not confined to housing and community development agencies. It carries over to all businesses and industries. That is why public relations was created — in our case, for the purpose of telling an agency's story and reporting good news about the agency.

PUBLIC RELATIONS

Public relations is the creation of a favorable climate in a community so that the goals, programs and services of the organization are understood, accepted and supported. Public relations enables an agency to have some impact upon what the media reports because it allows an agency to present news with the interpretation the agency desires. Public relations is common sense and hard work. It is the product of careful planning and the unrelenting effort to carry out the plan.

STRATEGIES TO EFFECTIVE PUBLIC RELATIONS

Dispel Myths About Agencies, Programs, and Residents

1. Highlight outstanding achievements by local agencies and beneficiaries of HUD programs.
2. Profile exemplary agency managers.
3. Highlight innovative programs.
4. Focus on project achievements in helping people.

Improving our image should be a routine part of an agency's daily operations. To overcome the stereotypes about the failure of our programs, agencies and residents, we must prove that many good things in low-income housing and community development are being overlooked.

To do this, you must build a strong relationship with the press, your elected officials and your residents by establishing local contacts and keeping them informed of your successes. Things you may think have no real news value, may make a good story for a reporter on a slow news day or may draw the support of a politician or community group. Human interest stories can be used to appeal to the general public and bolster community outreach efforts.

NAHRO's national merit and excellence awards provide a newsworthy event that NAHRO members have used to highlight their achievements in their hometown media markets and their agency publications. National NAHRO provides wider media exposure by publishing a catalog listing all award winners and preparing news releases for those agencies who receive the Award of Excellence.

Counterattack Any Improper or Unfair Attempt to Discredit Agencies, Programs, and Residents

1. Demonstrate the need for housing and community development programs via news articles, speakers' bureaus, letters to the editor and op-ed pieces.
2. Show how your programs effectively meet the needs of the poor.
3. Identify good managers and profile them in the *Journal of Housing and Community Development* and in local/national print and electronic media.
4. Identify housing and community development professionals working to improve program operations and management.
5. Release findings from national NAHRO studies and surveys on the effects of low-income housing and community development.

This strategy also must become a routine part of your agency's daily operations. One of the main complaints heard from housing and community development officials is that the media only report the negative about their agencies. Although sensationalism sells news, it should not discourage your continuous efforts to get your positive stories in the news and out to the public. We have plenty of good stories to tell. We must not keep the information to ourselves.

Data from national NAHRO studies and surveys, coupled with your local experience, can be used in letters to the editor, op-ed and/or analysis pieces for local and national newspapers and magazines.

Be Recognized by Local Media as a Leading Authority

1. Identify housing and community development issues most important to your agency and share them with your residents, elected officials, and the media by phone or in writing.
2. Stress your agency's and national NAHRO's position on these issues and a proposed solution to the problems these issues create.
3. Show that problems in low-income housing and community development do not stem solely from the local agencies. Congress and the Administration also play a role through budget cutbacks, overregulation of HUD programs, and program micro-management.
4. Broadly distribute national NAHRO and regional housing surveys and publications, such as *Local Housing Authorities in the 1990s: Building Anew on Strong Foundations*, with news releases to show the positive side of low-income housing and community development. Feed positive stories to the press at least once a month.

5. Maintain an open door policy with the press. (The public affairs officer or agency spokesperson should be advised of any agency contact with the media.)
6. If a controversial issue arises, be candid in dealing with the press. Don't stonewall them. This may keep the situation from being over-publicized.

NAHRO members must claim their right to comment on the issues based on the fact that they are legitimate organizations of housing, community development and redevelopment officials, and can best represent their programs and residents. By doing so, they can "position" themselves as spokes-agency for their respective jurisdiction.

Whenever possible, member agencies should emphasize differences in their position and that of Congress and the Administration. By highlighting these differences, you will identify a controversial issue that will attract the interest of the press. When the press questions these differences in position, your agency then has a vehicle to carry its position to the public at large, which can help persuade the general public to support your ideas and those of national NAHRO's.

