



2017-2019 BOG Meeting Minutes

Saturday, July 28, 2018 9:00 a.m. – 12:30 p.m.

Yerba Buena Ballroom, Salon 7, Lower B2 Level.

San Francisco Marriott Hotel

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<http://www.nahro.org/nahro-board-governors-members>

President Carl S. Richie, Jr. called the meeting to order at 9:11 a.m., La Tonya Rajah, Staff Liaison, conducted roll call and announced a quorum had been established. President Richie welcomed Carol Gore, who was attending her first meeting for this biennium and Joseph Lamagna, who was recently appointed by NERC replacing Tina Marie Sullivan. He then asked guests and staff to introduce themselves. Having no responses to the call for Associates comments, President Richie asked for a motion to approve the April 22, 2018, Board meeting minutes.

ACTION: Motion to approve the April 22, 2018, Board minutes moved by Anthony Vasiliou, seconded by Dianne Hovdestad. Motion carried.

President Richie called the Board's attention to the two items for strategic discussion and noted discussion of the 2021 summer conference would be deferred due to CEO Todman's absence from this meeting.

President Richie asked Board members to review the Consent Agenda and asked if any member wished to move any items from the Consent Agenda to the Discussion Agenda. There was none. President Richie then called for a motion to approve all items on the Consent Agenda without discussion/comment.

CONSENT AGENDA

BUDGET & ADMINISTRATION COMMITTEE

Member Dues Increase

Background: At the meeting on Thursday, the B&A Committee was joined by the Vice President of Member Services. He informed the B&A Committee that during the morning session of their meeting, the Member Services Committee had discussed and approved an increase in membership dues rates.

Resolution: The B&A resolves to formally support the action taken by the Member Services Committee to raise membership dues.

MEMBER SERVICES COMMITTEE

#1 MAHRA By-Laws

Background: MAHRA proposed additional changes to their by-laws. These included better identifying an “active” member, adding the ability to attend virtual meetings, changing the titles of some officers to reflect National NAHRO titles, allowing electronic voting, and updating voting procedures.

Resolution: The Member Services Committee moves the acceptance of the changes/additions to the MAHRA bylaws

#2 Kansas Chapter By-Laws

Background: The Kansas Chapter proposed additional changes to their by-laws. These included changes to the retention period of an active member who ceases to qualify for active membership, who is eligible to receive dues payments, when budget revisions may occur, who can fill vacancies, who can be an officer; changes to names of committees to be more in-line with National NAHRO; office terms for vice-presidents, who can sign checks, the role of the service office; renaming Regional Representatives to District Representatives, and updating the election process.

Resolution: The Member Services Committee moves the acceptance of the changes/additions to the Kansas Chapter bylaws.

#3 Texas Chapter By-Laws

Background: The Texas Chapter proposed additional changes to the by-laws. These included the following:

- * Article III Membership: Affiliate members will have the same rights as Agency and Associate members
- * Article IV Board: Removing Executive from document to better distinguish between the Officers and Directors
- * Article IV Board; Composition: Removal of required membership with other chapters
- * Article IV Board; Section 5: Defining what is a majority
- * Article IV Board; Section 6: Decreasing the number of absences
- * Article V Officers; Section 6: Removal of language for the office of Treasurer
- * Article VI Nominations; Section 1: Empowering the President to replace members of the Nominating committee that have vacated

- * Article VI Nominations; Section 2: Electronic voting by membership for officer/directors
- * Article VIII Committees; Section 2: Removal of language
- * Article VIII Committees; Section 4: Removal of Service Officer responsibility for website
- * Article IX Amendments, Section 1: Eased Amendment process to allow vote by Agency Members only and to allow an electronic vote
- * Article X Effective Date; Section 1: Added additional language clarifying SWNAHRO and NAHRO role in affirmation of the bylaws compliance

Resolution: The Member Services Committee moves the acceptance of the changes/additions to the Texas Chapter bylaws.

ACTION: Motion to approve the Consent Agenda moved by Rob Fredericks, seconded by Marsha Parham. Motion carried

DISCUSSION AGENDA

BUDGET AND ADMINISTRATION COMMITTEE

2017 Audit Report and Letter (submitted with preliminary agenda)

Background: The B&A Committee had a thorough review and discussion of the FY2017 Audit report and letter as submitted by the auditing firm of Raffa. The audit resulted in a clean audit of NAHRO's combined financial statements and provided recommendations for accounting procedures going forward. The accounting department has already implemented appropriate policies to address these recommendations.

Resolution: The B&A Committee recommends that the BOG accept the 2017 audit report and letter, combined financial statements and management letters.

Question: Has the B&A had a comprehensive look at segregation of duties? If so, how many staff is anticipated to handle that?

Mr. Martin began by advising this audit began midway through CEO Todman's first year. The committee has had discussions with CEO Todman regarding the segregation of duties and how things will move forward. The resolution brought before the Board solidifies the path set forth that will move us forward. This fall, the B&A committee will examine all policies and work to implement a new set of policies.

Action: Motion to accept 2017 Audit report and letter, combined financial statements and management letters moved by DeeAnna Peterson, seconded by Joe Lamagna. Motion carried.

MEMBER SERVICES COMMITTEE

Member Dues Increase

Background: In July of 2016, based on the dues discussion held at the Summer Conference and on the recommendation of then-President Steve Merritt, the Member Services Committee resolved to review the NAHRO dues structure every two years starting with the 2018 Summer Conference. During the 2018 meeting, President Carl Richie along and CEO Adrienne Todman provided the committee with a few scenarios to consider:

- 5% increase (\$1.48 per unit) or 8% increase (\$1.52 per unit) in dues for housing agency and public agency (CD/redevelopment agencies) membership categories;
- 15% increase for affiliate members (for-profit, non-profit and manufacturers and suppliers). The last increases were: housing agency - 2 1/2 years ago; public agency increase - 5 years ago; and affiliate members - 10 plus years ago.

5 to 8% increase would be nominal to most agencies: between \$5 and \$8 for smaller agencies; a few hundred for larger ones.

