



THE GUIDE TO NAHRO

2017 Edition

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Overview of NAHRO

The National Association of Housing and Redevelopment Officials (NAHRO) is a professional membership organization comprised of approximately 20,000 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.

Mission

Inspire and engage professionals in housing, community development, finance, government, and social services in collaboration with residents to create attainable and sustainable housing and communities for vulnerable families and individuals.

Vision

To be the leading resource for affordable and subsidized housing and community development through innovative research, analysis, advocacy, professional development, and ethics.

Values

- Knowledge
- Leadership
- Professionalism
- Collaboration
- Equality
- Fairness
- Diversity
- Opportunity for All
- Integrity
- Sustainability
- Adaptability
- Innovation

Diversity Statement

NAHRO is committed to diversity. We recognize and value the rich and varied experiences and world views of groups and individuals, and how these provide the potential for greater creativity and innovation. We also value the essential points of view that arise from our differences in organizational size and geographic place. By respecting race, religion, skin color, gender, nationality, sexual orientation, gender identity, physical abilities, age, work and behavioral styles as well as the perspectives of each individual as shaped by environment and experiences, NAHRO remains vigilant in our efforts to appreciate diversity and its implications. At all levels, NAHRO will cultivate a culture in which each individual is welcomed, respected, supported and valued as a member.

Brand Promise

We promise a diverse, inclusive, and inspiring environment for members to learn, connect, advocate, and achieve.

Value Proposition

Together, we are building affordable and sustainable communities through education, innovation, and advocacy.

History

In 1933, a group of housing officials came together in Chicago 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 effectively implement slum clearance and city renewal. 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 and 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).

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 has been a leader in the deregulation of programs and the design of programs that provide the maximum flexibility at the local level. The organization played a major role in the debate and consideration of program reforms during the 1995 congressional session.

The Association has worked steadily to promote tax policies that serve as tools for redevelopment and housing finance and to create and provide the initial funding for the Housing Development and 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.

NAHRO Organization

Membership Composition

Most of NAHRO's members are agencies and organizations involved in government-assisted housing or community development. Agency staff and commissioners of these organizations are "NAHRO Associates." Other members include housing and development consultants, attorneys, service suppliers, vendors, architects, and nonprofit organizations working in housing and community development. Overall, members belong to one of three categories:

- **Agency–Active:** This category includes 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. Each organization is entitled to designate a number of Associates who are able to vote in NAHRO elections. Each organization receives a base of six Associates, plus one additional Associate for each \$200 in dues paid to national NAHRO.
- **Agency–Affiliate:** This category includes any agency, corporation, company, or organization interested in NAHRO's mission and activities, but is not eligible for active agency membership. A distinct Manufacturers and Suppliers Council (MSC) exists with special member benefits to serve the needs of companies that supply services and products to agency members. Affiliate agency members have the same rights as active agency members, including the right to designate Associates with voting rights.
- **Allied Individual Members:** This category includes any individual who is not affiliated with an agency or organization eligible for active or affiliate organizational membership such as: students, retired or unemployed individuals, those employed by academic institutions, military personnel, employees of the federal or other government agencies or of international organizations, as well as lifetime and honorary members.

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

Board of Governors

The Board of Governors (BOG) is the policy-making body of NAHRO and is responsible for all major decisions facing the Association.

The BOG establishes policy; sets goals and objectives; approves annual and long-term financial and work plans; provides leadership and support to association programs and policies; and takes action on recommendations of regions, chapters, national and standing committees, and task forces.

The BOG is required to meet a minimum of four times during the two-year term of officers. The NAHRO president presides over the meetings.

Composition

The BOG is comprised of 47 members as mandated by the NAHRO Constitution:

- the NAHRO president and senior vice president
- six vice presidents with portfolio: Commissioners, Community Revitalization and Development, Housing, International, Member Services, and Professional Development
- chair of the Budget and Administration Committee
- eight regional presidents
- eight immediate past regional presidents
- sixteen regional members at-large
- three immediate past national presidents
- three members at-large appointed by the NAHRO president

Officers, members appointed by the NAHRO president and regional presidents serve two-year terms; regional members at-large serve four-year staggered terms. Election of the president, senior vice president, and vice presidents with portfolio occurs in odd-numbered years; the results are announced at the National Conference and Exhibition. All BOG members are seated in odd-numbered years.

