



**BOARD OF GOVERNORS AND ANNUAL
BUSINESS MEETING
October 15, 2016 -- New Orleans, LA**

MINUTES

ASSOCIATES' COMMENTS

Lourdes Castro Ramirez, Principal Deputy Assistant Secretary-Office of Public and Indian Housing--Department of Housing and Urban Development

The Office of Public and Indian Housing has identified several major issues to work on during the remainder of the Obama Administration, which include issuing guidance notices on Housing Opportunities Through Modernization Act (HOTMA); finalizing the Smoke Free Rule; awarding grants to five cities for the Choice Neighborhoods Planning program; awarding new funding under the Project Soar Initiative; and wrapping up policy identification and operations notices and notices soliciting participation in MtW expansion.

Jeff Morrison, Executive Director-Canadian Housing and Renewal Association (CHRA) During the past year, the newly-elected government has made a minimum of 17 specific commitments to strengthen the social and affordable housing sector; adopted a federal budget that includes \$2.2 billion in new money over the next two years in social and affordable housing; launched a national public consultation on developing a new national housing strategy for Canada; and launched a consultation on a national anti-poverty strategy. Mr. Morrison looks forward to strengthening the relationship between NAHRO and CHRA and recognizes the value in sharing ideas and innovation.

PRESENTATION AND APPROVAL OF THE FOLLOWING RESOLUTIONS

MEMORIAL RESOLUTION

President Merritt presented the Memorial Resolution and called for a moment of silence in honor of industry colleagues who had passed away since October 2015 and called for motion to approve.

ACTION: Motion to accept the Memorial Resolution by Joseph D'Ascoli; second by Regina Mitchell. Motion carried.

LOCAL HOSTS/SPONSORS

President Merritt presented the Resolution of Appreciation to Local Hosts and Sponsors and called for motion to approve.

ACTION: Motion to approve the Resolution of Appreciation to Local Hosts and Sponsors by Sunny Shaw; second by Larry Williams. Motion carried.

EXHIBITION PARTICIPANTS

President Merritt presented the Resolution of Appreciation to Exhibition participants and called for motion to approve.

ACTION: Motion to approve the Resolution of Appreciation to Exhibition Participants by Dianne Hovdestad; second by David Allen Brown. Motion carried.

President Merritt presented the IRGE's committee Resolution of Appreciation to NAHRO Fellow Mary Paumen and called for motion to approve.

ACTION: Motion to approve the Resolution of Appreciation to NAHRO Fellow Mary Paumen by Julie Brewen; second by MARC NAHRO representatives on the Board of Governors: David Allen Brown, Regina Mitchell, Clifton C. Martin, and Diane Haislip. Motion carried.

President Merritt called for approval of the minutes of the July 16 Board meeting.

ACTION: Motion to approve the minutes of the July 16 Board meeting by Carl Richie; second by Donna Brown-Rego. Motion carried.

CONSENT AGENDA

President Merritt identified the item on the Consent Agenda submitted by the Housing Committee, "Adjusting Davis-Bacon Threshold Requirements for Inflation," and called for motion to remove the item the Consent Agenda to the Discussion Agenda. There was none.

Adjusting Davis-Bacon Threshold Requirements for Inflation

Background: At the request of Southwest NAHRO, the Housing Committee discussed the Adjusting Davis-Bacon for Inflation Act (H.R. 3472). The bill increases from \$2,000 to \$50,000 the contract threshold requiring the locally prevailing wage rate to be paid to various classes of laborers and mechanics working under federally-financed or federally-assisted contracts for construction, alteration, and repair of public buildings or public works (Davis-Bacon Act). The committee passed a resolution supporting the bill and supporting adjusting the Davis-Bacon threshold for inflation.

Resolution:

WHEREAS, the Davis-Bacon threshold has not been indexed with a measure of inflation and has not been adjusted in 85 years,

NOW, THEREFORE, BE IT RESOLVED that NAHRO supports updating the Davis-Bacon threshold by adjusting the threshold to the current value and then applying an inflation adjustment moving forward,

THEREFORE, BE IT FURTHER RESOLVED that NAHRO supports H.R. 3472 introduced by U.S. representative Jeff Duncan (R-SC-3) Adjusting Davis-Bacon for Inflation Act to increase the contract threshold from \$2,000 to \$50,000.

President Merritt called for action on the item.

ACTION: Motion by Regina Mitchell; second by Larry Williams to approve the resolution as presented. Motion carried.

DISCUSSION AGENDA

BUDGET & ADMINISTRATION COMMITTEE CHAIR DEEANNA PETERSON

Approval of the 2017 Budget

Resolution: The B&A Committee recommends that the Board adopt the 2017 budget proposal as presented with the requirement that staff work with the B&A committee to review and adjust the budget where needed. The requirement will be to address the operating concerns related to current performance in all operating divisions within the organization focusing on the revenue-generating divisions of Professional Development, Conferences, and Membership Dues.

President Merritt called on B&A Chair DeeAnna Peterson to speak to the resolution.

Chair Peterson commented on the meetings in Portland where President Merritt requested that future reports on the budget be done in sections with more details regarding discussion of each main category, as well as the overall budget. Highlights of the conversations that took place at B&A meeting on Thursday, October 13, are as follows:

Member Services. The 13% dues increase will take place at the beginning of the year; however, it will not have much impact for the first 9-12 months but will be seen more in the following fiscal year. In CR&D, we hired a full-time CD analyst and created CD trainings in anticipation of increased CD members, which has not yet materialized (only six new members). Staff is exploring options for different outreach and marketing efforts in order to grow membership in this area.

Conferences. The B&A committee requested that the site selection process be included in the “governance and structural conversation” that will take place in the near future. The committee visited with staff about the previous policy change, which eliminated the requirement to rotate from region to region, as well as the motion previously adopted by the BOG to allow the conference director to contract out up to three years in advance in order to negotiate better prices and higher rebates for the organization. The B&A recognized that location generates revenue, thus, we must make that a priority in the conference planning.

Publications. The committee discussed transferring the *Journal of Housing and Community Development* to an online only publication with the possibility of being able to send a printed version during the transition period. The B&A believes this change will have a positive impact on the budget. The estimated time to effect this change is about a year, therefore, the B&A recommends that we begin the process soon.