The increase would not affect the \$100 minimum or roughly 65 units for the smallest agencies, or the maximum of \$18,000 for the largest agencies.

The last increase helped add new benefits such as more no cost e-learning on hot policy topics, enhanced the ability to communicate more effectively with the media; added new trainings such as the Commissioners' Guide to Monitoring & Oversight, and provided much needed IT investment. This increase will provide more investment into the organization to provide additional services. Finally, it was pointed out that our competitors raise their dues annually at approx. 3% per year.

Resolution: The Member Service Committee moves the acceptance of an 8% dues increase in 2019 for housing and public agencies and a 15% increase for affiliate members. The resolution passed by majority with one opposed.

Discussion: Andy Rodriguez advised the committee is looking at recommending a modest, incremental dues increase every two years. President Richie commented it makes sense to build in an automatic increase biannually because from an agency standpoint, knowing this information in advance would be useful as agencies build their budgets. The additional revenue

would **not** be used to balance the budget, rather provide revenue for continued investment in NAHRO's infrastructure and improvement and expansion of products and services.

Anthony Vasiliou suggested a narrative/description of initiatives that the increase in dues would fund, which he could share with his colleagues. It would make a powerful argument for the purpose of the increase in dues and show how the organization is moving forward. President Richie commented infrastructure is not just IT but additional services like E-learning that are currently provided at no cost to members; yet there are hard costs to NAHRO. As we expand the discussion to education and healthcare and other issues, we are looking at building our system so that we can be a one-stop shop for all of our members. We want to build a robust communication system so that we can reach the smaller agencies that lack the ability to travel and need the information and help. President Richie said we can provide a narrative now; however, the budget narrative will address all of the things that we will do with the additional revenue for the upcoming year.

Budget & Administration Committee Chair Clif Martin commented aside from building out more member services-oriented offerings and amenities, there is some logic for the need for dues increases. He cited as an example, NAHRO headquarters is located in one of the world's most expensive marketplaces on the plant, which impacts salaries, benefits, real estate, taxes, etc. We have to understand some of the ancillary issues that affect the budget every year and costs continue to rise. Without an increase in revenue, the only other option would be to increase costs of services/products. A dues increase is a more transparent, ethical way to explain to the membership what our needs are.

President Richie cited another example: the DC City Council recently passed an ordinance requiring all commercial property owners to pay an additional fee for waste water and drainage, an expense that was not known when we prepared this year's budget. This demonstrates the need to be prepared for unexpected expenses, said President Richie.

President accepted the motion and called for a vote.

Action: Motion to accept 8% dues increase in 2019 for housing and public agencies and 15% increase for affiliate members, moved by Diane Cohen, seconded by George Guy.

BOARD OF ETHICS AND CREDENTIALING TRUSTEES (BECT)

Proposed By-laws Revisions

Background: The BECT By-Laws were last revised in 2002. Proposed revisions address general administrative issues only.

Summary of Changes: Proposed revisions were presented with the Preliminary Board Agenda. The following revisions were made at the BECT onsite meeting, July 27.

Article V – Meetings

a) Regular meetings

- Regular meetings of the Trustees shall be held at a time and place established by the Trustees. To participate and vote, Trustees must be present in-person.

b) Special meetings

- Special meetings of the Trustees may be called by or at the request of the Chairperson, or at the request of one third of the members of the Trustees, and may be conducted in-person, via telephone or electronically, and all participants may vote.

Resolution: Amendment or repeal of By-Laws by more than a majority of sitting Trustees is required to submit to the NAHRO Board of Governors for approval. A majority of the BECT was present on July 27, 2018, and unanimously approved the revised By-Laws.

Action: Motion to accept proposed <u>by-laws revisions</u> moved by Patricia Wells, seconded by Mark Thiele. Motion carried.

REPORTS

PRESIDENT

President Richie thanked conference hosts, PSWRC and the San Francisco Housing Authority for their gracious hospitality and support of this conference. He thanked the NAHRO staff for their hard work. Great opening plenary session with Steve Pemberton. President Richie provided conference statistics as of the time of the Board meeting: total attendance – 927; total paid: 864. Budget was 900 and expected total profit: approximately \$35,000.

The Governance Group is working hard on its set of recommendations. If the agenda for the next Board meeting is not too heavy, President Richie would like to have the Group present and discuss the recommendations in an hour-long work session.

Upcoming presidential travel includes state conferences in Alabama, Georgia and Illinois.

SENIOR VICE PRESIDENT

Senior Vice President Shaw thanked MARC and SW for inviting her to their conferences. As Senior Vice President, she will oversee the CEO evaluation process. Prior to Atlanta, she will travel to Washington, DC to meet with our attorney to work on the CEO evaluation tool so that we can begin the process of goal-setting with the CEO, followed by an evaluation in October 2019. Concluding her remarks, Senior Vice President Shaw shared she will attend the Arizona NAHRO conference.

ACTION: Motion to accept reports moved by George Guy, seconded by Andy Rodriguez, Motion carried.

STRATEGIC DISCUSSION: HUD’S MODIFICATION OF ACC

Comments

HDLI’s representative Vivian Bryant shared that MTW agencies have looked at the ACC amendment and recognize the provisions (Part C) take away the flexibility that MTW agencies currently have. The Steering Committee of the MTW agencies are planning a strategy and have contacted HUD to express both their objection to the ACC amendment and advise that MTW agencies will not draw down their funds because to do so would accept the ACC. Non-MTW agencies may project-base more vouchers--up to 25% rather than 20%. However, MTW agencies can already do that and more.

Ed Mayer expressed concern about the unilateral contract changes and is wary that the mere drawdown of capital fund dollars is an automatic acceptance of the ACC. Without further detail, it is important that we should push back.

SERC President Sean Gilbert advised the region will send a letter to HUD contesting the legality of the amendments (he will send NAHRO staff a copy).

Joe Lamagna echoed Ed Mayer’s comments.

Anthony Vasiliou inquired if national NAHRO has taken any steps either in private discussions or more public position with HUD questioning this move by the Department. He expressed concerned about agencies not having the ability to sue.

