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Overview of NAHRO

Mission Statement
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 Statement
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, opportunity for all, integrity, sustainability, adaptability, innovation.

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

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

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 continues to position itself to be THE source of information for the industry with a focus on housing and community development issues on Capitol Hill, at HUD and in Washington, DC. In so doing, we have elevated our ability to educate and inform members of Congress through responsible advocacy practices in line with NAHRO’s Mission. We have:

- Rebuilt and expanded our Legislative Network;
- We have honored members of Congress for contributions in support of affordable housing and community development;
- We have created the Mary K. Nenno Award for members excellence in responsible and informative advocacy practices;
- We have upgraded our capacity to educate members of Congress on-line and through social media;
- We have trained members of NAHRO and created training materials that teach housing professionals how to educate and advocate and provided members with guidance on what housing professionals can and cannot do legally while advocating.

These steps and more have enabled NAHRO to speak out in a more productive, unified and constructive manner on issues as varied as the Low-Income Housing Tax Credit financing, CDBG and HOME Funding, Public Housing Capital Needs, homelessness, and voucher administrative fee pro-ratations in ways that help inform and improve public policy.

Some of NAHRO’s notable legislative accomplishments include: the Economic Growth, Regulatory Relief and Consumer Protection Act of 2018 that provides regulatory relief to small housing authorities, the Housing Opportunity Through Modernization Act of 2016 that provides legislative and regulatory changes to help housing authorities by easing
unnecessary regulatory and administrative burdens; legislative language on the annual contributions contract (ACC), legislative report language to expedite long overdue regulatory reforms at HUD; appropriations language that would exempt smaller housing authorities from the responsibility to implement asset management, and continued progress in increasing funding for HUD programs.

NAHRO’s success in recent years has been achievable due to our ability to work not only with industry colleagues PHADA and CLPHA but with other issue-oriented coalitions including our work with the ACTION Campaign in support of the Low-Income Housing Tax Credit (LIHTC). NAHRO is a Steering committee member of ACTION and the Campaign for Housing and Community Development funding, which seeks to ensure responsible funding for federal housing and community development programs.

**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 defined number of Associates who can 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) (name changed to Business Partners Council in 2018) 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 acts 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;
- 7 vice presidents with portfolio: Budget & Administration (B&A) Commissioners, Community Revitalization and Development, Housing, International Research and Global Exchange, Member Services, and Professional Development;
- eight regional presidents;
- eight immediate past regional presidents;
- sixteen regional members at-large;
- three immediate past national presidents; and
- three members at-large appointed by the NAHRO president.

Officers and members appointed by the NAHRO president 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 and their terms commence at the conclusion of the National Conference and Exhibition in odd-numbered years.

The president may invite the Housing and Development Law Institute (HDLI) representative, the Business Partners Council leader, the Board parliamentarian, chairs of advisory committees and the BECT chair to serve as ex officio members on the BOG.

Steering Committee
The Steering Committee shall be available for consultation and advice as needed. The primary role of the Steering Committee is to carry out existing policy and to advise the President on action when there is no specific policy in place or when action is needed to be taken to change current policy. On some occasions, 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 Steering Committee is comprised of the president, senior vice president, 7 vice Presidents with Portfolio, 3 immediate past national 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 7 standing committees:

- Budget & Administration (B&A)
- Commissioners;
- Community Revitalization and Development;
- Housing;
- International Research and Global Exchange (IRGE);
- Member Services; and
- 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 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 (except B&A) 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 Memoranda of Understanding. The B&A Committee is composed of 9 members with at least one member from each region and the President appointing the chair.
Committee members will serve staggered terms. All other standing committees elect a chair and vice chair in accordance with procedures adopted by the BOG.

**Budget & Administration Committee (B&A)**
The B&A serves to oversee and monitor the financial processes and practices of the Association and advise and recommend to the Board of Governors certain actions regarding all aspects of the finances and assist in the strategic financial planning of the Association.

**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 work 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-related 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 (MS)**
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, 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. Appointments are made by the NAHRO President in consultation with regional presidents and the NAHRO Vice President-Member Services.

Professional Development Committee (PD)
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.

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

Board of Ethics and Credentialing Trustees (BECT), Advisory Committees, and Additional Leadership Groups

Board of Ethics and Credentialing Trustees
The 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; and
- 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.

**Diversity, Equity and Inclusion Advisory Committee**
This newly formed (2017) advisory committee represents NAHRO’s commitment to Diversity, Equity and Inclusion. The committee is currently developing a diversity framework, which will be used to engage NAHRO members at all levels, whether chapter, regional or national. NAHRO has at various times examined the issue of diversity and these efforts produced a [Diversity Statement](#), adopted by the BOG in 2013.

**Housing America Advisory Committee**
Housing America is NAHRO’s campaign that raises national awareness of the need for and importance of safe, quality, affordable housing through education, advocacy, and empowerment. The campaign is managed by the Housing America Advisory Committee, which is composed of a group of NAHRO members with representation from each of the eight regions.

Housing America operates under three topics: Education, Empowerment, and Advocacy. The “What Home Means to Me” calendar contest is the signature campaign and tells the stories of youth living in HUD-assisted housing and empowers them. The NAHRO Merit College Scholarship is administered through the committee. Each October, Housing America Month highlights the work of housing and community development agencies across the nation.

**Legislative Network Advisory Committee (LEGNET)**
The Legislative Network Advisory Committee is the member-driven and customer-focused voice of advocacy in the housing and community development industry which calls its members 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. The Legislative Network 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.