Legislation and Program Development. The B&A committee would like the “governance and structural conversation” to include discussions around the association’s 501(c)(3) status and the potential of needing to work as a 501(c)(4) based on our focuses in the legislative arena. Staff would like to create a video that will commemorate the 10th anniversary of the Housing America Program. NAHRO Senior Vice President Carl Richie is taking the lead in developing a scholarship for the benefit of Housing America. The B&A requested that staff increase efforts at celebrating the association’s accomplishments, which is viewed as a direct link to membership dues and therefore an indirect revenue source. NAHRO collectively needs to be very vocal about our role in successes we have with legislative issues.

Certifications and Professional Development. The B&A requested decoupling the reporting on certifications and PD and have requested that these committees be provided a different format and more information before the B&A makes a recommendation to the BOG. Much conversation took place regarding the information available to staff that was not reflected in staff presentations before the B&A. The B&A requested that a new presentation be made to the committee over the coming months. Questions came up regarding budget numbers as well as staff’s capacity within the current structure. Moving forward, the B&A suggested having discussions to provide creative ideas for adding “bandwidth” in the future.

Conclusion. The B&A committee has concerns about the 2017 budget that has been presented to the BOG. The B&A recognized the need to move forward with business and therefore will request that the BOG adopt the budget for the 2017 year with a caveat that the B&A committee will continue to re-work the areas of concern until we have a budget that is realistic and transparent. The B&A recognizes this may mean a budget that ends in the red; however, it is more important to be realistic and hope for better than to do the opposite. This is our fourth consecutive year in a deficit and as such we need to have honest and creative discussions in the coming months to create priorities that fall within our needs as an organization. Chair Peterson has consistently reiterated the need for any standing committee or task forces that have requests that will have an impact on the budget to present requests to the B&A prior to seeking Board action.

Comments—President Merritt

The 2017 budget does not include a figure for a CEO search firm because a firm has not yet been selected. The target date for selection is early November followed by Steering Committee approval in mid-November. The amount will be reflected as a capital investment because the amount cannot fit into the operating budget.

The budget does include a salary for the CEO, which will help mitigate some expenses related to the search, i.e., staff leadership.

The “governance group” that Chair Peterson mentioned will not circumvent the work of the Steering Committee. President Merritt said he would share his perspectives on a “governance group” during the executive session of the Board, which was held at the conclusion of this meeting.

Several Board members expressed an interest in having in front of them the results of the previous year’s budget that shows losses and gains available while reviewing the proposed budget; having a narrative that would help Board members understand or provide context to the proposed budget; having a balance sheet; and adding a line that reflects additions to or deductions from cash reserves.

President Merritt called for the motion:

ACTION: Motion by DeeAnna Peterson; second by Larry Williams that the B&A Committee recommends that the Board adopt the 2017 budget proposal as presented with the requirement that staff work with the B&A committee to review and adjust the budget where needed. The requirement will be to address the operating concerns related to current performance in all operating divisions within the organization focusing on the revenue-generating divisions of Professional Development, Conferences, and Membership Dues.

ACTION: Motion by Lowel Krueger; second by Duane Hopkins to amend the motion to require a full report at the March Board meeting with the potential for an amended budget at that time.

Chair Peterson accepted the amendment. President Merritt then called for vote on the amended motion. Motion passed unanimously.

Following vote on the motion, a member reminded the Board of previous action wherein the Board recommended that conferences be held in cities that would appeal to attendees.

HIGHLIGHTS: STANDING COMMITTEES

COMMUNITY REVITALIZATION AND DEVELOPMENT COMMITTEE

Joseph Lamagna Reported in the absence of Vice President Donovan Duncan

Tess Hembree briefed the committee on FY 2017 Appropriations and the current continuing resolutions that end on December 9. There is the possibility of an additional CR into early 2017, which may be attached to legislation on the budget cap that is set to expire in March 2017. Highlights from Regional reports:

The committee's task forces have presented sessions at National NAHRO Conferences, among which have included the following:

Part 2 of the Homelessness Task Force's white paper. Presenters examined issues in the current Housing First models and opportunities for new and existing tools to deal with homeless issues.

LIHTC 101 for small and medium-sized agencies focused on fundamentals of applying for and using LIHTCs in their development projects.

The committee conducted two successful e-briefings recently that were based on the RAD Toolkit, a primer produced by the Redevelopment Task Force for housing authorities that are interested in learning more.

The Director of Housing Policy and Community Development for the City of New Orleans facilitated a passionate discussion on New Orleans' efforts to rebuild the community and restore affordable housing after Hurricane Katrina.

CR&D and Housing Committees met jointly to discuss the development of best practices and policy recommendations on the use of criminal records by housing agencies. Over lunch, members were divided into groups to discuss HUD's recent guidance on the topic and their perspectives on the issue. Over the next few months, additional conference calls will be scheduled to solidify an action plan and outline for a NAHRO white paper.

Affirmatively Furthering Fair Housing Assessment Tool listening session. To continue CR&D collaboration with the Housing Committee, CR&D joined Housing to hear the latest news from Major Galloway, HUD's Office of Public Policy and Legislative Initiatives. Currently both the PHA Tool and the State and Insular Tool are open for 30-day public comment, and both Tools contain a streamlined insert for Qualified PHAs (PHAs with 550 or less total housing units). The State Tool includes a QPHA insert and also a streamlined insert for small local governments (governments that receive less than \$550,000 in CDBG funding).

Members shared their deep concerns about:

The lack of resource and administration capacity to complete the AFH, especially for extremely small PHAs that may have only part-time staff. Other members shared their

concerns over the duplication of efforts that will occur when state, local governments and PHAs submit separate AFHs. Additionally, there should be greater consideration for PHAs in rural areas where partnership opportunities do not exist. Another concern was that the Assessment Tool is too “one size fits all.” For some, there is not discrimination towards minorities, but there are landlords who discriminate against disabled and low-income families. Major Galloway encouraged members to share their stories with HUD through the comment process.

Redevelopment Task Force: The group discussed the Mixed-finance Development Toolkit Outline (the next toolkit to be developed after the RAD Toolkit that was recently finalized). The group developed a working timeline and discussed creative ways to share resources online.

