



THE GUIDE TO NAHRO

2024 Edition

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National Association of Housing and Redevelopment Officials

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Overview of NAHRO

Vision Statement

Thriving communities with affordable homes for all.

Mission Statement

To advance the creation of strong, sustainable, and affordable communities through advocacy, professional development, and empowerment of our diverse members.

Core Values

Knowledge, Leadership, Innovation, Collaboration, Integrity, Resiliency, Empowerment, Equity, Inclusivity.

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. This first legislation committed the federal government to assist 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 federal assistance program for urban redevelopment and established the national housing policy of "a decent home and a suitable living environment for every American family."

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

From the 1950s through the 1970s, NAHRO maintained its leadership role by initiating and supporting congressional legislation, 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 a practical administrative framework, and by providing technical advice to its members through conferences, publications, and training.

As more initiatives evolved at the state and local levels in the 1980s, NAHRO played a leading role in identifying and communicating these initiatives. NAHRO also created the Management Evaluation and Improvement System (MEIS), the predecessor to and stimulus for the Public Housing Management Assessment Program (PHMAP).

NAHRO continues to be the industry's leading source of information, focusing on housing and community development issues on Capitol Hill, at HUD, and in Washington, D.C. We have elevated our ability to educate and inform members of Congress through responsible advocacy practices that align with NAHRO's mission.

We have:

- Expanded our Legislative Network.
- Honored members of Congress for contributions in support of affordable housing and community development.
- Created the Legislator of the Year Award (formerly the Mary K. Nenno Award) for members' excellence in responsible and informative advocacy practices.
- Improved our capacity to educate members of Congress online and through social media.
- Trained members of NAHRO and created training materials that teach industry professionals how to educate and advocate
- Guided members on what industry professionals can and cannot legally do while advocating.

These steps and more have enabled NAHRO to speak out in a more productive, unified, and constructive manner to help inform and improve public policy. We have advocated on issues as varied as the Low-Income Housing Tax Credit financing, Community Development Block Grant (CDBG) and (HOME) funding, Public Housing Capital Needs, homelessness, and voucher administrative fee proration.

NAHRO's notable legislative accomplishments include the Economic Growth, Regulatory Relief and Consumer Protection Act of 2018-- provides regulatory relief to small housing authorities; the Housing Opportunity Through Modernization Act (HOTMA) of 2016--provides legislative and regulatory changes to help housing authorities ease 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 also strongly advocated to ensure PHAs could continue funding during and after the COVID-19 Pandemic.

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.

Additionally, NAHRO provides professional development training and certification opportunities that have been recognized industry-wide for more than 50 years. We design our educational services to equip staff, commissioners, and residents with the essential knowledge and practical skills required in today's rapidly changing housing and community development industry. NAHRO's on-site and online training programs allow us to provide cost-effective educational opportunities at affordable prices.

NAHRO Organization

Membership Composition

Most of NAHRO's members are agencies or 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:** This category includes any public agency, department or organization involved in 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.
- **Affiliate:** This category includes any agency, corporation, company, or organization interested in NAHRO's mission and activities but is not eligible for agency membership. There is a Corporate Members Council with unique member benefits to serve the needs of companies that supply products and services to agency members. Affiliate members have the same rights as agency members, including the right to designate associates with voting rights.
- **Individual Members:** This category includes individuals not affiliated with organizations who are eligible for membership. Those qualified include academics, government employees, and approved lifetime or honorary members.

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

Board of Governors

The NAHRO Board of Governors is a vital institution with a distinguished record of public and professional service. As the policy-making body of NAHRO, it is responsible for all major decisions of the Association. The principal activities of the Board include:

- Establishing policy
- Setting goals and objectives
- Approving annual and long-term financial and work plans
- Providing leadership and support for Association programs and policies
- Acting on recommendations from the regions, chapters, national committees, and advisory committees

Composition

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

- The NAHRO president and senior vice president.
- Seven vice presidents with portfolio:
Budget and Administration, 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.
- Three members-at-large, whom the NAHRO president appoints.

Officers and members appointed by the NAHRO president serve two-year terms; regional members-at-large serve staggered, four-year terms. The election of the president, senior vice president, and vice presidents with portfolio is held in odd-numbered years; the results are announced at the National Conference and Exhibition, and their terms commence at the conclusion of the event in odd-numbered years.

The president may invite the Housing and Development Law Institute (HDLI) representative, the board parliamentarian, chairs of advisory committees, the Corporate Members Council chair, 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 advise the president on actions when no specific policy is in place or when action is needed 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, mainly if there is an anticipated need to decide between board meetings.