The president may invite the Housing and Development Law Institute representative and chairs of task forces to serve as ex officio members on the BOG.

Steering Committee

The Steering Committee advises the president when there is no specific policy in place, or takes action to amend current policy, if needed. The BOG may choose to authorize, in advance, the Steering Committee to act on its behalf on an issue, particularly if a decision is anticipated to be required between meetings of the Board. The Steering Committee

holds periodic teleconferences. The Steering Committee is comprised of the officers, three immediate past presidents, and regional presidents. *(For a detailed discussion of the organization and responsibilities of NAHRO's BOG, see the NAHRO Constitution, Article IV.)*

Standing Committees

There are six standing committees:

- Commissioners
- Community Revitalization and Development
- Housing
- International Research and Global Exchange (IRGE)
- Member Services
- Professional Development

The president also may establish additional committees, ad hoc groups, task forces, advisory councils, which are not prescribed or prohibited by the NAHRO Constitution. Committees and task forces are required to submit to the BOG periodic reports on their goals, efforts, and accomplishments. Committees meet in conjunction with National Conferences and Exhibitions and via teleconference sporadically on an as-needed basis.

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

Each standing committee is comprised of three representatives from each corresponding regional committee (selected in accordance with procedures established by the Regional Council) plus 14 at-large members selected by the national president in consultation with regional presidents. In addition to the 14 at-large appointments to the IRGE Committee, the president may appoint up to seven ad hoc (non-voting) members who represent international organizations with which NAHRO has formal agreements, such as Memorandums of Understanding. Each standing committee elects a chair and vice chair in accordance with procedures adopted by the BOG.

Commissioners Committee

The Commissioners Committee serves to broaden the constituency supporting the goals and objectives of the Association, supports programs to expand the skills of commissioners to effectively discharge their responsibilities and works with staff, leadership and membership at all levels of NAHRO in order to fulfill these purposes.

Community Revitalization and Development Committee (CR&D)

The Community Revitalization and Development Committee deliberates upon a wide range of community development issues related to the economic vitality of cities and the development and conservation of neighborhoods. The Committee examines administrative, legislative, regulatory and funding matters within community development programs and operations. CR&D recommends policies to the BOG in support of its primary goal: the achievement of well-planned, socially and economically prosperous communities.

Housing Committee

The Housing Committee is responsible for a broad range of legislative, regulatory, administrative, appropriations, and grant-related issues. Its sphere of activity extends to a wide range of housing programs, including, but not limited to, Public Housing, Section 8 tenant-based programs, and Section 8 project-based programs. The Committee, by fulfilling its resolution-passing function, recommends policies and actions to the BOG. These policies and actions further the goal of providing adequate and affordable housing for low- and moderate-income families.

International Research and Global Exchange Committee (IRGE)

The IRGE Committee promotes and shares global exchanges of information and develops relationships that assist NAHRO membership and all those engaged in the development and operation of housing and community development programs. IRGE committee members serve as NAHRO's ambassadors for good will, relationship building and information sharing with organizations with a similar mission around the world.

Member Services Committee

The Member Services Committee's goal is to achieve member satisfaction and grow NAHRO by providing networking opportunities, membership outreach, current technology, quality customer service, and recognition of excellence. The Committee serves the interests of the members that cut across program and professional lines and represents the concerns of special interest groups within the membership including emerging leaders, minorities, commissioners and women. The committee addresses organizational issues such as constitutional changes and dues structure. It also works to coordinate supportive products and services provided by the Association, such as conferences, publications, insurance, member benefits, and awards.