Finance Task Force: Ideas and volunteers for conducting a session at the Housing and Development Law Institute (HDLI) conference in April and/or October 2017. In 2014, CR&D members held a well-received session at HDLI titled “Housing Development and Finance for Regular Lawyers.” A member of HDLI has expressed interest in a similar session or one that focuses on RAD and/or other current HUD initiatives (e.g., social-impact bonds).

Presence Task Force: Began building a list of conference session topics for request for proposals for national NAHRO’s 2017 conferences. The group discussed the need for nuts and bolts type sessions that provide those who are new to development deals insider-type advice when doing deals (e.g., what kind of developer fee is appropriate, what kinds of terms are okay to accept). Task Force Chair, Dionne Roberts, will connect with CR&D regional “ambassadors” to find out additional CD topics that regional members want.

Homelessness Task Force: Group discussed the goal of delving into unique programs that finance homeless assistance and new chronically-homeless definition may be a game changer.

COMMISSIONERS COMMITTEE VICE PRESIDENT RICHARD LECO

The committee’s Education Task Force is focusing on “little libraries.” Sixty-one libraries have been established to date (goal is 100). For the first time, the committee had a “mentoring” table in the conference registration area. More than 50 commissioners stopped by to discuss their needs, get additional information and/or sign up for mentoring. “Spot On” advocacy has been a huge success – 47 visitors sent 142 letters to Members of Congress. Nearly 70% of those who attended the “first-timers” session were commissioners, which included 15 commissioners who serve on the national Commissioners Committee.

Vice President Leco heard concerns regarding the lack of ample seating at a couple of concurrent sessions for commissioners and urged staff to take into consideration the number of commissioners who attend conference sessions when making meeting room

assignments. Nearly 40 commissioners were unable to attend sessions due to lack of seating. Commissioners have a strong desire to get certified. Many were disappointed because they were unable to participate in the training session held at this conference. Mr. Leco shared that he advised commissioners to sponsor trainings at their regional conferences and/or on-site at their agencies.

Concluding his remarks, Vice President Leco encouraged Board members to become engaged in “Spot On” Advocacy. The Commissioners Committee is interested in having a “Spot On” table at the Washington Conference as well.

HOUSING COMMITTEE VICE PRESIDENT REGINA MITCHELL

The Housing Committee discussed the lead-based paint proposed rule and expressed concern about HUD’s rush to implement the schedule. They are also concerned about the CDC’s numbers, which are a moving target. Additionally, agencies are concerned about how to implement the rule and monitor lead based paint in properties. HUD’s abatement schedule is too ambitious—in some instances agencies have less than 60 days to clear or remediate the lead from their units. Agencies need adequate funding to ensure successful implementation of the rule.

SWRC asked the Housing Committee to consider a resolution that called for the suspension of the community service requirement in PHAs. In lieu of passing a formal resolution, the Housing Committee agreed to form a study group that will be tasked with examining the numbers, talking to different PHAs; making a determination as to whether or not a white paper should be prepared; and looking at potential legislation.

As mentioned during the CR&D report, Housing Committee members joined members of CR&D for an “affirmatively furthering fair housing assessment tool listening session.” HUD’s representative Major Galloway made suggestions on how to implement the rule and how to use the rule to benefit the community. He took back some good ideas as well. Vice President Mitchell expressed continued support for joint collaboration with the CR&D Committee as both serve the same communities in different ways.

The Public Housing subcommittee discussed two main issues: (1) central cost center survey and its impact on federalization and the impact on PHAs and agencies in general because it will change the way agencies do business; (2) the preservation of the capital fund, preserving public housing and what a PHA will look like in the future. The group agreed to further examine these topics in greater depth.

The Section 8 subcommittee dealt with how different rules and the proposed rules will impact the voucher program.

PROFESSIONAL DEVELOPMENT (PD)
VICE PRESIDENT DUANE HOPKINS

PD has three subcommittees: marketing, curriculum and quality assurance whose members combined work on 30 different projects. Over the next couple of meetings, the committee will discuss strategic planning for PD and ultimately undergo a formal strategic planning process for PD over the next year or two in order to ensure that we are meeting the needs that we should meet; that we are hitting the markets that we should hit; and that we are maximizing the revenue that we can produce from PD.

There was a “swell” of concern amongst members of the committee about the current status of curriculum and materials for all professional development offerings. The consensus across the board was that we have an issue with products being dated and in dire need of being updated. The committee passed a resolution that was presented to the B&A that calls for funding in the 2017 budget for additional staff to allow PD to move forward with a combined initiative of both staff and instructors to engage in updating PD curriculum. The B&A was receptive to the committee’s resolution.

MEMBER SERVICES
VICE PRESIDENT DONNA BROWN-REGO

Staff reported membership numbers are down slightly, but in the past few months we have received 18 new member applications. As part of a recent membership campaign, staff hired a video company to create a membership recruitment/retention video featuring the president and senior vice president. The video will be used in upcoming membership campaigns, posted on the website in the carousel and on the “Join NAHRO” page, and it will be used in future retention campaigns. This is just a first in what they hope will become a series of videos targeting various areas of our membership. Staff also reported national juries selected 20 Awards of Excellence at the Summer Conference, which will be featured at the closing plenary session tomorrow, and the Fellows jury selected four new Fellows who were inducted on Friday--Winston Henning, Richard Herrington, L. Thomas Rowe, and Jacob Oglesby.

The subcommittees met in the morning and submitted the following highlights:

The Awards Subcommittee discussed ways to better promote all awards, both agency and individual, especially the Emerging Leaders and M. Justin Herman Memorial Awards to increase the number of nominations submitted. They will work on improving the descriptions of the awards on the website and on marketing emails and materials. Suggestions included a countdown clock on the website to promote a sense of urgency as deadlines approach and that a plug for individual awards especially be made at conference plenary sessions. All agreed that it is the responsibility of individual committee members to spread the word about the awards through their networks to increase knowledge and participation in awards.

They reviewed the Emerging Leaders Award description and scoring criteria. The criteria developed years ago places the most emphasis on national participation and experience of the nominee. In reality, we want to recognize leaders who are doing great things at the chapter and regional levels that will likely work their way to the national level through committees and leadership. The Awards Subcommittee and the Emerging Leaders Subcommittee will work together on re-writing the award criteria.