The Steering Committee comprises the president, senior vice president, seven vice presidents with portfolios, three 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 seven 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, and advisory committees, which are not prescribed or prohibited by the NAHRO Constitution. Committees are required to submit periodic reports on their goals, efforts, and accomplishments to the BOG. Committees meet at the National Conference and Exhibition and virtually on an as-needed basis.

A critical element of the association's effective national-regional-chapter system 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 are responsible for alerting national and chapter committees of critical issues. We seek to do this most effectively for the members and efficiently for the national-regional-chapter system.

Each standing committee except B&A comprises three representatives from each corresponding regional committee (selected by procedures established by the Regional Council) plus 14 at-large members chosen by the national president in consultation with regional presidents. In addition to the 14 at-large appointments to the International Research and Global Exchange Committee, the president may appoint up to seven ad hoc (non-voting) members representing international organizations with which NAHRO has formal agreements, such as Memoranda of Understanding. The B&A Committee comprises nine members, with at least one member from each region and a chair appointed by the president (staggered terms). The Member Services and Professional Development Committees chairs serve as *ex officio* members. All other standing committees elect a chair and vice chair by procedures adopted by the BOG.

Budget & Administration Committee (B&A)

The B&A oversees and monitors the association's financial processes and practices; provides financial oversight of the organization, recommends specific actions to the BOG regarding all aspects of the finances, and assists with strategic financial planning.

Commissioners Committee

The Commissioners Committee serves to broaden the constituency by supporting the association's goals and objectives, aiding programs to expand commissioners' skills to discharge their responsibilities effectively, and working with staff, leadership, and membership at all levels of NAHRO to fulfill these purposes.

Community Revitalization and Development Committee (CR&D)

The Community Revitalization and Development Committee deliberates 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 about community development programs and operations. CR&D recommends policies to support its primary goal: achieving well-planned, socially and economically prosperous communities.

Housing Committee

The Housing Committee is responsible for various 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. It recommends policies and actions to the BOG, which 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 information exchanges and develops relationships that assist NAHRO membership and all those engaged in developing and operating housing and community development programs. IRGE Committee members serve as NAHRO's ambassadors for goodwill, relationship building, and information sharing with organizations with similar missions worldwide.

Member Services Committee

The Member Services Committee aims to foster member satisfaction and grow NAHRO by providing networking opportunities, membership outreach, access to current technology, quality customer service, and recognition of excellence. The committee serves member interests that cross 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 helps coordinate NAHRO conferences, publications, awards, and other member benefits.

The Member Services Committee has an Emerging Leaders Subcommittee whose purpose is to foster and encourage professionals, especially those new to the field, who are interested in advancing the affordable housing and community development industry. The subcommittee identifies initiatives to strengthen NAHRO and help the association remain relevant, inclusive, and responsive to the needs and interests of young professionals. The NAHRO president makes appointments with input from regional presidents and the NAHRO vice president of Member Services.

Professional Development Committee

The Professional Development Committee focuses on 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.

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

Board of Ethics and Credentialing Trustees and Additional Leadership Groups

Board of Ethics and Credentialing Trustees (BECT)

The BECT is an independent board created by the NAHRO Board of Governors to oversee NAHRO Certification, the NAHRO Code of Professional Conduct, and related areas. Through the BECT, NAHRO continues to promote ethical behavior and the continued competency of professionals in the housing and community development industry.

Appointments to the BECT are made in three categories:

- Sixteen positions in staggered four-year appointments (two from each region).
- The NAHRO BOG makes three at-large four-year appointments from a pool of nominees submitted by regional councils.
- If needed, up to six positions can be made into two-year terms by the president to address gaps in the representation of minorities and other groups.

Because they have access to sensitive information, all BECT members must sign an *Oath of Confidentiality*.

Diversity, Equity, and Inclusion Advisory Committee

This newly formed (2017) advisory committee represents NAHRO's commitment to Diversity, Equity and Inclusion. NAHRO's various efforts to address diversity issues produced a [Diversity Statement](#), adopted by the BOG in 2013, and a [Diversity Equity and Inclusion Policy Framework](#), adopted in 2021.

Housing America Advisory Committee

Housing America is a NAHRO campaign that raises national awareness of the importance of safe, quality, affordable housing through education, advocacy, and empowerment. The Housing America Advisory Committee, composed of NAHRO members representing each of the eight regions, manages the campaign.

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 committee administers the NAHRO Merit College Scholarship and the NAHRO LDG Scholars program. Each October, Housing America Month highlights the work of housing and community development agencies nationwide.

