

An Overview Of NAHRO

2007 Edition



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An Overview of NAHRO

Mission

The National Association of Housing and Redevelopment Officials (NAHRO) is a professional membership organization comprised of more than 22,000 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 to make our Association more efficient and effective.

History

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 its name 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, 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 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 for increased funding of HUD low- and moderate-income programs, production of low-income housing, responsible housing modernization and assistance programs, 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 that provide the maximum flexibility at the local level. NAHRO was also instrumental in assisting congressional staff in the basic framework for legislation that ultimately resulted in the passage of the Quality Housing and Work Responsibility Act (QHWRA) of 1998.

The Association has worked steadily to promote tax policies that serve as tools for redevelopment and housing finance. It also worked to create and provide the initial funding for the Housing and 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, analysis and an understanding of member needs, NAHRO is working 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. The people who work in or are commissioners for these organizations are NAHRO Associates. Members also include

housing and development consultants, attorneys, service suppliers and vendors, architects and nonprofit organizations working in housing and community development.

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

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. Each organization shall be entitled to designate a number of Associates who are entitled to cast votes in NAHRO elections. Presently, each organization receives a base of six Associates, plus one additional Associate for each \$200 in dues paid to national NAHRO.

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 distinct Manufacturers and Suppliers Council exists, with special member benefits to serve the needs of the companies that supply services and products to active agency members. Affiliate agency members have all the rights of active agency members, including to the right to designate Associates.

Allied Individual Members: any individual who is not affiliated with an agency or organization eligible for active or affiliate organizational membership shall be eligible for allied individual membership. This category includes such individuals as students; those who are retired or unemployed; those employed by academic institutions, the military, federal government agencies, or an international organization; and lifetime and honorary members.

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

Board of Governors

Activities

- Establish policy and 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

Composition

Ex-officio members appointed by the President. Forty-seven members mandated by the NAHRO Constitution:

- President and Senior Vice President, who are elected by the members of the Association

- Six Vice Presidents with Portfolio: Commissioners, Community Revitalization and Development, Housing, International, Member Services, and Professional Development
- The 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 National President

The Steering Committee provides consultation and advice to the President on action when there is either no specific policy in place or when action is needed to be taken to change current policy. The Board 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 National President, Senior Vice President, six Vice Presidents with Portfolio, three Immediate Past National Presidents and eight Regional Presidents serve on the Steering Committee.

Terms of Office

Officers, members at-large appointed by the national President, and regional presidents serve two-year terms; regional members at-large serve four-year terms. 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. 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.)

Standing and National Committees and Task Forces

NAHRO's by-laws require six standing committees: Commissioners, Community Revitalization and Development, Housing, International, Member Services and 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, and Section 1). 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 the association'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 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.)

Each national committee is composed of three representatives from each corresponding regional committee, selected in accordance with procedures established by the Regional Council, plus fourteen at-large members selected by the National President in consultation with Regional Presidents.

The President may, in addition to the at-large appointments, appoint as non-voting ad hoc members of the Committee representatives of international organizations, provided that the number of ad hoc members serving at any time does not exceed seven.

Each standing committee elects a chairperson and vice-chairperson according to procedures adopted by the Board of Governors.

Members of national committees and task forces are appointed by the National President.

Standing Committees

Commissioners Committee

Supports programs to expand the skills of commissioners to effectively discharge their responsibilities. Works with staff, leadership and membership at all levels of the Association in fulfillment of these purposes. The Commissioners Committee assists staff in the preparation of NAHRO education/training products designed specifically for commissioners, such as *The Handbook for Commissioners*.

Community Revitalization and Development 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 to the Board of Governors in support of its primary goal: the achievement of well-planned, socially- and economically-sound communities.

Housing Committee

Addresses program and policy issues related to public housing, Section 8, tenant-based and project-based housing and other programs related to a wide range of affordable housing issues. The goals of the Housing Committee have been to develop and promote legislation that ensures maximum deregulation and flexibility.

International Committee

Collects and disseminates international and professional practices to the NAHRO membership that may be of value in policy formulation, both for NAHRO nationally and for agencies at the local level. Encourages industry professionals to participate in international meetings, including official delegations organized by federal agencies, and arranges information exchanges with professionals in other countries.

Member Services Committee

Serves as the advocate for members, making sure that the association's services and benefits meet members' needs. General focus areas include award programs; bylaws (national, regional and chapter); dues and membership; and services/benefits, especially conferences, seminars, publications and website.