NAHRO Director of Policy and Program Development Georgi Banna responded that NAHRO has had conversation with both HUD and industry groups. Industry groups are collectively seeking a meeting with HUD PIH and the General Counsel’s staffs. It is believed that the majority of the changes were driven by the General Counsel’s office

Staff was asked to verify if August 2 is the deadline or the “drop dead date” for signing the ACC. Before you can drawdown capital funds you have to check “ok” that you accept the ACC. The question was is there a deadline for drawing down Capital Funds and therefore accepting the new ACC. The answer is no – August 2 is not a drawdown deadline.

Anthony Vasiliou commented the administration does not have the power to rescind money authorized by Congress. NAHRO must take a vigorous role and seek General Counsel advice relative to the legality of the issue. Because agencies have not been given advice as to what action to take, they may drawdown their funds, which would weaken our position.

Richie Herrington commented a number of agencies are using the money for RAD projects. Some agencies do not understand the implications of their drawdowns; this is a serious issue and should not be taken lightly.

Taking off her parliamentary hat, Antonio Jackson commented that lawyers of the American Bar Association's forum on affordable housing and community development are speaking on this issue and have reached out to HUD. The lawyers serve as development and specialty counsel for a number of agencies and recognize the problems with developments as mentioned by Richie Herrington. She will communicate with NAHRO CEO.

Peter LiFari noted some members could inadvertently put themselves in a position of risk and if there are communications to them on this issue, NAHRO's engagement is a great opportunity to demonstrate our value proposition to our members.

Small Agency Task Force Chair Sharon Carlson mentioned many small agencies do not have nor retain legal counsel. To date, only one small agency has reached out to her on this issue. Her sense is that they may have already drawn down funds or be in the process of drawing down funds, without understanding or knowing the consequences.

Carrie Blackburn asked if NAHRO staff is investigating the legal perspectives and will reach out to HDLI, ABA Affordable Housing Forum, and other industry attorneys.

Julie Brewen asked for clarification of the difference between the impact on MTW and non MTW agencies. Vivian Bryant responded a couple of years ago, there were proposals to limit MTW agencies and a similar process like this wherein if MTW agencies did not agree to HUD's provisions, HUD would not extend contracts. Negotiations lasted for nearly a year. Many of the provisions that are in the standard ACC would limit what MTW agencies can do and the flexibilities, i.e., as mentioned earlier can exceed 20% project-based vouchers without HUD approval. The current ACC amendment states that all agencies can go up to 25%; yet, MTW agencies can already go up to 50% or higher. Ms. Bryant will speak with HDLI counsel about the impact on MTW and non-MTW agencies.

Action: Motion that NAHRO take a position to oppose HUD's modification of the ACC moved by Joe Lamagna, seconded by Ed Mayer.

Past President Betsey Martens expressed support for the motion and commented the vast majority of our members do not have financial capacity. Her concern is the motion works against the interest of most of our members.

Patricia Wells echoed Betsey Martens' comments and urged NAHRO to immediately send information to the membership to help them understand the issues, implications of MTW agencies and non-MTW agencies as well as small agencies.

Anthony Vasiliou pointed out that there is no language that restricts voluntary action by any agency. It does send a message that maybe agencies should take a second look at the issue.

Georgi Banna advised both policy and congressional staff are working on and discussing this issue. There are a lot of questions regarding the actual implications of the new ACC. A more general question is does the new ACC apply to MTW agencies because of MTWs current standard agreement and processes. For non-MTW agencies, there are concerns and staff are working through them with HUD PIH staff. There is discussion of HUD's PIH staff not knowing the direct implications. As mentioned earlier, a lot is being driven by HUD's General Counsel. Because of prior lawsuits that PHAs have had against HUD and trying to minimize the possibility of those lawsuits in the future, HUD General Counsel is trying to minimize future litigation. Staff is working on and will continue to gather information both from legal and regulatory sides of the issue. Staff asks for maximum flexibility to be able to discuss this both in positive and negative perspectives as we continue to investigate and further discuss this issue, which is important. He expressed concern about the resolution being strictly against without further information.

Deborah Jenkins echoed Georgi Banna's comments.

Sean Gilbert pointed out that some agencies do not have a choice but to draw down the funds and therefore suggested NAHRO provide agencies with a form letter to accompany the draw down that states the agency does not accept the terms of the ACC. Georgi said that if such a letter is sent to HUD, most likely, the capital funds will be cut off and further capital funds will not be allowed to be drawn down. Additionally, there is concern about the status of current capital funds that have been drawn down and obligated but not spent.

BECT Chair Carrie Blackburn Riley commented the letter should convey that agencies are signing under duress; that they did not anticipate the changes and had no other choice in light of agencies' other financial obligations.

President Richie said agencies have a choice as to whether or not to send a letter. However, the letter puts agencies on notice that they have signed a document and there are consequences associated with that. It was suggested that staff work with HDLI on a draft letter.

Continuing, President Richie said the resolution in opposition gives staff the strength to say we have talked to our membership and our Board of Governors and we (staff) are here on their behalf to discuss their concerns. He encouraged staff to work with HDLI, the America Bar Association and others who may be more aggressive from a legal standpoint.

Georgi recommended that staff seek input from the committee(s) of jurisdiction and noted that blanket opposition may be too broad.

VP Housing John Mahan suggested that if time allows, refer issues to the committee level for vetting.

Peter LiFari discusses the timeliness of this issue and action from the Board of Governors is appropriate and Committee input is not needed.

Past President Steve Merritt suggested the motion express concern over the lack of HUD's communication with stakeholders and industry groups.

Joe Lamagna said the resolution is not intended to sabotage the negotiation process, rather to enhance. The contract is onerous and unacceptable and before agencies sign it we should let HUD know and negotiate better terms.

Betsey Martens wondered if agencies that need funds right away could get a “cash flow loan” based on the value of the capital funds.

Anthony Vasiliou inquired if either the Legislative Network or its Leadership Group had discussed this issue. Chair Mike Gerber responded “no,” and would do so. He voiced concerns with the ACC as it relates to mixed-finance properties, RAD, gap financing.