Legislative Network Advisory Committee

The Legislative Network Advisory Committee is the member-driven and customer-focused advocacy voice in the housing and community development industry. It calls its members to action, seeks to empower the public, and fosters relationships with legislators so that NAHRO and its members are considered industry experts and valued resources for congressional action. The Legislative Network is a vital conduit between National NAHRO and its regional and state chapters for 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 dialogue, articulating the NAHRO position, regularly attending and participating in meetings, and executing the committee’s tasks and actions at the local level. Members coordinate efforts to write, telephone, and stay in touch with Congress concerning NAHRO’s Legislative and Regulatory Agenda and policy positions 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 available actions to remove or ease those barriers.

Strategic Planning Advisory Committee (SPAC)

The Strategic Planning Advisory Committee (SPAC) was formed to ensure that NAHRO remains relevant to its members and the broader industry by focusing on NAHRO’s mission. SPAC also plays a leadership role in creating the Strategic Plan and reviewing NAHRO’s progress. SPAC incubates new, innovative ideas that benefit NAHRO members and the affordable housing and community development industry.

The NAHRO president appoints the chair and all advisory committee members in consultation with regional presidents. Vice presidents with portfolios automatically serve on SPAC.

National Conference Planning Committee

The National Conference Planning Committee assists with planning the educational content for the National Conference and Exhibition. They also help plan concurrent sessions compatible with the conference theme and national scope. To facilitate, NAHRO solicits session proposals for concurrent session presentations via an annual *Call for Proposals*. The committee strives to seek balance in the range of topics, level of expertise, presenter diversity, and agency size/geographical distribution of presenters while aiming to address the business and professional challenges of conference attendees.

Nominating and Election Committee (N&E)

NAHRO leadership changes hands biennially with the membership's election of a president and senior vice president. Campaigning for biennial elections begins at the National Conference and Exhibition 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 N&E oversees the campaign and election process, adhering to the *Guidelines for National Office Campaigns*. It 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 Board of Governors in response to a request for a recount of the results by a majority of members present at the time of the announcement of the election. The N&E comprises 17 members, two selected by each regional council (one minority representative or woman). The NAHRO President appoints the chair.

Corporate Members Council (CMC)

The CMC, formerly the Business Partners Council, is an organization of NAHRO agency members that supplies products and services to the low- and moderate-income housing and community development industry.

CMC members can assist local agencies and nonprofits in developing product specifications, training maintenance personnel, securing quality products that meet HUD requirements for durability, ease of maintenance, safety, and security; and participating in chapter, state and regional workshops, conferences, and exhibitions.

NAHRO members are urged to take advantage of the CMC's experience and commitment and to add CMC members to their mailing lists for invitations to bid, requests for proposals, and requests for quotes.

CMC members receive additional member benefits, such as discounts on exhibit space at the National Conference and Exhibition, ads in the *Journal of Housing and Community Development* (JOHCD) and *NAHRO Monitor*, and advertisements on the NAHRO website. They also receive special mailings and are eligible to compete for the CMC Award.

Regional Councils and Chapters

The NAHRO Board of Governors 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 recognize the unique and local interests of the members. The structures of all regions and most chapters parallel the national system.

Some states have “state associations” of housing and redevelopment officials in place of or in addition to state chapters. 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 CEO is responsible for the organization's vision, mission, theory of change, statement of need, unique value proposition, and overall strategy and direction.

Communications

The Communications Department works with NAHRO staff, leaders and some members and partners to share information, market NAHRO products, and lift members' voices quickly, professionally and effectively. On its own and in coordination with other departments, it produces NAHRO's print, email, and web publications, including the *Journal of Housing and Community Development* and the *NAHRO Monitor*, the annual What Home Means to Me calendar, the Legislative and Regulatory Agenda, and the NAHRO 360 Report as well as the email-only Direct News, online *Monitor*, messages from the CEO and the president, and marketing emails. Communications manages NAHRO's social media presence and media relations. The department staffs the Diversity, Equity and Inclusion Advisory Committee.

Conferences

The Conference Department is responsible for sales and marketing, program development, and logistics for NAHRO's three events: the National Conference and Exhibition, the Washington Conference, and the Summer Symposium. It also manages conference sponsorships and the National Conference Exhibition.

Fundraising and Development

In 2023, the Development Department was created so NAHRO could grow and diversify its revenue streams. The new department will work with NAHRO staff, leaders, members, and other stakeholders to create opportunities that enhance NAHRO at all levels and advance our mission to inspire the creation of strong, sustainable communities. It staffs the Housing America Advisory Committee and the Corporate Members Council. It administers the What Home Means to Me poster contest, the NAHRO Merit College Scholarship, and the NAHRO LDG Scholars program.