The Marketing and Relationships Subcommittee discussed our current marketing materials, website, etc., and suggested we find a way to be more concise with words. As our industry ages, we need to find a way to tap into the millennials who prefer fewer words and sound bites. We also need to look at agencies that are enacting their succession plans and make sure that we engage early and often with new incoming executive directors. They liked the new membership marketing video and hope they can help with ideas to target new members and engage existing members. They also reviewed the marketing survey and want to draft a new one for next year, since they feel this year's survey did not contain the right questions (or too many questions). The Subcommittee would like to collaborate with other marketing subcommittees, especially the Professional Development Subcommittee, to exchange ideas.

The IT Subcommittee met with staff for an update on future technology: an update on the new email marketing vendor, the new batch process to automatically fill empty Associate slots and the ability to download digital content from the web. They discussed the new database requirement for unique emails for everyone, which is a problem for many agencies that prefer to use one email for all NAHRO correspondence/business. Staff is going to talk to the software vendor to see if this can be arranged. Between now and the next meeting, subcommittee members will continue to review website pages and features and send staff suggestions for tweaks and/or changes.

The Emerging Leaders Subcommittee also reviewed its award application and scoring criteria and agreed it was a good idea to work with the Awards Subcommittee to revise these documents. They also intend to make minor changes to the definition of an emerging leader. They asked staff to find a space/venue at both the summer and national conferences for an additional event that would be sponsored by Emerging Leaders and will find a sponsor to help with costs.

The committee also heard a presentation from NAHRO's Certification Director and learned about a new scholarship program from the Senior Vice President.

BECT Chair Dan Trozzi spoke in favor of NAHRO convening conferences in both Pittsburgh and Phoenix. Pittsburgh, his hometown, has been transformed, revitalized and rejuvenated. NAHRO's 2000 conference was held in Phoenix and it was one of the association's most highly-attended conferences. Its downtown has changed; the city is diverse and open, there are new hotels and a new convention center; there is light rail and it is very walkable.

Past President Akinola Popoola urged NAHRO to develop a campaign/drive to increase membership. He suggested it is the leadership's responsibility, particularly Board members,

to promote NAHRO and help increase membership. We need to know why members have chosen not to continue their membership. Providing the leadership with lists of members and non-members for peer-to-peer outreach and follow-up would be useful. Vice President Brown-Rego shared that the Member Services Committee's work plan includes following up with former members in order to find out their reason(s) for not renewing. Senior Vice President Carl Richie echoed Mr. Popoola's comments and recommended that Regional Presidents and Board members receive quarterly reports of agencies whose memberships have lapsed for peer-to-peer follow-up, particularly reaching out to members with whom they have relationships. MARC Regional President David Allen Brown suggested examining agencies that have consolidated. Acting CEO John Bohm expressed his appreciation for comments on this issue and said that staff has begun to focus on "telling our story better" as well as marketing and has made a deliberate decision, in order to be more effective, to first target agencies whose memberships have lapsed within the last four years. Past President Betsey Martens suggested that we consider changing the metrics with which we measure membership enrollment and participation as we continue to change.

**INTERNATIONAL RESEARCH AND GLOBAL EXCHANGE (IRGE)
VICE PRESIDENT JULIE BREWEN**

(Submitted full report for the official meeting minutes)

Research Subcommittee: The Research Subcommittee will wrap up its research regarding international pay for success/social impact bond financing models and submit findings to the CR&D Committee. The subcommittee did not find a lot in the way of international best practices or fatal flaws as this seems to be a relatively new model in other countries as well. The Subcommittee will now focus on housing policy and programs in Australia in anticipation of a November 2017 study exchange to the annual conference of the Australasian Housing Institute.

Exchange Subcommittee: The Exchange Subcommittee has done a great deal of work already on logistics for the exchange to Australia. Details will be available in early 2017; Board members were encouraged to consider being a member of the delegation.

Lange Award Subcommittee: The Lange Award was presented to a very worthy recipient Jaime Bordenave.

The IRGE Committee spent the afternoon on Thursday joined by several colleagues from Canada, the Netherlands and South Africa, continuing the work begun in Montreal in April about the important elements of a national housing strategy. The group reaffirmed the work done in Canada (framework elements are in the current issue of the Journal of Housing). The Committee would like to move those elements on the LEGNET with a recommendation that this framework for a national housing strategy be considered to be a NAHRO platform.

The IRGE Committee meeting also included a presentation from Dave Eddy, CEO Vancouver Native Housing Society, with a social enterprise model presentation, Nora Lake-Brown from DRA consultants talking about frameworks for housing policy, and Betsy Morris about a recent meeting on housing held by the United Nations in Geneva that she attended.

The Brown Bag Lunch and LEGNET meeting both featured Jeff Morrison, executive director of the Canadian Housing and Renewal Association, which included a very new national housing policy framework/strategy recommendation from CHRA to Prime Minister Trudeau's administration. IRGE would also like to review this "hot off the press" document to further inform how they might push for a national housing strategy.

More than 30 conference delegates attended the International Breakfast where the third part in a series were presented by Remi Feredj from Paris RAPT and a board member of INTA. It was a great presentation, which focused on workforce housing and inclusionary affordable requirements.

IRGE was successful in having NAHRO be named a part of the official US State Department to the United Nations Habitat III Conference on Housing and Sustainable Urban Development. President Merritt, John Bohm and Vice President Brewen were happy to name Elizabeth Glenn as NAHRO's representative. There are eleven NAHRO members who will gather in Quito Ecuador---Julie Brewen, Liz Glenn, Preston Prince, Don May, Regina Mitchell, Dionne Roberts, Tami Fischer, Ramsey Jay, Saeed Hajarizadeh, Lynn Fundingsland, and Irma Gorman.

HIGHLIGHTS: AND AD HOC GROUPS AND TASK FORCES

LEGISLATIVE NETWORK (LEGNET) CHAIR DONALD MAY

The LEGNET has a new two-tiered structure comprised of a leadership team (formerly called Steering Committee) and LEGNET members. The leadership team met prior to the Board meeting and discussed the accomplishments made on HOPWA and the letter-writing campaign. The letter-writing campaign yielded more than 2000 letters; our target was 1500 letters. Staff is keeping a spreadsheet of members who participate in NAHRO's advocacy efforts, which we hope will inspire others to become engaged.