Anthony Vasiliou called for the question.

Parliamentarian Antonio Jackson asked Steve Merritt if he made an amendment to the motion. He responded yes. Mr. Lamagna accepted the amendment. The amended motion is as follows:

Action: Motion by Joe Lamagna; seconded by Ed Mayer that NAHRO oppose HUD’s modification of the ACC; that NAHRO express concern to HUD about the Department’s lack of communication with stakeholders and industry groups. Motion carried.

HIGHLIGHTS: STANDING COMMITTEES

CR&D | Mark Thiele

The committee took the opportunity for self-examination and exploration of the “R” in NAHRO. Members spoke candidly on this topic. Advocacy and education remain priority activities.

The committee took the opportunity to continue to be collaborative in a variety of ways. Had vibrant and passionate discussion about diversity, equity and inclusion. Vice President Thiele thanked DEI Task Force Chair Liz Glenn for sharing and facilitating the discussion.

With respect to the Credit Access and Inclusion Act of 2017, the committee is interested in learning more about the opportunity to flip the focus on negative inputs and allow for PHAs and others to submit positive credit information, which may be of benefit to clients, while taking into consideration the potential administrative challenges that may present.

Discussed the not fully realized opportunities in opportunity zones. CR&D will pursue further with the Housing Committee. Additional information and continued advocacy will be needed to make sure that Opportunity Zones will be a tool available to housing and community development agencies as they build new and preserve existing local affordable housing.

Had great presentation by Isaac Dozier, Regional Vice President at Urban Strategies. Mr. Dozier shared with the committee his experiences working with high cost communities in need of

affordable housing and how he and Urban Strategies lead a Choice Neighborhood Initiatives in San Francisco and Sacramento, California. Committee has a better understanding of the challenges faced by the tremendously expensive housing environment.

The committee worked to address work requirements and did not further engage. The committee is split on opposition and continues to support local decision-making.

MEMBER SERVICES | Andy Rodriguez

Conference Discussion

All conferences in 2020 will be held on the East Coast so the committee asked the staff to look at west coast properties for 2021. The proposals presented were not ideal for the organization nor the attendee -- hotel and rental rates were high and the space offered was not a good fit. Since there is time, staff was asked to look into other possible venues, which lead to a report from the committee's Arizona task force. They were charged to look into the possibility of once again considering AZ as a viable site for a NAHRO conference. Previously, the Member Services Committee had passed a resolution to not consider AZ due to its immigration policies. After hearing the report on the changes the state is making to its policies and that national groups are once again going there, the committee rescinded its previous resolution and AZ may now be considered as a site for future conference and possibly 2021, if space is available.

The committee also heard from representatives on the Diversity, Equity and Inclusion Task Force and the Manufacturers and Suppliers Council on the work they are doing.

Subcommittee Reports

- The Awards Subcommittee was tasked with reviewing the awards applications and ceremonies and providing recommendations. At the last conference they reviewed the agency awards, and at this conference they reviewed the Herman, Wells and Lange Awards. They mainly focused on ways to better market the awards including separate promotions for each one, creating a toolkit for the regions so they can help market them, possibly changing the entry date so potential candidates can be interviewed in addition to the application, and better promoting past winners to spark interest.
- The Marketing and Relationships Subcommittee reviewed their task, which was to retain, recruit, and reclaim members. They talked about the proposed dues increase and how that would affect member retention. The subcommittee would like to be involved in the messaging for this announcement, if it passes. They also discussed member benefits and how these need to be communicated better, maybe through a video or testimonials or both.
- The **IT Subcommittee** met with staff for an IT update. They learned the RFP for the website design has been sent out for bids. Proposals are expected to return by the end

of next month and a firm will hopefully be selected in September. Staff has been working on the specs for an online group management portal, which will allow designated members to update contact information for their associates and employees in real time. Currently, these changes are done manually in-house. They also learned the second issue of the JOHCD is online, and staff is looking into the possibility of sending membership renewals by email.

- The **Emerging Leaders Subcommittee** discussed the Brown Bag luncheon, which will be held at this conference and themes for the National Conference *Party with a Purpose*. They asked the committee for recommendations they might have for a local charity that the group could support in Atlanta. Lastly, Emerging Leaders met with some of the Fellows to discuss ways they could share their knowledge with them through conference calls, emails, etc., and how they were going to collaborate on the session t planned for the National Conference.

HOUSING | John Mahon

Staff discussed the newest phase of HOTMA implementation in the form of Over Income provisions and staff also discussed an update to a resolution that HUD update its guidebooks. The Department's response to NAHRO's letter was that certain chapters of the Housing Choice Voucher program guidebook would be updated by the end of the year.

The committee discussed many of the problems with the portability process as it is currently structured, but all agreed that the underlying problem is one of lack of funding. Staff will create a list of the problems that were discussed and begin organizing the problems, so that they can start to think of solutions.

Tess Hembree give a legislative update. She discussed where we are in the FY 2019 appropriations process. She also went over the current legislative landscape, including S. 2155 and rent reform proposals, including work requirements. The committee agreed that although work is important, the population that is not already working, elderly, or disabled is small, and that work requirement legislation introduced is not nuanced enough to help residents become employed.

There was a brief discussion of whether the work that the Community Revitalization and Development Committee did was substantially similar to that of the Housing Committee. The sense of the Housing Committee was that although there were some overlapping areas, in general, the work of each committee was different.

Section 8 Subcommittee

The Section 8 subcommittee discussed the topics of mobility and administrative fees. The subcommittee specifically discussed the policy provisions in the mobility demonstration in both authorizing legislation and the House T-HUD bill. The subcommittee was in support of the provisions because they were voluntary, but stressed that additional money and vouchers are needed. The subcommittee also provided staff with further examples of how their residents were

hurt by the lack of administrative fees, which can be used by NAHRO staff to advocate for additional administrative fee funding.