Legislative Network members are responsible for staying informed on current issues, participating in the dialogue, being able to articulate the NAHRO position, regularly attending and actively participating in meetings and executing the committee’s 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 NAHRO’s Legislative and Regulatory Agenda and policy positions as adopted by the BOG.
Small Agency Advisory Committee
The Small Agency Advisory Committee 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.

Strategic Planning Advisory Committee (SPAC)
Strong associations stay focused on their priorities. In that spirit, the Strategic Planning Advisory Committee was formed to ensure that the objectives of committees were appropriately coordinated with NAHRO’s Goals. SPAC also ensures that NAHRO remains relevant to its members and the broader industry by keeping focused on its mission and values.

National Conference Planning Committee (NCPC)
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 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 member majority 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.

Business Partners Council (BPC)
The BPC, formerly the Manufacturers and Suppliers Council, is an organization of NAHRO agency members that supply products and/or services to the low- and moderate-income housing and community development industry.
BPC 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 BPC and to add BPC members to their mailing lists for Invitations to Bid, Requests for Proposals and Requests for Quotes.

BPC 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. BPC members also receive special mailings and are eligible to compete for the BPC Community Service Award.

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, we have approximately 31 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.

Staff Organization (Departments)

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, Steering Committee, Strategic Planning Advisory Committee, Nominating and Election Committee, and Regional, Chapter and State Association Presidents.

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.

**Operations**
The Operations Department leads business intelligence and data, financial management and reporting, investment performance to policy, budget creation and implementation, building facilities, mail room and supplies operation and publications fulfillment. Operations also manages information systems infrastructure and security, human resources policy, and administration of all employee benefit and retirement plans. The Operations Department team touch and support nearly every NAHRO service, project or operation daily, and supports the Budget and Administration Committee. The Department’s goal is an excellent customer experience to help NAHRO serve its members and stakeholders well, and to proactively implement strategies to advance NAHRO.

**Conferences**
The Conference Department is responsible for sales and marketing, program development and logistics for NAHRO’s three national conferences: the Washington Conference, Summer and National Conference and Exhibition.

**Congressional Relations**
NAHRO’s Congressional Relations Department is the primary conduit between the NAHRO membership and the work of the Congress. It provides regular and timely information to NAHRO members on Congress regarding housing and community development concerns; supports NAHRO member advocacy efforts on matters critical to the industry and staffs the Legislative Network Advisory Committee. The Congressional Relations Department works closely with NAHRO’s Policy department to communicate NAHRO policies to Congress.

The Congressional Relations Department also assists in the preparation of NAHRO’s annual Legislative and Regulatory Agenda and other materials for Capitol Hill and assists with the productions of the association’s Washington Conference program. The Congressional Relations Department maintains active communication with Members of Congress, congressional committees and their staff; national public interest groups, federal agency personnel where appropriate to the work of the Congress.

**Communications**
In 2017, the Publications and Public Affairs Departments were combined to create the Communications Department. This Department produces NAHRO’s print, email and web publications – the *Journal of Housing and Community Development* and the NAHRO
Monitor, as well as the email-only Direct News, Online Monitor, CEO Messages and Conference marketing emails – manages billing for Monitor and website industry job advertisements and coordinates with other Departments on other marketing and informational material. Communications manages NAHRO’s social media presence, including its Twitter, Facebook and LinkedIn accounts; it also prepares press releases on NAHRO’s activities and policies, conducts media outreach, and coordinates media events. The Department staffs the Housing America Advisory Committee and the Diversity, Equity and Inclusion Advisory Committee.

Customer Service and Member Relations
It is responsible for membership renewal and retention; conference registrations; membership marketing and development; maintaining up-to-date records on members and prospects; overseeing the agency awards program; the Fellows Award and the Emerging Leaders Individual Award; and soliciting and developing new member services. It maintains a record of general contact information and units for member housing and community development agencies; and provides technical staff services and coordination to the Member Services Committee, the Emerging Leaders Subcommittee, and the Commissioners Committee.

Policy and Program Development
The Policy and Program Development Department tracks and comments on federal regulations, judicial matters, 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, the Community Revitalization and Development Committee, and the Small Agency Advisory Committee. The Department is responsible for administering major housing and community development surveys.

Professional Development (PD)
The PD Department’s role is to help industry professionals gain the knowledge and skills they need to be successful on the job and in their careers. This, in turn, enables NAHRO members to provide more shelter and affordable housing solutions to America's most vulnerable.

The Department’s products and services are designed to provide those working within the housing and community development field with ways to enhance their technical, managerial, and leadership skills essential for career advancement and day-to-day operational effectiveness.

The Department, first, develops and delivers professional development in a variety of formats that suit different learning styles and budgets. These range from short webcasts, to guided e-learning programs, to multi-day live, in-person trainings. Second, provides technical services, such as technical assistance, salary and compensation surveys, executive mentoring, administrative plan consultation, and strategic planning.
Major programs and products offered include:

- continuing education, especially as it relates to improving specific job skills;
- onsite/contract services
- maintaining a national network of industry experts to provide advice, consultation, or training on agency-specific issues;
- and technical information dissemination

This Department works very closely with all departments at NAHRO, and especially the Certification and Accreditation Department. It provides support to the Professional Development Committee and its subcommittees.

**Certification and Accreditation**
The NAHRO Certification and Accreditation Department 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 Department oversees 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 Department implements those policies through establishment of procedures to allow the Department staff to complete their responsibilities.

The Certification and Accreditation Department 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.

Visit [www.nahro.org](http://www.nahro.org) for further detailed information about NAHRO.