Jim Inglis presented a live session on how to use the *Advocacy Center* at the Michigan conference. He demonstrated the features of the site, showed how to send letters and "add a friend." Commissioner Deanna Wagner commented on the Facebook page that she has created for commissioners; as a result, usage by commissioners has increased. Chairman May acknowledged Vice President Leco for the *Spot on Advocacy* program. This, too, has increased engagement of commissioners in advocacy efforts.

Texas is transmitting e-blasts to get its members motivated. Arkansas conducted a contest with

\$200 to the grand prize winner. The outcome produced 162 letters to their congressional representatives. LEGNET co-chair, Chris Gouig, does a great job working with the California Association of Housing Authorities (CAHA) in the dissemination of information to agencies throughout the state.

LEGNET is examining ways to formalize communications in order to improve the flow and effectiveness of information. Their thinking is that it may be more effective to organize and focus statewide in lieu of regions and that Regional Service Officers could facilitate moving in this direction. LEGNET would appreciate feedback from members in connection with this proposed reorganization.

Chairman May reported that LEGNET has six subcommittees whose names will be changed in order to avoid confusion. The charge of each subcommittee is to: (1) create a PowerPoint and develop a curriculum—all in an attempt to demystify advocacy and to increase the level of engagement among the membership; (2) examine how to tweak the congressional district coordinators structure; (3) engage resident commissioners; (4) develop an advocacy game, which would be used as a tool to engage members in housing and advocacy; (5) build upon partnerships with organizations such as the Boys & Girls clubs of America, Meals on Wheels, organizations in the healthcare industry, and perhaps some in the private sector, i.e., Home Depot; and (6) utilize social media and other tools.

Canadian Housing and Renewal Association President Jeff Morrison presented on strategies the association has employed that have resulted in successful outcomes.

The LEGTNET is engaged in a robust discussion about how far to push legislative activities and will work with staff to compile information on what can be done under a 501(c)(3) and explore the possibility of creating a 501(c)(4). LEGNET members are aware of activities occurring in various states and organizations under the 501(c)(4) designation.

The LEGNET will re-focus some of its attention on SHARP and will work with the Small Agencies Task Force. It will also identify industry groups that oppose SHARP in an effort to reach consensus and move the issue forward.

STRATEGIC PLANNING ADVISORY GROUP (SPAG)

CHAIR MIKE GERBER

The SPAG has been examining a rebranding effort for NAHRO and has taken most of the steps needed to get there. The group has decided to hold-off on marketing, rebranding and hiring a firm to assist because of budgetary implications, and, the fact that the new CEO should weigh in on this initiative. At its meeting, SPAG members identified desirable contents for an RFP/RFQ for qualified companies that would work with NAHRO. We would look for items such as experience with similar associations that have worked in housing or with low-income populations or that have documentable experience that translates into things like new revenue and increased membership. SPAG would like to see the results that come out of the rebranding effort.

Another major topic of focus was the work of the Diversity Working Group, headed by Vanessa Cooper. One of several tasks charged to the group is to review NAHRO's existing diversity statement, which was passed several years ago. There have been significant changes in the law around issues of diversity and inclusiveness and SPAG would like to pressure test the NAHRO diversity statement to ensure that it does fully capture what we stand for as an organization. The discussion has broadened into aspects of social equity and social justice. At this time, SPAG is not certain that the Diversity Statement will come back to the Board of Governors with many suggestions, however, it is certain that inclusiveness and diversity and how we actually apply and reinforce such measures should be examined at all levels of NAHRO. The group will come out with some recommendations upon additional discussions at the next meeting in March. Board members who are interested in the topic are welcomed to participate in the working group's monthly teleconferences.

The third major topic discussed related to new revenue-generating ideas. It proved to be a very lively discussion. Over the last few SPAG meetings, the group tried to think outside of the box on ideas to generate new revenue for NAHRO. A few ideas came out of the meeting in Portland and SPAG began the process of working with staff to evaluate the value of those ideas and the effort needed to realize those ideas. We are looking for ideas that are high value and low effort. Chair Gerber appreciated the staff's input and SPAG worked to determine how to process them. Of course, SPAG is not in a position to do so alone and will work in tandem with the input of the respective committees of jurisdiction. Mr. Gerber is pleased that so many committee chairs are participating in SPAG meetings. That dialogue will continue and the goal of that discussion is to focus on the ideas deemed doable, not only for SPAG, but for the entire staff as well.

SPAG focused on how to prioritize its time for 2017, with interest in revenue-generating discussions and how best to submit ideas and/or gather thoughts on the overarching structure of NAHRO, i.e., is it too big, too complex, too unwieldy, does the national/regional structure work well or not, pros and cons and how would we engage in this discussion. There was discussion regarding how SPAG could be helpful during a transition. Although the group is not in charge of anything, SPAG can offer assistance with onboarding new leadership, support the Steering Committee or the CEO Search Committee or play any other role where NAHRO might need this form of support or assistance.

Finally, discussions also focused on IT and technology. NAHRO should do more creative things regarding IT/technology improvement to make sure that we are providing the best service to our members and our organization to be able to support the membership base.

HOUSING AND DEVELOPMENT LAW INSTITUTE (HDLI)
VIVIAN BRYANT-HDLI PRESIDENT
[Written report posted on BOG website](#)

Ms. Bryant recognized HDLI board members present at the Board of Governors meeting (Nola Popoola and Vice President Tom Lewis) and thanked John Bohm for attending the HDLI Board meeting --it served as more of a bridge and support to NAHRO as we move forward. HDLI provides legal training during NAHRO's National Conference and Exhibition. More than 140

conference attendees participated in the HDLI conference. The topic that drew the most interest was the use of arrest records and criminal histories.

In addition to the NAHRO conference, HDLI partners with Leo Dauwer to provide training for commissioners. HDLI provides on-site (grievance, one-strike and reasonable accommodations) and online trainings. HDLI continues to operate a listserv where members are able to post questions and get answers based on the experiences of housing authorities and other HDLI members.

HDLI's spring conference, usually held in April in Washington, DC is designed for general counsels in a panel-type discussion setting. More relaxed and intimate roundtable discussions are held during the general counsel forum in January in Tampa, FL where selected topics are discussed; however, any attendee can sign up and bring up questions. Ms. Bryant commented that HDLI is pleased to partner with NAHRO, happy that John Bohm attended the HDLI Board meeting and looks forward to more opportunities to support NAHRO initiatives. At the HDLI Board meeting held during this conference, Ms. Bryant was asked, as HDLI President, to serve as the HDLI representative on the NAHRO Board of Governors. She replaces Ricardo Gilmore and will attend all future BOG meetings.