Public Housing Subcommittee

The Public Housing Subcommittee discussed changes recently made to the ACC. The subcommittee first talked about the new requirement that PHAs must get HUD's permission to provide any information submitted in HUD's System of Records Notices (SORN). The subcommittee noted that the new provision would impact an agency's ability to provide important data to other programs PHAs have and MOUs with other entities. The subcommittee also discussed the new requirement that "program receipts" along with "operating receipts" now must be used toward Public Housing units, and the requirement that PHAs follow all HUD-issued notices. The subcommittee expressed concerns with the changes with ACC and directed NAHRO staff to express these concerns to HUD. The subcommittee also inquired about the legality of the changes to the ACC and the process HUD undertook.

Innovative Housing Solutions

The Innovative Housing Solutions Subcommittee met to discuss its draft goals and metrics that were developed from discussions at a prior subcommittee meeting and a prior conference call. Additional suggestions were made, and those suggestions were incorporated into the subcommittee's goals and metrics.

The subcommittee comments regarding the new RAD notices:

- The increased unit cap and new RAD rents have made it more attractive for RAD conversions.
- Overall, the HUD RAD conversion team has been good. However, there is a need for HUD to better understand the development timelines so that deals can be closed on-time.
- HUD should hire an appropriate number of staff members to assist with the increased number of future RAD conversions.
- To help PHAs initially analyze conversion options, it would be beneficial to have an updated comparison chart that incorporates changes from the new RAD guidance and Notice PIH 2018-04 Demolition and/or Disposition of public housing property and eligibility for tenant protection vouchers (TPV) that outlines the difference between RAD conversions with PBV, PBRA and Demo and/or Disposition with potential TPV.
- One step that HUD could take to make the conversion process easier for PHAs would be to issue a Contract Number for the property sooner.
- For RAD PBRA conversions, vouchers have to be submitted in TRACS and dedicated HUD staff members that sets-up conversion properties in a Secure System could help PHAs to process conversions quicker and submit vouchers in TRACS.

PROFESSIONAL DEVELOPMENT | Marsha Parham

- Thanked B&A Committee for providing PD with some financial information which led to great discussion.
- Thanked Duane Hopkins, who continues to work with PD. He and Lori Barringer attended a meeting in Tampa that will help facilitate a new financial curriculum for NAHRO.
- Discussed the need for training centers on the west coast.
- Looked at additional licensing arrangements that would be beneficial for revenue for PD and if that is a model that we want to continue.
- Had 291 certifications last period; pass rate is in the 90% range.
- The Marketing Subcommittee talked about development of a national award for Professional Development that would recognize outstanding work done in the area of training. PD will work with the Member Services Committee on this.
- A commercial aired during the opening plenary session to help promote and bring awareness to PD.
- Wanted to talk with state and chapter presidents to make sure they are adding professional development to their conferences in order to afford additional opportunities for PD
- NAHRO certified ribbons are a big hit. Board members were encouraged to wear theirs.
- The Quality Assurance Subcommittee interviewed five new faculty members. Looking at standardizing faculty onboarding to make sure that our courses are being offered and delivered properly and to expand the types of offerings. Will bring on faculty members for specific courses rather than in general.
- Curriculum committee will continue to work collaboratively with staff on its agenda.
- Discussions about iNAHRO led to identification of specific things that we can achieve. PD and NAHRO staff will work together to build-out these things.

INTERNATIONAL RESEARCH AND GLOBAL EXCHANGE | Saeed Hajarizadeh

- Betsy Morris will represent the committee at the INTA conference in Rostock, Germany (Sept. 19-21). She will present at a workshop entitled “planning vs. urban projects: implementing inclusive development policies.”
- Reached agreement on the theme and potential partners for the **2019 International Housing and Community Development Forum**, which will be held October 12-13, 2019 in Austin. Theme: *Creating Community: How do we create strong community?* Potential partners include: Canadian Housing and Renewal Association, Chartered Institute of Housing (UK), INTA, the Housing Association of East London (South Africa); the Australasian Housing Institute, and our associate in the Netherlands, Gerrit Teunis.
- Committee activities at the National Conference in Atlanta: exhibit booth, dinner, a concurrent session and brown bag session that will focus on *The Right to Housing: 70 Years since the Universal Declaration of Human Rights*.

- Endorsed the MARC NAHRO Mary E. Paumen International Scholarship. She served as chair of the International Committee and was a recipient of the John D. Lange International Award.

COMMISSIONERS | Henrietta Snipes

Advocacy subcommittee has three National Conference Sessions, one of which will be a repeat from the Summer Conference. Possible topics: domestic violence and resident renters insurance. Expand reach of literacy focus of Little Libraries for children to include adult book clubs for heads of household.

Tess Hembree asked the committee for assistance with letter writing during August Advocacy campaign on the following topics: Urge congressional reps to participate in public housing caucus, HOME, LIHTC, Administrative Fee, and FY 2019. The committee asked Tess to create a commissioners letter on Administrative Fees to assist in reaching the NAHRO Advocacy goal to send 3,000 letters to congressional reps.

Communications Subcommittee has completed its revisions of the Commissioners Handbook, which will be reviewed by the full committee and then forwarded to NAHRO's Director of Communications Sylvia Gimenez for edits. She will add additional material such as professional development, policy, advocacy and technological information. The next areas of focus for the subcommittee will be on the commissioner's resource page, a communications plan for outreach to commissioners, and ways to improve visibility of the Commissioners Mentors' efforts.

HIGHLIGHTS: NATIONAL COMMITTEES, TASK FORCES AND AD HOC GROUPS

BOARD OF ETHICS & CREDENTIALING TRUSTEES (BECT) | Carrie Riley

- BECT has completed six of the current 14 NAHRO certifications; expect to complete a comprehensive review spring/summer 2019.
- No new disciplinary actions.
- Active discussion about ethical leadership so that we can proactively model and hopefully avoid having to be in a reactionary mode.