When controversial issues arise, you must decide how to tactfully address the situation. If an agency is to get anything more than token representation and mention in the press, these may be the times an agency spokesperson will need to comment or take action. Like the first PR strategy, this one is also important and should be focused on immediately.

Let the Public Know Who Your Agency Is and What It Represents

1. Produce a brochure or annual report to use as a PR piece.
2. Directors and Commissioners should plan to speak to schools, civic/service organizations, and other groups. Schedule a speaking engagement once every two months with appropriate press coverage.
3. Book appearances on local TV/radio talk show programs at least once a month.
4. Write a monthly or weekly column for a local or regional newspaper (smaller newspapers probably will be more receptive to this idea).
5. Foster positive relationships with elected officials and community leaders. Participate in joint ventures to increase the stock of affordable housing and/or improve communities.
6. Develop a good rapport with the media by establishing local contacts within various media organizations and keeping them abreast of your successes.

7. Provide quick and accurate responses to breaking news. Be sure that you do not miss a reporter's deadline.
8. Sponsor an open house at a low-income housing development; invite your mayor or your local member of Congress to speak.

The first step in implementing this objective and taking a more active role in public relations should be capitalizing on opportunities to let people know who your agency is and what it represents. Regardless of audience size, you should never pass up an opportunity to tell your story before the public. You must inject yourself into discussions of housing and community development policy; and when you inject yourself, your views must be exciting and controversial, as well as supported by factual evidence.

You should utilize the talents of your Director and Commissioners to form a speakers' bureau, and in one month, have them trained on areas of focus. To arrange speaking engagements, you can contact the local Chamber of Commerce for names and addresses of presidents of area service organizations, like the Rotary Club or Girl Scouts of America. You then can write these people and ask to speak at one of their meetings. It also would be wise to have a brochure or annual report, in addition to a copy of *Local Housing Authorities in the 1990s*, to leave with your audience as a reminder of what your agency is all about.

Another way to disseminate data and information to the general public, elected officials, your residents and the media is through news releases, op-ed pieces, news conferences and public appearances by agency officials or NAHRO leaders. This information also can be used in the *Journal of Housing and Community Development* and the *NAHRO Monitor*. Remember to keep the NAHRO Public Affairs Officer abreast of your public relations efforts, recent events taking place, and any press coverage received. The NAHRO Public Affairs Officer will provide technical assistance to you by phone, when necessary.

APPENDIX Q

JOHCD Manuscript Submission

EDITORIAL

Manuscripts considered for publication in the *Journal of Housing and Community Development (JOHCD)* should reflect knowledge, concern, and experience in the areas of professional activity of interest to the readers. Emphasis is on direct administrative, organizational, and operational reports; on legal, governmental, and technical development; and on the development of national trends as they affect housing and community development programs at national, state regional, and local levels.

Queries in short form, indicating subject, approach, development, and conclusions are preferred. All queries should be directed to the editor. Outlines, with explanatory letter, are acceptable.

Potential contributors who are not familiar with *JOHCD* are urged to read several issues thoroughly before considering submitting material. *JOHCD* is published for very specialized audiences for whom only top quality material of a significant and competent professional nature is accepted.

MECHANICAL

Manuscripts should be a maximum length of 10 to 12 double spaced typewritten or computer generated pages, on standard 8 1/2 x 11 plain manuscript paper, and should be submitted in duplicate; exceptions to the length requirements are permitted only by special arrangement with the editor.

Supportive photographs, charts, graphs, or other illustrative materials should be included with the manuscript at time of submission. The author is responsible for any necessary releases or permissions for the use of graphic or photographic material submitted. All photographs or graphic materials are returned following publication of the article. If the article is not accepted for publication, the manuscript will be returned upon request.

Manuscripts can be submitted on computer diskette in the following formats:

- Macintosh or IBM-compatible formatted 3.5" diskette
- Text only format in Microsoft Word or WordPerfect (any version)
- A hard copy should accompany the diskette

AUTHORS

Authors who have not previously submitted material for consideration for publication in *JOHCD* are requested to send a brief statement of their background, indicating the particular professional credentials or experience that qualify them for preparation of the material submitted.