The Member Services Committee has an Emerging Leaders Subcommittee whose purpose is to foster and to encourage professionals, especially those new to the field who are interested in the advancement of the affordable housing and community development industry. The subcommittee identifies initiatives to strengthen NAHRO and make the Association more relevant, inclusive and responsive to the needs and interests of young professionals.

Professional Development Committee

The Professional Development Committee focuses on areas of career identification and advancement, provides guidance to staff on training and education products and services, and seeks to enhance the professionalism of NAHRO members and housing and community development practitioners generally. Professional Development services include live seminars, e-Learning, contracted on-site training, technical assistance, and licensure.

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

National Committees, Task Forces and Ad Hoc Groups

The national committees and task forces are: Board of Ethics and Credentialing Trustees (BECT), Budget & Administration, Strategic Planning Advisory Group, Legislative Network, Housing America Task Force, Housing and Education Task Force, Small Agencies Task Force, National Conference and Planning, Nominating and Election Committee, and Manufacturers and Suppliers Council (MSC), which is an organization of agency members. All appointments are made by regional presidents and the national president, except for the MSC.

Board of Ethics and Credentialing Trustees (BECT)

The Board of Ethics and Credentialing Trustees (BECT) is an autonomous board created by the NAHRO BOG that has purview over NAHRO Certification, the NAHRO Code of Professional Conduct and related areas. Through the BECT, NAHRO continues to be at the forefront of promoting ethical behavior and continued competency of professionals in the housing and community development industry.

Appointments to the BECT are made in three categories as follows:

- Sixteen positions are staggered four-year appointments (two from each region)
- Three at-large four-year appointments are made by the NAHRO BOG from a pool of nominees submitted by regional councils
- Up to six positions can be made for a term of two years by the president, if needed, to address gaps in representation of minority and other groups

All BECT members must sign an *Oath of Confidentiality* due to their access to sensitive information.

Budget and Administration Committee (B&A)

The Budget and Administration Committee oversees the administration of the NAHRO budget. The committee submits budget proposals and administrative policies to the BOG for action.

Strategic Planning Advisory Group

This Group of leaders is charged with bringing clarity to the strategic vision for the Association. They work with the standing and ad hoc committees, their staff liaisons and the BOG to synchronize the Strategic Plan Goals and bi-annual work plans to insure that NAHRO remains relevant to its members and the industry, while staying true to the NAHRO mission.

Legislative Network

The Legislative Network is the member-driven and customer-focused voice of advocacy in the housing and community development industry which calls its members and residents to action and seeks to empower the public. It fosters relationships with legislators so that NAHRO and its members are looked to as industry experts and valued resources for congressional action. Leg Net acts as a strong conduit between National NAHRO and its regional and state chapters in communicating compelling and timely information, collecting and disseminating stories and data, and fostering relationships to induce legislators to take positive action.

Leg Net members are responsible for staying informed on current issues, participating in the dialog, being able to articulate the NAHRO position, regularly attending and actively participating in meetings and executing Leg Net tasks and actions at the local level. It disseminates action-oriented information from national NAHRO to the membership. Members coordinate efforts to write, telephone, and generally stay in touch with Congress concerning the NAHRO Legislative Agenda and policy positions adopted by the BOG.

Housing America Task Force

The Housing America Task Force is a subcommittee of the Legislative Network charged with continuing and expanding the work of the Housing America campaign. The campaign is a year-long effort to inform the public and decision makers about the need to meet the country's affordable housing and community development challenges. NAHRO is joined in the campaign by partners from the non-profit, governmental, and private sectors.

Small Agencies Task Force

The Small Agencies Task Force works to identify the barriers faced by small agencies in administering their programs and the actions that can be taken to remove or ease those barriers.