BUDGET AND ADMINISTRATION (B&A) | Clif Martin

In addition to the final review of the audit and recommendations, the committee had a robust conversation about the current financials. As you may recall, last year, the B&A Committee mandated that a realistic budget be proposed. Six months later, Chair Martin was pleased to advise we are well ahead of budget and not in the projected deficit position projected. Position vacancies may have had an impact but not a significant one. Moving forward, the projections for the second half of the year look robust and will put us in a great financial position compared to prior projections for year end. Mr. Martin offered kudos to everyone for making this happen.

The committee did a deep dive into the professional development portfolio and determined that our PD offerings are robust. Revenues are up 42%, which shows that the demand for professional development is there. Kudos to the committee and the staff.

Member Services Committee Chair Andy Rodriguez led the committee in a robust discussion about membership dues. The B&A felt that it was extremely critical for the B&A to support the committee's work and the analysis they did with staff.

Last year the Board adopted a resolution that required the staff to work with the B&A Committee to conduct a review/revamp of all financial policies and procedures. The investment policy was first up for review (last done in 2009). The B&A was concerned that past investment policy changes were made based on risks and not potential. The committee has asked the staff to talk to an analyst who can provide an expert opinion on what the investment policy should look like moving forward. Additional discussions on that will be held at upcoming committee meetings.

Mr. Martin concluded that we were strongly encouraged to see that we made budget projections for this conference-- a good number although one that would be a challenge! To see that we are making these numbers is a testament to hard work and member demand for information. He is pleased that we are not only filling the demand but we are attracting members to what we are doing.

Betsey Martens acknowledged and commended CFO Reginald Hart, CEO Adrienne Todman and the B&A for their role putting NAHRO in a strong financial position, as evidenced by the most recent annual audit and the report coming from the B&A committee.

LEGISLATIVE NETWORK (LEGNET) | Mike Gerber

LEGNET had two meetings, one for the leadership team and the other for the full Network. At both meetings, groups discussed the importance of the upcoming August advocacy push with a goal of 3,000 letters sent to members of Congress on prioritized issues: full funding of Sec. 8 administrative fees; strengthening and preserving LIHTC; providing adequate funding for HOME and other CD programs; and securing the highest possible level of funding for the Public Housing Operating Fund and the Capital Fund.

In the first week, however, President Richie has identified a key issue that all NAHRO members should be engaged, which is to urge their representatives to join the *Congressional Public Housing Caucus*. NAHRO members should communicate the important work we do and the importance of preserving these programs for those we serve. Our industry issues are not being discussed much on Capitol Hill and *Congressional Public Housing Caucus* could provide a platform for staff and members of Congress to work together. President Richie has also proposed a good-natured competition among the regions to garner more support for this activity.

The LEGNET also spoke about the need for a train-the-trainer program. Jennifer Keogh and Jim Inglis have done excellent work developing a curriculum that can be used in other regions to help strengthen the case for everyone being involved in advocacy as well trying to make advocacy less intimidating. Advocacy can be challenging for someone who does not get to Washington, DC.

The need to make clear what those “asks” are and to provide tools and resources for members in ways that are relevant to members is a focus of the LEGNET. Expect to see more information on the Train the Trainer program as it makes its way to the regions and chapters.

The LEGNET talked about the need for expanding how we communicate across all levels of NAHRO and the need to have advocacy incorporated into everything that we do. We do not spend much time talking about the importance of getting NAHRO members out and talking to their reps about the importance of preserving our programs. There was a lengthy discussion about how to intersect more closely with the standing committees to better understand their policy positions and then advocate for them.

The LEGNET talked about how to incorporate advocacy into plenary sessions. Ideas included providing useful information about what advocacy looks like, showing a short video to take the mystery out of advocacy work; and making advocacy seem relevant to people—advocacy is for everyone.

There was general discussion about how to expand the advocacy base. Mr. Gerber urged Board members to consider themselves members of the LEGNET. We want to strengthen relationships with standing committee and we want all NAHRO members to feel that they are part of the LEGNET—we need their voices on Capitol Hill.

At Mr. Gerber’s suggestion, President Richie talked about the regional challenge. The charge is for each region to get a minimum of five congressional members (40 total) to join the *Congressional Public Housing Caucus*. This number gives us leverage in the budget discussions; past budgets have passed by a very slim margin. (The Freedom Caucus has the ability to shut down Congress with only 30 members.)

The region that comes up with the most (based on a percentage of congressional members in the region) will receive one complimentary 2019 Washington Conference registration and a free professional development training, which could be used to enable a member who might not otherwise be able to attend an event. Additionally, this could be an opportunity to connect and get our brand to a member unable to attend NAHRO events. President Richie encouraged the Board to participate and give back to an agency in the region.

President Richie encouraged Board members to send handwritten thank you notes to their representatives who agree to join the Caucus. He read how people do not understand the importance of handwritten notes; however, the receiver appreciates receiving them. He has sent handwritten notes to both Congressman Cleaver and Congressman Stiver.

He also sent a handwritten note to Sen. Mike Crapo thanking him on behalf of NAHRO for putting language into Senate Bill 2155. Additionally, one way to build friendships and to get people to do things is to thank them when they do not expect you to do so.

Tess advised that getting notes into the Capitol building is tougher now due to security. She is willing to deliver notes on behalf of members.

President Martens shared that MPRC was proud to acknowledge Julie Brewen's testimony before the Financial Services Housing and Insurance Subcommittee at a hearing focused on lead-based paint and mold remediation in public and assisted housing.

HOUSING AMERICA TASK FORCE | Richard Herrington

Mr. Herrington, commented on how inspiring it was to watch the What Home Means to Me Poster Contest winners. He encouraged regions to get their residents involved. 2019 contest winners will be announced at the National Conference and Exhibition in Atlanta. The cover winner will be given a trip to DC for the Washington Conference. HATF is working with SERC on a golf tournament, which will be held on October 23. All proceeds will benefit the NAHRO Merit College Scholarship. NERC recently advised that the region will donate \$1,000. He encouraged other regions and Board members to golf and donate.