RESPONSE

Every attempt is made to review submitted material on a prompt basis and to respond within four to six weeks. During periods of peak editorial activity, however, this may not be possible.

Manuscripts not accepted for publication are returned, along with any material furnished with the manuscript. Authors are requested to send a self-addressed, stamped envelope for this purpose.

Manuscripts accepted but that require editorial changes are discussed with the author, either by telephone or letter, to ascertain his/her approval of such suggestions. By personal arrangement, these changes may be made by the author or by *JOHCD* staff.

PAYMENT

JOHCD does not pay for material accepted for publication. Upon publication, six copies of the issue in which the material is published will be furnished free to all contributors.

Framework for the Future

Strategic Plan 1997-2001 for the National Association of Housing and Redevelopment Officials

PROLOGUE

NAHRO's Futures Working Group was appointed in December, 1995, by President Richard C. Gentry and charged with creating a vision and plan to move NAHRO and the industry through the current times of change utilizing a collaborative model that empowers our profession, our communities, and the people NAHRO serves. Membership consisted of the Vice Chairs of each of the NAHRO Standing Committees, the Vice Chairs of the International Committee and Budget and Administration Committees, the Senior Vice Presidents of each NAHRO region or designee. Additionally, members of the NAHRO Staff Operational Planning Group were included to provide continuity between leadership and staff.

President Gentry's charge to the Futures Working Group was to:

- Engage membership in a planning process.
- Disseminate a message on the implications of statutory and regulatory change on our industry.
- Involve regional, chapter, and state associations in both the planning and implementation process for NAHRO's organizational plan.
- Examine the NAHRO structure and framework so that, as the industry is redefined, NAHRO will have the flexibility to change and respond to the needs of the membership.
- Prepare and present a transition plan for 1997 through 2001 to the Board of Governors and leadership that reflects collaboration and creativity.

Following an initial organizational meeting, the working group met in March, 1996, and began by reviewing the current membership and financial data and developing a thorough understanding of the existing NAHRO structure. Members utilized NAHRO goals of 1995-97 and a critical issues approach to identify the needs and priorities for the Association.

In addition, the Futures Working Group utilized a variety of tools/resources to assist in creating this plan. Foremost among them was The Four Quadrant Change Model.

The FOUR QUADRANT CHANGE MODEL provided a framework for the deliberations of the Futures Working Group. This model is designed to facilitate the creative processes that move an organization from its present condition to the preferred future. It uses a cause and effect model to stimulate thinking, achieve focus, and to generate a synergistic action plan.

Effect

NAHRO Today Present Condition	Preferred Future Vision/Mission
Causes of Symptoms of Present Conditions	Action Plan: Organizational Plan with Goals and Objectives

Cause

Other resources that were used include:

- Strategic Planning Workbook for Non-Profit Organizations, prepared by the Amherst H. Wilder Foundation; and
- Strategic Planning materials for nonprofit organizations, prepared by the Support Center of San Francisco, California.

The Futures Working Group clarified the NAHRO vision, mission, and purpose. Further, it assessed the strengths and weaknesses of, as well as opportunities and

threats to, the Association and its membership. Throughout this dynamic process, the Futures Working Group maintained a level of flexibility that allowed for adaptation and re-tooling of the plan.

As a result of this planning process, the group has developed a restatement of the mission, general organizational strategy, goals and objectives for the Association. In addition, the group designed an external operating plan, including actions that develop allegiances, strengthen existing organizational relationships, and foster collaborations.

The Futures Working Group utilized materials prepared by the NAHRO Staff Operational Planning Group and brainstormed to assess the present condition and the preferred future for NAHRO. In order to seek additional involvement by the general membership, a session was held at the National Conference and Exhibition in Orlando, Florida, in October of 1996. An action plan with strategies, goals, and objectives was developed in the group.