Housing and Education Task Force

The Housing and Education Task Force (HETF) serves as the Association's catalyst in the generation of new partnerships and improvements to, along with sharing best practices with, leadership/policy positions in order to improve the educational outcomes of the families the Association serves

National Conference Planning Committee

The charge of the National Conference Planning Committee is to analyze, plan, design, and develop educational content for the National Conference and Exhibition. The committee is responsible for planning approximately 35 concurrent sessions that are both compatible with the conference theme and national in scope. To facilitate, NAHRO solicits session proposals for concurrent session presentations via an annual *Call for Proposals* and requires that at least 25% of the final program be derived from the proposals. The committee strives to seek balance in the range of topics, level of expertise, and agency size/geographical distribution of presenters and seeks to address the business and professional challenges of conference attendees.

Nominating and Election Committee (N&E)

NAHRO leadership changes hands biennially with the election of a president and senior vice president by the membership. Campaigning for biennial elections begins at national conferences and exhibitions in even-numbered years and concludes with the election in the fall of odd-numbered years. The results are announced at the National Conference and Exhibition. NAHRO Associates and Allied Individual members are eligible to seek the office of NAHRO President or Senior Vice President.

The Nominating and Election Committee (N&E) oversees the campaign and election process, adherence to the *Guidelines for National Office Campaigns*, and carries out its duties as specified in Article VII of the NAHRO Constitution. The N&E certifies the results of the election and may carry out any recount if directed to do so by the BOG in response to a request for a recount of the results by the majority of the members present at the time of the announcement of the election. The N&E is comprised of 17 persons, two of whom are selected by each regional council, including one minority representative or woman. The chair is appointed by the NAHRO President.

Manufacturers and Suppliers Council (MSC)



The 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; and participate in chapter, state and regional workshops, conferences and exhibitions.

NAHRO members are urged to take advantage of the experience and commitment offered by the MSC and to add MSC members to their mailing lists for Invitations to Bid, Requests for Proposals and Requests for Quotes.

MSC members receive additional member benefits such as discounts on label sales, e-Procurement, exhibit space at the annual National Conference and Exhibition; ads in the

Journal of Housing and Community Development (JOHCD), NAHRO Monitor, and NAHRO website advertisements. MSC members also receive special mailings, the ability to compete for the MSC Community Service Award and become authorized users of the MSC logo.

Regional Councils and Chapters

The BOG has established eight regional councils: New England, Middle Atlantic, North Central, Southeastern, Southwest, Pacific Southwest, Pacific Northwest, and Mountain Plains. Currently there are more than 35 active chapters. Regional councils and chapters facilitate participation at the local level and serve as a means of recognizing special and local interests of the members. All regions and most chapters have structures that parallel the national structure.

In lieu of, or in addition to chapters, some states have “state associations” of housing and redevelopment officials. State associations function as chapters and may co-exist with local or regional chapters. While state associations have no official connection to national NAHRO, most state association representatives sit on regional boards as if they were chapters.

NAHRO invites both chapter and state association presidents to participate in monthly teleconferences of the Legislative Network and in bi-monthly teleconferences of regional, chapter, and state association presidents.

Staff Organization

Administration/Executive Office

The Executive Office implements the policy directions of the BOG and provides overall administration and general management of the Association, including oversight of its human resources, financial affairs and leadership transition. The Executive Office provides staff support for the BOG, Strategic Planning Advisory Group, Commissioners Committee, Nominating and Election Committee, and Regional, Chapter, and State Association Presidents. It is also responsible for the management and publication of NAHRO Monitor Website classified ads.

The Executive Office oversees the Regional Service Officer Advantage Program (RSOA), which is administered by Transpire. The RSOA strives to improve business operations for NAHRO Regional Councils. The RSOA specializes in providing the vision; leadership; daily management and administration along with the execution of products and services offered to members by the NAHRO Regional Councils. This includes financial administration and reporting; regional executive board meetings; regional conferences; membership records; website maintenance; election of leadership and other

miscellaneous responsibilities as required by regions. The result is a complete package of services that contributes to increased efficiency, reduced costs, provides greater income, services current membership rolls, and grows the membership base.

Certification and Accreditation

The NAHRO Certification and Accreditation Division is responsible for all facets of NAHRO's comprehensive credentialing program as well as NAHRO's involvement with other credentialing and accreditation organizations, issues, and other related matters.