President Richie acknowledged and thanked NERC, the Housing Authority of the City of Austin, and Richie Herrington for their donations of \$1,000 each. Our goal is to have cash in the bank to fund the program two years out, which will take away the pressure of fundraising annually. Looking at working with HATF to send letters to vendors and to provide vendors the opportunity to make donations when they register for the National Conference. He encouraged executive directors to play; vendors will appreciate and value the opportunity to spend time with agency staff. Conversely, agency staff, while they may not purchase a vendor's product/service, may get ideas of other things in the marketplace that they may not have otherwise heard about.

President Richie cited an example of the impact that the scholarship program is having on the lives of so many. Last year's grand prize winner shared his story during a recent HATF teleconference. In short, without the scholarship, he would not have been able to enroll in college.

Dionne Roberts pledged a donation and challenged her fellow board members, as leaders of the Association, to do the same—to lead through action.

MANUFACTURERS AND SUPPLIERS COUNCIL (MSC) | Dionne Roberts

Ms. Roberts thanked President Richie for opportunity to serve and reported that the MSC has been very busy since March, with monthly teleconferences and an in-person meeting at this conference.

Ms. Roberts thanked Vice President Rodriguez for inviting the MSC to have a liaison to the Member Services Committee. The representative, Cynde Smith, has participated in teleconferences and at the meeting held at this conference. In addition to supplier members, Shelli Scrogum, SW and TX RSO, attended the MSC meeting at this conference. Ms. Roberts said

she would welcome all Service Officers or other volunteers to participate in MSC conversations about what adds value at the local level to suppliers and what we can do to let them know they are valuable members of NAHRO.

Two items will be presented to the Steering Committee via teleconference prior to the National Conference: (1) Name change in order to more fully express the diversity of vendors and emphasize their partnerships with housing and community development agencies. (2) Changes to the MSC Community Service Award in order to provide a way to acknowledge and honor joint ventures and partnerships between MSC members and NAHRO member agencies.

If the name change is approved by the Member Services and the Steering Committee, the branding at the National Conference will reflect the new name. Ms. Roberts expressed appreciation to CEO Todman and the NAHRO leadership for their willingness to consider those types of things as we work to engage the suppliers' members.

The MSC has looked at the website and will make some recommendations for not only how to provide more information for suppliers on the website but also how to integrate the work they do as partners into different webpages.

The largest gathering of MSC members is at the National Conference and Exhibition. Two opportunities that will allow for increased visibility, education and member engagement have been identified: speed dating and a mini advocacy training, which will be scheduled when the exhibit hall is closed. President Richie brought the idea of speed dating to the MSC. Shelli Scrogum facilitated a similar event at the TX meeting and has agreed to help plan the MSC event. Hopefully, Tess Hembree will be able to conduct a mini advocacy training. As we build the *Congressional Public Housing Caucus*, we should think about how to use MSC members to promote participation by elected officials in that Caucus and help train them how to have that conversation.

Before commenting on the speed dating concept, President Richie asked Mike and Tess to draft a letter to MSC members informing them of the *Congressional Public Housing Caucus* and encouraging them to "ask" their congressional representatives to participate in the Caucus.

Speed dating provides opportunities for vendors to give a timed pitch of their products/services to invited conference attendees. An equal number of vendors and conference attendees rotate during a 90 minute-session. SW and PSW had similar events at their meetings and both received positive feedback from participants on both sides. At the PSW, participants received drink tickets. President Richie encouraged Board members to participate, stating this is an opportunity for vendors to meet and bond with decision-makers. Ms. Roberts echoed President Richie's comments adding that conference attendees should share their procurement needs with vendors as times and needs are changing. Vendors want to meet agencies' needs.

STRATEGIC PLANNING ADVISORY GROUP (SPAG) | Marty Ryan for Jennifer Bergman

SPAG began its meeting with a high level discussion of the Strategic Plan and received input from Vice Presidents with portfolio. SPAG is charged with being a parking lot for the Strategic Plan and to review quarterly progress via teleconference with chairs and staff liaisons. This process is working.

At the Board retreat in Austin in February, a Blue Ocean idea was that NAHRO become a development company. Duane Hopkins facilitated SPAG's discussion of NAHRO's role in creating a development company. It was noted that there are several development companies and this would be a risky business. SPAG discussed that NAHRO's role may be better served as a clearinghouse and training. It was determined that NAHRO's Blue Ocean may reside, at least initially, with offering RAD technical assistance. NAHRO may want to consider a training that could be geared regionally or even on a state level, as many states have different requirements. NAHRO should consider a "boot camp" type training. Vice President-PD Marsha Parham agreed to develop a concept for a NAHRO Blue Ocean Strategy for RAD.

DIVERSITY, EQUITY AND INCLUSION TASK FORCE (DEI) | Elizabeth Glenn

The DEI Task Force is working on a framework of collaboration. Chair Glenn thanked Vice Presidents Mahon, Parham, Rodriguez, and Thiele for their willingness to put some time on both their agendas and for participating in discussions around how we can incorporate equity and inclusion in our framework around the work that committees are doing.

At the CR&D meeting, the idea of a professional development track focused on equity and inclusion was introduced and considered. The group discussed what kind of trainings we might offer both locally and regionally around a collaborative framework of inclusivity and equity.

The Task Force has had phone calls with some standing committee chairs to consider these issues. During the DEI meeting at the conference, there was conversation about collaborating with other entities within NAHRO and the importance of that—particularly looking at how DEI will work with Club 21 and Emerging Leaders. The heart of the Task Force's work is preparing our industry for a change in demography and welcoming millennials into our industry, encouraging them to bring their ideas, energy and passion, and considering how we can accommodate them, including human resources development to outreach to advocacy to training.

On Friday evening, DEI and Club 21 hosted an exciting screening of *70 Acres in Chicago: Cabrini Green*. The panel, which included Eugene Jones from the Chicago Housing Authority, was amazing. Ms. Glenn said it must have been difficult for Mr. Jones to sit through the film as the perspectives portrayed in the film may not have represented the perspective of the housing authority. Nonetheless, the film kicked up a number of issues around understanding the notion of home, how people can be tied to the land, how people define the work that we do (particularly

redevelopment and relocation); how we tell our side of the story and how we recognize there are un-intended consequences to redevelopment.