In March, 1997, briefing materials were presented to the leadership at a series of meetings during the Legislative Conference. This briefing packet solicited feedback from all members of the NAHRO leadership.

Goals and objectives were clarified, and critical issues were prioritized by organizational and operational categories. These were refined based upon feedback from the NAHRO leadership in the spring of 1997.

The final phase will be a detailed implementation plan designating responsibilities and dates for accomplishment. These actions will be incorporated within the work programs of each standing committee and the Association work program for the forthcoming two years.

The primary goal of this strategic plan is to enhance the quality of life for the beneficiaries of our programs and to create strong, dynamic communities throughout the United States. This plan could not have been developed without the participation of a team of NAHRO staff and leadership dedicated to creating a framework for the future and a blueprint for its implementation.

In order to equip NAHRO and our membership with the skills, knowledge, and abilities necessary to survive in a changing environment, and make our Association more efficient and effective, we have developed this document entitled, Framework for the Future. Refer to this document frequently and incorporate its ideas throughout NAHRO.

Also, please let me know about your challenges and your successes as we strive to "Build Communities Together!"

Sincerely,

Deborah M. Erlanson, PHM
Senior Vice President

THE FUTURES WORKING GROUP

Deborah M. Erlanson, PHM
Chair

Raymond J. Bender
W.F. Cottrell
Edna Dorothy Daniel
James Dion
Richard D. Fox, PHM
Grace Hicks Grogan, PHM
William L. Hawkins, Jr.
Steven Hornburg

James M. Inglis
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Ruby L. Mason, PHM
Norman McLoughlin
Laurie Pieper
Kathy Ricci
Austin J. Simms, PHM
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NAHRO STAFF OPERATIONAL PLANNING GROUP

Michael Nail
Julio J. Barreto, Jr. ♦ Sylvia Moore Bowen
Terence Cooper ♦ L. Leon Durham, Jr. ♦ Mary L. Pike

NAHRO'S VISION IS:

A nation in which all people have safe, affordable housing and economic opportunity in viable sustainable communities.

The Vision Statement

The vision statement is a key part of any organization's strategic/operational planning document. The Support Center, a San Francisco nonprofit support organization, defines the importance of an organization's vision in the following way: "A vision is a guiding image of success formed in terms of a contribution to society. If a strategic plan is the 'blueprint' for an organization's work, then the vision is the 'artist's rendering' of the achievement of that plan. It is a description in words that conjures up a similar picture for each member of the group of the destination of the group's work together."

NAHRO'S MISSION IS:

To create affordable housing and safe, viable communities that enhance the quality of life for all Americans, especially those of low- and moderate-income by:

- Ensuring that housing and community development professionals have the leadership skills, education, information and tools to serve communities in a rapidly changing environment;
- Advocating for appropriate laws and policies which are sensitive to the needs of the people served, are financially and programmatically viable for our industry, are flexible, promote deregulation and local decision making; and,
- Fostering the highest standards of ethical behavior, service and accountability.

The Mission Statement

The mission statement builds upon the organization's vision and in a few sentences communicates the essence of the organization to its stakeholders and to the public both organizationally and operationally. It includes the organization's purpose statement, business statement and the values and beliefs held by the organization's members. The Support Center indicates that, "What is important about your mission statement is that one guiding set of ideas is articulated, understood and supported by the organization's stakeholders, board, staff, volunteers, donors, clients and collaborators."

CRITICAL ISSUES:

The needs and priorities for the Association in the coming years.