Comments:

Carl Richie thanked Ms. Bryant on behalf of several Board members who attended the HDLI conference prior to the BOG meeting. At his request, the HDLI staff moved the discussion on arrest records from the afternoon to the morning, which afforded NAHRO Board members the opportunity to attend the session. NAHRO will strive to work closer with HDLI on planning topics and integrating those sessions into the NAHRO conference so that executive directors who wish to attend can do so.

Mike Gerber wondered if NAHRO could partner with HDLI in updating PD material, since regulations and laws have become more complex it would be helpful to get legal input and review as materials are being updated. Vice President Hopkins expressed appreciation for the comment and agreed to explore the suggestion with HDLI.

Patricia Wells commented that several BOG members have already presented at HDLI meetings and we therefore need to focus on how to build upon it. She encouraged that interaction.

**HOUSING AMERICA TASK FORCE (HATF)
CHAIR CLIF MARTIN**

Chair Martin expressed appreciation to staff for allowing the HATF Poster contest winners to be announced during the opening plenary session. He felt it was a great way to inspire and motivate attendees and kick-off the conference. There were 1,500 posters entered into this year's contest. Our goal is to double that number next year. Mr. Martin participated in the meeting of Presidents and challenged them to help exceed that goal; to remind contest participants to submit their entries on poster boards as required (many entries were submitted

on regular paper stock). The 2017 What Home Means to Me calendars are available for sale now and would make great holiday gifts. Sales information can be found on the [NAHRO website](#) and from [Carmen Smith](#).

HATF's community service event at this conference was at a green community, Bay Estates. The property, formerly known as the Desire community, took a massive hit by Hurricane Katrina. The event at the Bay Estates included staff, residents, their children, and their police force. NAHRO participants built a garden with benches and flowers. Mr. Martin thanked all who participated in the event.

At the HATF meeting in Portland, Senior Vice President Carl Richie announced the intent to establish a scholarship under the umbrella of HATF, which will provide scholarships for children of affordable housing properties to attend higher education institutions. This aligns with NAHRO's education agenda. Moving forward, the HATF wishes to form an ad hoc group comprised of representatives from Member Services Committee, B&A, SPAG, and a NAHRO staff member to support the group. The ad hoc group will be tasked with building out the scholarship program.

During October, which is Housing America month, NAHRO members are urged to showcase and tweet out their activities and events (by tagging @NAHROnational and using the hashtag #Housing America). Concluding his report, Chair Martin said that Housing America will celebrate its 10th anniversary in 2017. It is his hope that there will be a spectacular celebration in conjunction with the conference in Pittsburgh.

Comments:

John Bohm pointed out to the Board that the staff has made a commitment to the organization to initiate and execute a community service event each time that we go on the road. This community service event that Clif mentioned earlier is our fifth.

Vice President Leco commented that NERC has a program called Housing America Baseball, which draws attention to affordable housing in a positive way and gets the kids out to the ballpark. He had the opportunity to meet with the new general manager under new ownership of the New Orleans Zephyrs, who expressed an interest in Housing America. Additionally, they came out of the Pawtucket Red Sox so they are familiar with the program.

Vice President Leco took the opportunity to speak with both NOLA Executive Director Gregg Fortner and Congressman Palazzo and they both wished to be involved so promoting Housing America and affordable housing through baseball can now come to New Orleans as well. He is working with John Bohm to engage the Richmond Flying Squirrels in Housing America.

SMALL AGENCIES TASK FORCE (SATF)
CHAIR SHARON CARLSON

SATF members reported on outreach efforts that have been held and are ongoing within regions. This engagement, noted Chair Carlson, has resulted in small agency members connecting. NCRC: Forming a group to specifically tackle engagement and support of small agencies. SWRC: Steady and consistent efforts to direct focus. SERC: At its conference had a full-day of programming devoted to small agencies. PSWRC: Conducting an analysis of the number of small agencies in the region and examining ways to coordinate and connect with them. MO Chapter: a representative of the SATF is traveling throughout the state to meet with small agencies to inform them and discuss their concerns. MI, TX, and VA continue to work forming small agencies task forces within their states.

Acting CEO and Congressional Relations Director John Bohm provided an update on the status of H.R. 4816 (the Small Agency Housing Opportunity Act of 2016), including an overview of the Hearing held September 21 before a House Financial Services subcommittee. Testimony was heard from HUD, the Center on Budget and Policy Priorities, and the Housing and Development Law Institute. Additionally, Executive Directors Ailrick Young from Mississippi and Cheryl Lovell from East St. Louis presented testimony.

Emphasis during the SATF meeting focused on the report presented for the hearing by the Center for Budget and Program Policy (CBPP) which discusses regionalization of the voucher program, as well as arguments against the small agency bill, and our need to formulate responses to the arguments. NAHRO sees no reason not to be confident of the bill's re-introduction in the next Congress, and the task force must work on a response to the CBPP testimony prior to its reintroduction. Members were asked to review and submit comments to NAHRO's policy team at their earliest opportunity.

The task force also had the pleasure of having some of NAHRO's policy team in attendance: Georgi Banna, Eric Oberdorfer, and Tushar Gurjal. Updates were provided by the team on current HUD programs and regulatory issues, including the smoke-free Public Housing rule, HOTMA, the LBP rule, the Section 8 Admin fee study, Fair Market Rents, SAFMRs, UPCS-V, AFFH small PHA tool, and a letter sent to HUD relative to the increasing bedbug problem.

HOUSING AND EDUCATION TASK FORCE (HETF)

Betsey Martens submitted a written report for the record in the
Absence of Chair Preston Prince

Next Steps/ Focus:

1: Policies that we can support and advocate for. MTW expansion includes closing the achievement gap as a policy focus. Collaborate with HUD on how to embed an education commitment into the next administration. Staff is working on a Transition Paper from NAHRO; HETF would like to contribute a paragraph; "Smoke-free" could support but only applies to PH portfolio and lead-based paint policies are also important to our work.