Professional Development Committee

Focuses on career identification, training, education, certification, credentialing and the professional advancement of NAHRO members. The committee's top priorities include the development of the NAHRO National Professional Development System (NPDS), which provides educational and credentialing programs and examinations as well as ensures the availability of quality, affordable and professional educational products and services in a variety of mediums for the association's membership and the housing/community development industry at-large.

National Committees

Budget and Administration Committee (B&A)

Provides critical and careful oversight of NAHRO's fiscal and administrative policies. 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 the association'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

Active only during odd-numbered years, the Committee's 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 NAHRO president.

Board of Ethics and Credentialing Trustees (BECT)

Establishes policies related to the association's professional certification and credentialing programs, including the activities related to eligibility and the development, administration and scoring of the assessment instruments. Has primary responsibility for fostering a high degree of ethical awareness and adherence to the NAHRO Professional Code of Conduct.

The NAHRO certifications currently include these designations:

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

A certification program for commissioners is under development.

Positions on the BECT are filled in the following ways:

- Two regional appointments from each Regional Council (two-year terms)
- Three at-large elected by the NAHRO Board of Governors (four-year terms)
- Up to six may be appointed by the NAHRO President (two-year terms)

Manufacturers and Suppliers Council (MSC)



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
- 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.

MSC members receive additional member benefits such as discounts on exhibit space at the National Conference and Exhibition, e-Procurement, label sales, and *Journal of Housing and Community Development* (JOHCD) advertising; a quarterly MSC newsletter; a page on the NAHRO website with links to their websites; special mailings; the ability to receive the NAHRO Community Service Award; and use of the MSC logo.

Task Forces

The NAHRO president may appoint task forces or working groups to address specific issues. Appointments to these groups are made by the President, and persons need not be individual members of NAHRO. Current Task Forces include:

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.

Legislative Network: disseminates action-oriented information from national NAHRO to the local level. Members coordinate efforts to write, telephone and generally stay in touch with Congress concerning the NAHRO Legislative Agenda and policy positions adopted by the NAHRO Board of Governors.

Housing America Task Force: a subcommittee of the Legislative Network charged with continuing and expanding the work of the Housing America 2007 campaign.

Performance Initiative: NAHRO, in cooperation with other industry organizations, is engaged in developing an Internet-based management information and performance evaluation system for local housing agencies. The proposed system will provide on-line a broad array of information and analysis to assist agencies, both small and large, in better managing their performance through comparisons with similarly situated agencies. This effort is guided by the Performance Initiative Advisory Board, composed of experienced NAHRO members, representatives from other industry organizations, and other knowledgeable individuals. It is anticipated that the system, when developed, will be operated by a nonprofit public interest entity in which NAHRO is a primary participant.

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.

Some states have state associations of housing and redevelopment officials. In some cases, as in the Southeast, these state associations act 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 both chapter and state association presidents to participate in activities such as quarterly legislative conference calls and meetings at the national conferences.

Meetings and conferences held by NAHRO regional councils, chapters, and state associations are listed on the NAHRO website and in the NAHRO Monitor.

Staff Organization

The Executive Office: The Executive Office is responsible for implementing the policy directions of the Board of Governors and for the overall administration and general management of the Association, including oversight of its human resources and financial affairs.

The Executive Office consists of the Executive Director, who serves as the principal executive officer of the Association and as its Secretary and Treasurer, and the General Counsel, who is responsible for the legal affairs of the Association and assists the Executive Director and other staff with legal, administrative and policy matters. The Executive Office may also include such additional advisory or administrative personnel as the Executive Director may from time to time determine to be necessary or desirable.

Associates and Operational Services (A-Team): The A-Team provides reception coverage, clerical support and administrative staff support to the executive office and other departments; staffs the Commissioners Committee, Board of Governors, and Nominating and Election Committee; handles transition-related issues and logistics for the Legislative Conference; produces the association's trade show; manages the online registration system; and manages and produces NAHRO's summer and national conferences.

Development, Special Initiatives and International Affairs: The Department provides staff support to the International Committee. It is responsible for fundraising, particularly sponsorships for NAHRO's annual conferences, pursuing possible joint ventures with organizations that share the association's mission for affordable housing and livable communities and increasing NAHRO's knowledge of housing and community development issues in other countries.

NAHRO currently has partnership agreements with the State of Israel Construction and Housing, the Institute for Housing of South Africa, the National Association of Realtors and One-Economy. NAHRO has hosted a conference with representatives from the United States, the United Kingdom, and Canada (Tri-Country) to discuss issues of common concern in each country. NAHRO has sent delegations to Israel, China and the Netherlands to learn more about housing issues in those countries.