ORGANIZATIONAL

- Customer Service
- Education/Professional Development
- Small Agencies and Their Needs
- Legislative and Regulatory Advocacy
- Policy Development and Research
- Technical Information and Assistance
- Collaboration (Partnerships Joint Ventures and Cooperative Agreements)
- Leadership Development
- Member Participation in Governance
- Image (NAHRO, Programs Communities, Agencies and Professionals)
- NAHRO Committee Structure

OPERATIONAL

- Broaden/Strengthen Membership Base
- Image/Marketing
- Communication (Within and Outside the Association)
- Financial Viability
- Diversification and Expansion
- Matching Staffing Configuration to Strategies, Goals and Objectives
- Technological Infrastructure Investment (NAHRO Computer System)

STRATEGIES, GOALS AND OBJECTIVES

Positioning NAHRO and the Industry To Succeed in the New Operating Environment 1997-2001

The Future's Working Group developed the following strategies, goals and objectives as part of a strategic plan to position NAHRO and our industry to succeed during the years 1997-2001. This plan, created by the NAHRO leadership and staff and approved by the NAHRO Board of Governor's on July 26, 1997, is designed to promote education, advocacy and innovation at all levels of the Association.

This strategic plan, using the collective wisdom, collaborative expertise and commitment of the NAHRO membership, will generate activities and programs that result in added value for the professionals in our industry and economic well-being and independence for the organizations in which they operate. The primary goal is that these strategies and objectives, once implemented and achieved, will result in an enhanced quality of life for the beneficiaries of our programs and stronger, dynamic communities throughout America.

ORGANIZATIONAL STRATEGIES

GOALS AND OBJECTIVES

I. CUSTOMER SERVICE

Goal 1.

To continue to make NAHRO a growing, member-friendly organization which is open, responsive, reliable and constantly striving to improve its service to the membership.

Objectives:

- 1) Improve responsiveness to information requests from the membership.
- 2) Strengthen the relationship and communication between National NAHRO and the NAHRO regions, chapters, and state associations.
- 3) Provide an orientation package/welcoming program and support network for new members and first time conference attendees.
- 4) Conduct periodic surveys to assess the customer service satisfaction levels of the NAHRO membership and identify current and future needs.
- 5) Provide services and products which are sensitive to the unique needs of small and large agencies.
- 6) Enhance the quality of leadership at all levels of the association through the establishment of a NAHRO Leadership Institute.
- 7) Provide additional opportunities for NAHRO members to participate in organizational governance in the context of the existing region, chapter, state association, and national committee structure.
- 8) Encourage the development of a leadership mentoring program at the region and chapter levels to encourage the exchange of ideas and strengthen the organization's infrastructure.
- 9) Encourage NAHRO board members and leadership to interact with the general membership at national conferences so that members are connected with policy and decision makers.

II. PROFESSIONAL DEVELOPMENT/EDUCATION

Goal 2.

To provide the workforce in the housing and community development industry with the information, skills and core competencies needed to be successful in the changing H/CD environment.

Objectives:

- 1) Develop and present profitable NAHRO educational programs and conferences that respond to the diverse needs of our members and are relevant, state-of-the-art, affordable and accessible.
- 2) Develop training/certification programs that utilize a range of service delivery modalities consistent with the needs of the membership.
- 3) Develop and refine software and other technologies to complement the membership's need to be competitive and responsive to the changing environment.
- 4) Provide publications, technical information bulletins and other technical assistance to local member agencies to help them transform and diversify their agencies into successful businesses.
- 5) Conduct trainings, provide conference sessions and publish articles which stress professional accountability and the highest standards of service and ethical behavior.
- 6) Develop new housing and community development certification programs for the industry to encourage accountability, professionalism, and continuing education.
- 7) Continue to assist troubled agencies to improve their financial/managerial capabilities.
- 8) Share information with member agencies regarding best practices in financial management, agency restructuring and diversification.

III. ADVOCACY

Goal 3.

To develop national housing and community development policy and programs which reflect and respond to local needs and are adequately funded, flexible and allow for local decision making.

Objectives:

- 1) Strengthen NAHRO's legislative network and membership involvement at all levels in advocacy efforts.
- 2) Strengthen collaboration with allied interest groups, the business community and the low income beneficiaries of our programs to enhance advocacy efforts.
- 3) Strengthen NAHRO's relationship with the Congress, the White House, HUD and the Office of Management and Budget.
- 4) Further enhance NAHRO's Legislative Conference by increasing attendees' visits to Capitol Hill decision makers.
- 5) Merge the Housing and Development Law Institute (HDLI) into the NAHRO organization in order to enhance the association's legislative development, analysis and legal review capabilities.