2. Helping our members with school district relationships. Grade Level Reading (GLR) is helping to bridge education/administration with housing; GLR is working with school superintendents to get the conversation going so they understand that we are not just bad-mouthing what they are doing; health issues/attendance issues (data share); many HAs are doing a lot of work with attendance. HETF supports GLR's *Book Rich Environments* Initiative works with the Department of Education and HUD, in addition to GLR's *Read for the Record for the Record*, where everyone reads the same book on the same day.

3. Planning a national convening. PHADA meeting/convening to try to gather HAs & GLRs together, looking at possible dates in January 2017.

Update

HETF Membership -- looking to refresh membership, especially due to non-participation.

BOARD OF ETHICS AND CREDENTIALING TRUSTEES (BECT) CHAIR DAN TROZZI

Chair Trozzi announced that newly bestowed NAHRO Fellow Richard Herrington chairs the Assessment Board. New members were seated on the Specialist Certification Examination Boards. Michelle Yarborough Korb was approved to sit on the NAHRO/NeighborWorks Certified Community Development Examination Board.

The Certified Management Executive (CME) certification is getting ready for its accreditation review; making progress on the Certified Manager of Property Operations (CMPO) certification; Certified Manager of Voucher Operations (CMVO) is off to a slow start. Chair Trozzi feels that enrollment will pick up as more people become aware of the certification. Due to the overlap between Certified Manager of Maintenance Operations (CMMO) and the CMPO, it was recommended that the CMMO certification be discontinued; should the need arise, this decision will be revisited in the future.

Jeff Falcusan, NAHRO Chief Program Officer, presented a Professional Development update. BECT will collaborate with PD on the NAHRO Commissioner Certification. The BECT would like to make this a priority.

The Marketing Focus Group wish to continue their grassroots approach of having presentations at state and regional conferences on the NAHRO Certification program. They hope to enhance with a campaign to market accreditation; emphasize short-term benefits and relay success stories. There is also the need to have a system to document and quantify these benefits.

The Bylaws Focus Group is working on modifications to the bylaws to provide for the ability to conduct focus groups and have collaborations with outside agencies. Bylaw modifications and revisions to the Rules of Procedures should be available for BECT approval and BOG review and action in March 2017.

The Certification Focus Group approved a name change from Assessment Boards to Education Boards and wants to retain the accreditation standards to develop certification programs.

The BECT went in to executive session to discuss possible violations to the Code of Professional Conduct. Sanctions, including the removal of credentials were implemented.

Comments

Patti Webster asked if the BECT discussed the untimely award of certifications and credentials because of the six to eight month lag-time for individuals to receive notification. Certification Director Blake Pavlik responded that the issue was discussed while he was at the PD meeting. He is working on this issue, indicating that our standard turn-around time is four weeks. He would like to cut this time by half.

HIGHLIGHTS: REGIONAL PRESIDENTS

NERC: Joe D’Ascoli reported that the region is working on their mid-winter conference, January 30-February 1, in Boston, MA. Annual conference convenes in June, week of the 26th, in Somerset, ME. Invitation to attend the mid-winter or annual conference will be sent to all three candidates for NAHRO president and senior vice president.

Regarding Baseball America, Mr. D’Ascoli, CT Chapter President Jeff Arn and NAHRO Vice President-Commissioners Rick Leco are scheduled to meet with owners of the AA Minor League Baseball team, Hartford Yard Goats, to sign a contract to host a baseball event for public housing residents. Last year, the Pawtucket Red Socks gave the region a three- month contract; in 2017, the team agreed to five months to include a guest family each month. He commended Leco for the expansion of this program in the region.

NCRC: DeeAnna Peterson reported they have issued an RFP for a Regional Service Officer (RSO) as their current RSO will be retiring at the end of this year. They hope to be contracted with a new RSO as soon as possible.

The region awarded three scholarships to staffs of small agencies who could not attend the UPCSV Demonstration Program because of the agencies’ inability to purchase handheld devices, which were required for attendance. Attendees will provide the region with their assessment of the program.

The region is working on strategic plans so that the regional portion of the organization is relevant and non-repetitive along with having new ideas. On behalf of the region, DeeAnna is pleased that NCRC will host NAHRO for the 2017 summer conference in Indianapolis, IN. She feels the draw will be huge because Indianapolis is the center of the U.S., easily accessible and it is a beautiful city.

President Merritt thanked Regional President Darrin Taylor, for hosting the national conference and particularly for planning the event at the World War II museum for the BOG.

SWRC. Darrin Taylor commented it was a pleasure and honor to serve as the host region for

the conference and the BOG event. He reported that the region has begun planning for its 2017 membership drive with a focus to increase membership and revenues. The region will have an annual maintenance workshop in Hot Springs, AR in February. The region's 77th annual conference will be held in San Antonio, TX, June 5-8 and co-hosted by Oklahoma and Texas Chapters. The conference theme is *The Boot Scootin' Fiesta*. The region has a program where the chapters can contract with SWRC for its chapter service officers. The region is excited to announce that Oklahoma, Kansas and Missouri have renewed their state service officers' contracts with the region. SWRC is preparing for its winter January meeting and as part of their strategic plan, they will begin the planning process to revamp the leadership manual, created eight to ten years ago.

PNRC. Sunny Shaw reported their annual conference will be May 23 in Portland, OR. The theme is *Stacking the Deck for Success*. Their keynote speaker will be Tim Wise, nationally known advocate for diversity, essayist, author and educator. The region is working with many Portland agencies whose work centers around homelessness and have agreed to dedicate a conference track on this issue. Additionally, the hope is that these agencies will become members after seeing the value of the regional organization. Compliments to Kristen, the RSO through the Transpire program, who has worked to increase professional development trainings in the region, revamped the website with a visit increase of 76.2 percent and length of visits has increased as well. Additionally, the newsletter has been revamped with an increased subscriber rate of 20% in the last year. Since September, job openings were the most visited page on the site. PNRC members have encouraged agencies to join the region and have their positions posted on the regional website. The regional senior vice president's position is vacant, however, the position will be filled and announced at a later date.

In closing, Regional President Shaw shared that five years ago, PNRC discussed moving its conference to strategic locations because many locations had to be taken out of the rotation based on revenue. One factor to keep in mind is the workload that the host agency has to handle. If certain locations are being removed out of the rotation, some of those host agencies will have the duty more frequently.