NAHRO currently has 11 professional certification programs. This division is in charge of the creation and maintenance of all credentialing offerings, including assessments/exams, the formal structure of the certifications process, and the process of assuring continued competence of credential holders. The NAHRO Board of Ethics and Credentialing Trustees (BECT) is an autonomous unit established by the NAHRO BOG to form policy regarding the NAHRO credentialing programs. The division implements those policies through establishment of procedures to allow the division staff to complete their responsibilities.

The Certification and Accreditation Division is a revenue-generating part of the organization and, along with current efforts to achieve third-party accreditation of some of its certification programs, it is constantly revising and improving its procedures and outcomes to better assist NAHRO members, the housing and community development industry, and the public at large.

Communications

The NAHRO Communications Department works collaboratively across the organization to develop and implement communications strategies that position NAHRO as the recognized industry leader for HCD information and policy analysis, professional development and advocacy. It is responsible for the association's print and digital publications, social media presence, brand identity, press relations and organizational messaging.

Conferences

The Conferences Division handles logistics for the Washington Conference, oversees the sales and marketing of the Association's trade show; and staffs the National Conference and Exhibition Planning Committee. It also produces the Association's summer and national conferences and exhibitions.

Congressional Relations and Field Operations

This division staffs the Legislative Network, Housing America Task Force, Small Agencies Task Force, and the International Research and Global Exchange Committee. They prepare NAHRO's annual Legislative Agenda, produce the Washington Conference, and maintain active communication with other national public interest groups, local officials, federal agency personnel, and congressional committees. The division produces the *NAHRO Monitor*; *Journal of Housing and Community Development* (JOHCD); NAHRO Direct

News; it prepares press releases on NAHRO and its activities and policies; and it creates and coordinates media events, including social media management (on Twitter).

Customer Service and Member Relations

This division disseminates electronic news alerts through the *Associates Advantage*. It is responsible for conference and NAHRO Professional Development registrations; membership marketing and development; maintaining up-to-date records on members and prospects; overseeing the agency awards program; and soliciting and developing new member services. It maintains a record of general program and operating characteristics of all housing and community development agencies in the nation; markets and sells mailing labels based on the agency database; and provides technical staff services and coordination for the Member Services Committee. Professional Development services include live seminars, e-Learning, contracted on-site training, technical assistance, and licensure.

Finance

The Finance Division is responsible for accounting, financial management, budget coordination, building facilities management, mail room operation, personnel policy management, publications fulfillment and administration of all employee benefit plans. Finance division staff members touch nearly every project or operation on a daily basis. The division's goal is to help make NAHRO run as smoothly as possible and it also provides staff support for the Budget and Administration Committee.

Policy and Program Development

The Policy and Program Development Division tracks and comments on federal regulations and legislation that affect housing and community development programs; conducts national research and analysis of major issues; develops NAHRO policy for approval by its relevant committees and the BOG; provides staff support for the Housing Committee and the Community Revitalization and Development Committee. The division is responsible for administering major housing and community development surveys.

Professional Development

The Professional Development Division develops and delivers professional education in the form of live seminars and workshops and online webinars. The division also provides additional services, such as the provision of technical assistance, including but not limited to the areas of: salary comparability studies, executive mentoring, administrative plan consulting, and strategic planning. All of the division's products and services are designed to provide those working within the housing and community development industry with opportunities to acquire and enhance the technical, managerial, and leadership skills essential for career advancement and day-to-day operational effectiveness.

Major activities of the Professional Development Division include: continuing education, especially as it relates to improving specific job skills; professional growth and enhancement of the ability to deal with demands of the changing work place; career

development and promoting professional career opportunities; on-site/contract services and the maintaining of 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; and technical information dissemination that provides expert information on the latest issues via information packages, NAHRO's website, software products, and e-learning materials. This division provides support to the Professional Development Committee.

Technology and Information

This division is responsible for the management of NAHRO's information systems and other electronic technology.

Visit www.nahro.org for further detailed information about NAHRO.