- 6) Work with HDLI to assist states in adopting the Model State Housing Legislation to give housing agencies the power to operate with maximum efficiency and effectiveness in a deregulated environment.

IV. HOUSING AND COMMUNITY DEVELOPMENT POLICY

Goal 4.

To lead the industry in the formulation of proactive national housing and community development policy.

Objectives:

- 1) Develop and seek funding for a NAHRO Policy, Development and Research Institute.
- 2) Organize and conduct an annual H/CD policy symposium.
- 3) Make the International Committee a NAHRO standing committee and build upon the expertise of our international colleagues as we develop national H/CD policy.
- 4) Continue to analyze new and proposed legislation in terms of its impact upon the H/CD industry

OPERATIONAL STRATEGIES

GOALS AND OBJECTIVES

V. MEMBERSHIP

Goal 5.

To expand, broaden and strengthen the housing and community development membership.

Objectives

- 1) Improve member retention.
- 2) Promote NAHRO to non-members within our industry and non-traditional groups.
- 3) Develop joint membership strategies with NAHRO regions and chapters.
- 4) Link membership efforts with other products and services (cross selling).

VI. IMAGE/MARKETING

Goal 6.

To create a positive image for NAHRO and its member communities, agencies and professionals.

Objectives:

- 1) Develop and implement a national public affairs strategy for NAHRO.
- 2) Assist member agencies in developing effective, locally based PR strategies.
- 3) Expand NAHRO's exposure in the print and electronic media.
- 4) Maximize utilization of *The Journal of Housing and Community Development* to enhance the industry's image by showcasing "good works" and local success stories (both personal and programmatic).
- 5) Develop marketing strategies for NAHRO's products and services to enhance acceptability and maximize market share.

VII. PRODUCTIVITY/TECHNOLOGY

Goal 7.

To ensure that national NAHRO and its member agencies are efficient, productive and have integrated new technologies and techniques into their operations in order to expedite communication, knowledge transfer and decision-making throughout the H/CD industry.

Objectives:

- 1). Upgrade the existing National NAHRO computer system to enhance productivity and internal network capabilities.
- 2). Continue to upgrade NAHRO-NET and institutionalize its use among the NAHRO leadership and membership at large.
- 3). Expand, refine and continue to publicize the NAHRO Facts-by-Fax system.
- 4). Share information on new technologies/ techniques that enhance productivity.

VIII. FINANCIAL VIABILITY

Goal 8.

To ensure that NAHRO is financially strong, diverse and positioned to lead.

Objectives:

- 1). Diversify and expand association non-dues income from existing and new revenue sources including technical services, sponsorships, grants, collaborations/partnerships, etc.
- 2). Evaluate, refine and simplify the existing dues structure to ensure long-term financial health for the association while being sensitive to the financial constraints of the membership.

- 3). Maintain the current strength of the NAHRO reserve fund.
- 4). Continue to accelerate the payoff of the NAHRO building mortgage, provided that there are sufficient monies from operations/reserves.
- 5). Promote development of an Equity Fund or other mechanism to provide a source of capital for affordable housing development at the local level which also provides an additional income stream, through fees, to supplement NAHRO revenues.

II. STRATEGIC IMPLEMENTATION PLAN

Following the adoption of NAHRO's strategic plan, the NAHRO staff and leadership will be responsible for developing a detailed plan, to carry out the Strategies, Goals and Objectives in the plan. The Steering Committee will finalize the plan in January, 1998. The action plan will spell out responsibilities; resources needed to complete the strategies, goals, and objectives; and, a timetable for completion. The NAHRO executive director will provide the Board of Governors with at least semi-annual reports detailing Implementation Plan progress.

III. EVALUATION MEASURES

The NAHRO executive director and the Steering Committee shall develop and implement a process to evaluate and measure the success of the efforts outlined in the Strategic Implementation Plan.