SERC. David Baldwin reported that the region's 76th annual conference was held in Biloxi, MS in June and proved to be a great location with more than 700 participants in attendance and net proceeds more than \$125,000.

Mr. Baldwin expressed appreciation to President Merritt, SVP Carl Richie and Acting CEO, John Bohm for attending the conference and to SATF Chair, Sharon Carlson, for attending the Small Agency Forum. The small agency track was so successful that they will continue to offer it at future conferences because the session meets a need for their membership.

As you may recall, their Legislator of the Year award recipient was Steven Palazzo of Mississippi. Representative Palazzo introduced H.R. 4816, The Small Housing Agency Opportunity Act of 2016. While that did not produce much movement in Congress, last year, Rep. Palazzo indicated that he will reintroduce it. Presuming he does that in the next Congress session, the region has advised him they will provide whatever support is needed to help move the bill forward.

SERC has a community service event at each conference, which is used as a fundraiser for the benefit of a community organization. The next fall conference will be in November in Asheville, NC where they will hold their first workshop with a panel on the interface of housing and education. In conjunction with this workshop, the *SERC Cares* agency award will be bestowed upon an Asheville agency, Read to Succeed. The next annual conference will be in June, in Nashville, TN.

MPRC. Dianne Hovdestad reported the 2017 maintenance and management conference will be held May 22-26 in Vail, Colorado, where all are welcomed to attend. The majority of the regional PHAs are small and are not actively involved in advocacy. Matt Pike and Betsey Martens will spearhead the creation of an advocacy newsletter to introduce and instruct them on how to become involved. South Dakota NAHRO will be hosting the 2017 spring conference. The focus will be on the operation and administration of small PHAs. A BECT Trustee will proctor certification tests, which will be available to surrounding states.

PSWRC. Ed Mayer reported the region is focused is on Housing America events at this time by acknowledging activities and attendance at events via email and on the regional website. He hopes to bring professional development to the regional conference scheduled for May 8-9 in Long Beach, CA. Taking a lead from Arizona NAHRO, the region will also embed NAHRO trainings and perhaps HDLI trainings in the conference schedule to attract line staff for attendance.

Mr. Mayer has heard from HUD that MTW Request for Proposals will be released before the end of the current administration, which implies that proposal evaluation and administration will occur during the next administration.

MARC. David Allen Brown reported that the region continues to work with their RSO team. We are moving forward with tasks that past president Clif Martin began: the website has been revamped; and launched the Gilliam, Milan, Moyer and Smith Memorial Scholarship that will fund tuition and/or certification examination fees for NAHRO Professional Development offerings. The region is exploring the option of having a stand-alone conference next year. Lastly, the Region will provide support to national NAHRO for next year's National Conference and Exhibition in Pittsburgh.

PRESIDENT'S REPORT

President Merritt provided an update on the CEO Search. The request for proposals for a search firm has been released and responses are due by October 31. The committee has scheduled teleconferences for the first week in November to review the RFPs received and two teleconferences the following week to review firms for interview. At that point, a recommendation will be made to the Steering Committee to approve one of the firms, move forward with contract negotiation and have the search firm begin the CEO selection process by the end of November, early December. Several firms that received the RFPs have shown an interest so President Merritt expects three/four of those firms to respond, if not more. Once the selected search firm begins the CEO search process, the CEO Search Committee will receive

resumes of candidates from the firm to review. The search firm will recommend one to two candidates for the Steering Committee to meet with for second interviews, then the Steering Committee will bring one candidate to the Board of Governors. Timeline is approximately 80 days to six months.

SENIOR VICE PRESIDENT'S REPORT

In the interest of time, Senior Vice President Richie noted that Clif Martin spoke about the new NAHRO scholarship in his report and Mike Gerber covered the Strategic Planning Advisory Group and the Diversity Task Force.

ACTING CEO'S REPORT

In the interest of time, Acting CEO John Bohm submitted a written report. He presented highlights as follows: The conference attendance target was 1,200 attendees; advanced registration was 1,214, with 22 on-sites; thus we exceeded our target.

At the Board meeting in Portland, Mr. Bohm reported that NAHRO was in discussions with Community Action Partnership, the umbrella organization for community action agencies. Those conversations have continued and a joint survey will be created to assess how NAHRO members work with Community Action Partnership members at the local level and the degree to which these partnerships produce outcomes that can be expanded and/or replicated through the sharing of experiences and best practices.

Mr. Bohm announced that he would like to explore with keynote speaker Donna Beegle the possibility of working with her to deliver training, live and via webinar, on poverty and inequality, which might be a centerpiece of legislation next year and thus would be valuable to regions and chapters. He thanked PNC members for the connection with Dr. Beegle.

Mr. Bohm expressed appreciation to David Baldwin for his leadership and for the recognition in travelling through five states in SERC in August and September. He was pleased to co-instruct a Small Agency Task Force presentation in Kentucky. Mr. Bohm represented NAHRO at the Governor's Conference on Housing in Delaware.

There being no further business, President Merritt called for an Executive Session.

Next meeting: Sunday, March 26, 2017 – 8:30 to 11:30 a.m., in conjunction with the Washington Conference.

ATTENDANCE

Officers: Steve Merritt, Carl Richie, Duane Hopkins, Rick Leco, Donna Brown-Rego, Julie Brewen Rick Leco and Regina Mitchell. **Past Presidents:** Preston Prince, Betsey Martens, Akinola

Popoola. **Regional Representatives:** **NERC** – Joseph D’Ascoli, Bill Quirk, Diane Cohen. **NCRC** – DeeAnna Peterson, Larry Williams, Marty Ryan. **MARC** – David Allen Brown, Diane Haislip, Clif Martin. **SERC** – David Baldwin, Ailrick Young, C. Sean Gilbert, L. Thomas Rowe. **SWRC** – Darrin Taylor, David Lange. **PSWRC** – Ed Mayer, Rob Pearson, Patricia Wells, Ramsey Jay, **PNRC** – Sunny Shaw, Lowel Krueger, Carol Gore. **MPRC** – Dianne Hovdestad, Patti Webster, Ann Horton, Matt Pike. **Presidential:** Shaunte Evans, Sharon Carlson, Mike Gerber. **Ex Officio** – Dan Trozzi, Joseph Lamagna, Don May.

Excused Absences: Tina Sullivan, Larry Hopkins, David Zappasodi and Donovan Duncan.