Ms. Glenn thanked Patricia Wells for her thoughtfulness in working through putting together the film panel screening and how we choose our panelists and some of the things we knew would emerge and how we would handle that. She also thanked Ms. Wells for trusting her with moderating the panel and hopefully creating a safe place to discuss issues that are not always easy to discuss.

DEI will reach out to Patricia Wells to discuss an event for Task Force and Club 21 in Atlanta. They also discussed working with standing committees to develop a couple of sessions for the Atlanta conference.

Ms. Glenn emphasized that these issues are not just limited to the task force –NAHRO as a whole is grappling with these issues as we think about changing demography in our country and industry, how we can best position what we do to prepare for succession and the sustaining our industry. The Task Force has been blessed with new members—millennials who give pause to think about how we attract and retain them; commissioners whose participation make us think about commissioners in a more meaningful and inclusive way. A DEI member who is a commissioner shared how he has been in this country for 25 years and felt like a stranger in paradise, like an outsider until he joined the DEI Task Force. Hearing his story, Ms. Glenn said if we can accomplish that kind of feeling amongst some people who want to engage with NAHRO and may not know how to do it, she thinks we are on the right path to creating a more equitable and inclusive environment in NAHRO.

Ms. Glenn thanked all who have helped foster a welcoming discussion around some issues that are not so easy to discuss. In the future the Task Force would like to convene roundtable discussions with directors from agencies of various sizes to discuss some of the Task Force's strategies. She encouraged everyone to attend the Task Force's conference session on promoting equity and inclusion and talking about the framework, and to provide some of their insights as we move forward.

SMALL AGENCY TASK FORCE (SATF) | Sharon Carlson

Chair Carlson began her comments by acknowledging leadership and staff who attended and participated in the SATF's meeting held at this conference. She expressed appreciation to CEO Todman for the CEO's message in the July 31 *NAHRO Monitor*. Although the CEO came to NAHRO from a large agency, it is apparent that she has spent a great deal of time this past year getting up to speed with not just who NAHRO is but the diversity that exists within our industry, i.e., agency size, location, etc. Ms. Carlson pointed out that there were several encouraging things that she saw in the CEO's message, as it highlights several things that are terribly import to small agencies. Concluding, Ms. Carlson said CEO Todman is listening and working to try to better understand and help agencies of all sizes.

The Task Force received a regulatory and legislative update from Georgi Banna and Tess Hembree, including pending legislation, the Credit Access and Inclusion Act of 2017 and THRIVE Act. Georgi talked about RAD changes that have come out and demo disposition. Concluded the update with a discussion of S. 2155 and the Small Agency provisions focusing on utility rate freeze and environmental reviews. Additional updates on S. 2155's definition of small and rural were provided. Georgi and Eric provided a brief overview of the current status of the new ACC.

Following the SATF meeting, Chair Carlson talked with Georgi and Tess and President Richie (did not have a chance to speak with Senior Vice President Shaw) about communication. SATF will focus on making contact with regional representatives for small agencies, who will be expected to send information from NAHRO to their chapters' representatives; chapters will be expected to filter down within the chapter. Regional Presidents will receive information, if the region does not have a regional representative. The Regional President is expected to share information with Chapters.

HOUSING & DEVELOPMENT LAW INSTITUTE | Vivian Bryant

Ms. Bryant wished to make a correction to HDLI's written report: on page two: HDLI will host a Commissioners and Executive Director's conference in September (not December). HDLI's written report is posted on the BOG webpage.

President Richie thanked HDLI for legal support provided to CEO Todman and NAHRO.

COMMENTS FROM REGIONAL PRESIDENT

Regional Presidents submitted written report, which are posted on the BOG webpage.

SERC: President C. Sean Gilbert asked Board members to keep Ailrick Young in their prayers (his mom passed away a few days prior to this conference). NAHRO sent cards and flowers to his family.

PSWRC: President Rob Fredericks thanked Board members for coming to the region and hoped everyone enjoyed the conference and San Francisco. President Richie thanked Rob and regional members for being gracious hosts.

**Action: Motion to receive all reports, moved by George Guy, seconded by Andy Rodriguez.
Motion carried.**

NEW BUSINESS – None.

Action: Motion to adjourn, moved by George Guy, seconded by David Lange. Motion carried.

ATTENDANCE

Officers: Carl Richie, Sunny Shaw, Marsha Parham, Mark Thiele, Andy Rodriguez, Saeed Hajarizadeh, Henrietta Snipes and John Mahon.

Past Presidents: Steve Merritt and Betsey Martens.

NERC: Diane Cohen, Joseph Lamagna and Anthony Vasiliou.

MARC: Clif Martin and Diane Haislip.

NCRC: DeeAnna Peterson, Marty Ryan and George Guy.

SERC: C. Sean Gilbert, L. Thomas Rowe and Mark Taylor.

SWRC: David Lange, David Gates, and Deborah Jenkins.

PNRC: Carol Gore, Lowel Krueger, Cupid Alexander and Lisa Stevens.

PSWRC: Rob Fredericks, Ed Mayer, Patricia Wells and Ramsey Jay.

MPRC: Duane Hopkins, Dianne Hovdestad, Peter Lifari, Julie Brewen and Philip Bernal.

Ex Officio: Jennifer Bergman, Vivian Bryant, Sharon Carlson, Mike Gerber, Elizabeth Glenn, Richard Herrington, Antoinette Jackson, Carrie Riley and Dionne Roberts.

Absent: Preston Prince, Joseph D'Ascoli, Regina Mitchell, Nathan Bovelie, Vernon Lawrence, Jennifer Keogh, Ailrick Young, Tonya Mabry, Darrin Taylor and Earnest Burke.

NAHRO Staff: Georgi Banna, Lori Barringer, Sylvia Bowen, Sylvia Gimenez, Tushar Gurjal, Reggie Hart, Tess Hembree, Eric Oberdorfer, Blake Pavlik, La Tonya Rajah, and Greg Shpak.

**Next Meeting: Atlanta, GA
National Conference & Exhibition. October 25-27, 2018**