Finance and Administration: The Finance and Administration Department is responsible for accounting, financial management, budget coordination, computer systems management, building facilities management, mail room operation, personnel policy management, publications fulfillment and administration of all employee benefit plans.

Someone in Finance and Administration touches nearly every NAHRO project or operation on a daily basis. The department's goal is to help make NAHRO run as smoothly as possible.

Legislative, Program and Media (LPM): The Legislation and Program division carries out four main functions: tracking and commenting on federal regulations and legislation affecting housing and community development programs; staffing the national Housing Committee, the Community Revitalization and Development Committee, the Legislative Network, Small Agencies Task Force and the Joint Technology Work Group; conducting national research and analysis of major issues; and developing NAHRO policy for approval by committees and the Board of Governors.

LPM prepares NAHRO's annual legislative agenda 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.

The Publications and Media division produces the *NAHRO Monitor, Journal of Housing and Community Development (JOHCD)* and NAHRO DirectNews; oversees the NAHRO website; produces press releases on NAHRO and its activities and policies; and creates and coordinates media events.

Member Services: The Member Services Department is responsible for 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.

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; markets and sells mailing labels based on the agency database; markets and administers the Agency award program; and provides technical staff services and coordination to the National Member Services Committee.

Professional Development: The Professional Development Department develops professional standards; conducts seminars, workshops and e-learning sessions and topic-specific chat rooms; and provides technical services all designed to provide NAHRO members with opportunities to network and acquire the technical knowledge and managerial and leadership skills essential for career advancement and day-to-day operational effectiveness.

Major activities of the department include: continuing education - related to improving specific job skills; professional standards development - defining the skills of the profession and setting standards of quality; certification and credentialing - 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; on-site/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; and technical information dissemination - providing expert information on the latest issues via information packages, NAHRO's web site, software products and e-learning materials.

Transpire, Inc.: Transpire, Inc. is a wholly owned non-profit subsidiary of NAHRO. Its mission is to engage in entrepreneurial activities that directly benefit NAHRO members while creating revenue to support educational and other national initiatives that aid NAHRO members in successfully carrying out their affordable housing and community development programs.

Transpire focuses on three areas: identifying financing and development tools of use to NAHRO members; assisting members in building their capacity to address the needs in their communities; and providing products and services of benefit to NAHRO members.

Transpire's capacity building partners are Access Alliance, National Affordable Housing Training Institute (NAHTI), and Weed and Seed; access to capital partners are Access Alliance and Fannie Mae, and its key product and services partner is the NAHRO e-procurement system.

Additional Information Online (www.nahro.org)

NAHRO Constitution

<http://www.nahro.org/about/200403ConstitutionRev.pdf>

NAHRO Code of Professional Conduct

<http://www.nahro.org/about/code.cfm>

Guide Bylaws for Chapters and Regions

http://www.nahro.org/regions/GuideByLawsChapter_000.rtf

http://www.nahro.org/regions/GuideByLawsRegion_000.rtf

Map/Contact Information for NAHRO Regions, Chapters, and Other Allied Organizations

<http://www.nahro.org/regions/map.cfm>

Responsibilities of Regional Presidents

http://www.nahro.org/members/committees/new_member_docs/Responsibilities_Regional_Presidents.pdf

Responsibilities of Chapter Presidents

http://www.nahro.org/members/committees/new_member_docs/Responsibilities_Chapter_President.pdf

General Responsibilities of National Committee Members

<http://www.nahro.org/members/committees/crd/documents/ResponsibilitiesofCommitteeandBoardMembers8072.pdf>

Board of Governors Organizational Policies

<http://www.nahro.org/members/committees/bog/ipolicy/index.cfm>

Congressional Committees and Advocacy Information

<http://vocusgr.vocus.com/grspace2/webpub/NAHRO/Login.asp?LoginXSL=Login&XSL=Home&PublishType=Federal+Center>

Membership Information

<http://www.nahro.org/join/index.cfm>

Housing/CD Programs and Policies index

<http://www.nahro.org/programs/index.cfm>

General Information on Member Benefits

<http://www.nahro.org/join/benefits.cfm>

NAHRO Staff Organization Chart

<http://www.nahro.org/about/organization.cfm>

NAHRO Staff Responsibilities by Subject Area

<http://www.nahro.org/members/about/staff.cfm>

NAHRO Staff in Alphabetical Order

http://www.nahro.org/members/about/staff_a-z.cfm

Request NAHRO Staff Participation at Regional and Chapter Meetings

<http://www.nahro.org/members/committees/presidents/documents/NAHROSpeakerRequestForm.pdf>