Legal and Strategic Initiatives

The Legal and Strategic Initiatives department supports the Board of Governors, Steering Committee, Strategic Planning Advisory Committee, Nominating and Election Committee, and regional, chapter, and state association presidents. Additionally, the department's director is the association's general counsel.

The department oversees the Regional Service Officer Advantage Program (RSOA). RSOA teams help regions create a customized strategy that addresses growth in every part of the region's operations. From nurturing new revenue streams and increasing membership to streamlining processes and realizing organizational efficiencies to more strategically aligned marketing, programming, and development initiatives, RSOA teams transform outdated models into dynamic solutions that drive successful organizations.

RSOA teams provide:

- General administrative support.
- Website development and maintenance.
- Membership services.
- Event planning
- Marketing for professional development products.
- Housing America events.
- Support member engagement in advocacy.

Membership

The Membership Department is responsible for member relations and customer service. Activities include membership marketing, recruitment, retention, and dues management. The department also manages conference registrations and maintains contact information for current and prospective members. It also manages the Awards of Merit, Awards of Excellence, Emerging Leaders, Outstanding Professional of the Year, and the Commissioner of the Year Awards. The department supports the Member Services Committee, the Emerging Leaders Subcommittee, the Fellows, and the Commissioners Committee.

Operations

The Operations Department leads business intelligence and data, fiscal 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, and the administration of all employee benefits and retirement plans. The department supports the Budget and Administration Committee daily and every NAHRO service, project, and operation. Operations strives to provide an excellent customer experience that helps NAHRO serve its members and stakeholders and proactively implement strategies to advance the association.

Policy and Legislative Affairs

The Policy and Legislative Affairs Department tracks and comments on federal regulations, judicial matters, and legislation that affect housing and community development programs; conducts national research and analysis of critical issues; develops NAHRO policy for approval by its relevant committees and the BOG; and provides staff support for the Housing Committee, the Community Revitalization and Development Committee, the International Research and Global Exchange Committee, the Small Agency Advisory Committee, and the Legislative Network Advisory Committee. The department is responsible for understanding federal policy impacts on NAHRO members and ensuring membership perspectives are articulated to the federal government.

It provides informational updates and webinars to members and creates written products for NAHRO's Direct News and *Monitor*. The Policy team also provides one-on-one assistance to members for questions related to federal programs and presents on diverse topics at state and

regional NAHRO conferences. The department curates content for the Washington Conference and Summer Symposium.

This department is the primary conduit between the NAHRO membership and the work of Congress. It provides NAHRO members with regular and timely information about Congress regarding housing and community development concerns, supports NAHRO member advocacy efforts on critical industry matters.

The Policy and Legislative Affairs Department also assists with preparing NAHRO's annual Legislative and Regulatory Agenda, other materials for Capitol Hill, and the production of the association's Washington Conference program. The department maintains active communication with members of Congress, congressional committees and their staff, national public interest groups, and federal agency personnel where appropriate to the work of the Congress.

Professional Development and Certification

Professional Development and Certification help industry professionals gain the knowledge and skills they need to lead successful careers and provide more shelter and affordable housing solutions for America's most vulnerable. The department's products and services provide those working within the housing and community development field ways to enhance their technical, managerial, and leadership skills, essential for career advancement and day-to-day operational effectiveness.

Professional Development and Certification develops and delivers professional development training programs in various formats that suit different learning styles and budgets. These range from short webinars to guided e-learning programs to multi-day live, in-person, and virtual classroom trainings. Additionally, the department provides technical services, such as salary and compensation surveys. NAHRO hopes to expand its services in this area.

Major programs and products offered include:

- Continuing education, especially as it relates to improving specific job skills.
- On-site/contract services.
- A national network of industry experts to provide advice, consultation, or training on agency-specific issues.
- Technical information dissemination.

The department is responsible for all facets of NAHRO's comprehensive certification program. The department oversees the creation and maintenance of all certification programs, including assessments/exams, the formal structure of the certification process, and assuring the continued competence of credential holders. The NAHRO Board of Ethics and Credentialing Trustees is an autonomous unit established by the NAHRO Board of Governors to develop policy regarding the NAHRO credentialing programs. The department implements policies by establishing procedures that allow staff to complete their responsibilities.

The Professional Development and Certification Department is a revenue-generating part of the organization that constantly revises and improves its procedures and outcomes to assist NAHRO members and housing and community development.