



## **2017-2019 Board of Governors Meeting Minutes**

**Sunday, April 7, 2019**

**8:30 – 10:45 a.m.**

Salon IV – Arlington Ballroom, First Level

Crystal Gateway Marriott Hotel

Staff Liaison: Sylvia Bowen | [sbowen@nahro.org](mailto:sbowen@nahro.org)

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

---

President Carl S. Richie, Jr. called the meeting to order and asked Sylvia Bowen to call the roll. A quorum was established. Guests and staff were asked to introduce themselves. New staff and staff onboard less than 10 months were recognized: Dawn Tullis-Professional Development, Ashanti Wright-Communications; Jennifer Naughton-Professional Development; Kathy Cueto-Executive Assistant; and Chuck Wellard-Chief Operating Officer. Kim Gray, who served as interim CFO upon the departure of Reginald Hart, was recognized for doing an extra-ordinary job with NAHRO's finances and in assuring that all operations ran smoothly.

President Richie recognized and welcomed new Board member Kathy Walter, Deputy Executive Director/Comptroller of the Beaver County Housing Authority.

President Richie then introduced items on the Consent Agenda and asked if any member wished to remove an item from the Consent Agenda to the Discussion Agenda. Items on the Consent Agenda: Amendments to the Guidelines for National Office Campaigns, amendments to Louisiana Housing Council bylaws, amendments to the Pacific Northwest Regional Council bylaws, and the 2022 national conference site.

### **CONSENT AGENDA**

#### **Nominating and Election Committee**

##### **AMENDMENTS TO THE GUIDELINES FOR NATIONAL OFFICE CAMPAIGNS**

The Guidelines for National Office Campaigns (Guidelines) were first adopted and approved by the Board of Governors in 1989 and last amended in 2010. The Nominating and Election Committee (N&E) recommends amendments to: (a) address issues that were raised during the last campaign period; (b) provide clarity to existing language; (c) provide guidance on issues that are not currently addressed; and (d) to respond to a request from a campaign manager.

##### **Social Media**

Social media is not currently addressed in the existing Guidelines. The N&E recommends adding new content to the Campaign Guidelines to address the issue.

## **II E. Exposure of Candidates by national NAHRO**

### **4. Social Media— proposed new language**

Candidates may use their own social media accounts (e.g., Twitter and Facebook) while campaigning for a NAHRO office. Candidates may not tag NAHRO on any social media accounts, including, but not limited to Twitter and Facebook at the point when they have formally declared their candidacy. NAHRO will provide information on the NAHRO website to inform members how to access candidates' social media sites. NAHRO staff shall refrain from campaigning for or showing preference to any candidate via social media at the point when the individual has formally declared his/her candidacy. NAHRO reserves the right to publish, broadcast, tweet, retweet or "like" news or material from or by its members, whether they are candidates or not. However, NAHRO will not mention or disseminate any material relating to a candidate's campaign or campaign proposals unless specifically approved under policies determined by the Nominating and Election Committee.

## **II F. Exposure of Candidates by Regions and Chapters/State Associations**

### **Existing language:**

If a Region, Chapter/State Association extends an invitation to a candidate for national president or senior vice president, it must also extend the same invitation to all other declared candidates for the same office. When candidates are invited to events, they shall be invited with equity in terms of role.

**Proposed additional language:** If candidates are unable to attend events outside their region, their campaign representatives may distribute campaign literature and buttons or other paraphernalia on their behalf, provided all candidates for the same office were invited to the event.

## **V. ELECTION PROCEDURES**

### **C. Election Results**

#### **Existing language**

~~The tabulation of the election results shall include the number of ballots from each state that are cast for each candidate. This information will then be made available to candidates or any other Associate upon request.~~

#### **Proposed new language**

Results will be tabulated both nationally and for each state and will include: the total number of eligible voters, the number of votes cast for each candidate in each state for both paper and electronic ballots, and the total number of ballots cast. This information will be made available to the candidates and campaign managers, members of the N&E and any other voter upon request.

**Proposed additional language**

If there is not more than one nominee for a position to be filled, the N&E shall certify to the Board of Governors at the annual meeting that such nominees have been duly elected to such positions.

*(The NAHRO Constitution states: "The Nominating and Election Committee shall certify the results of the election and shall carry out any recount directed by the Board of Governors in response to a majority of the members present at the time of the announcement of the election results.")*

**III. Finances****A. Limitation on Expenditures****Background**

The N&E received a request from a campaign to increase the spending limit by \$5,000. The current spending limit is \$15,000.

Spending limits previously approved by the Board as requested by the Election Committee: 1994: \$5,000; 1999: \$8,000; 2006: The NAHRO President appointed a special task force "to carefully examine and develop amendments to the Guidelines." The task force recommended sweeping changes, among which was to increase the spending limit to \$15,000 because of the increase in the number of potential voters—from 8,800 to 19,000 (due to change in the association's membership structure in 2002, which permitted each agency to designate a specified number of associates, who were entitled to cast one vote).

Existing language:

"Expenditures by candidates for national office (President and Senior Vice President) shall be limited to \$15,000 from cash and in-kind sources..."

Proposed language:

"Expenditures by candidates for national office (President and Senior Vice President) shall be limited to \$20,000 from cash and in-kind sources..."

**Resolution: The N&E respectfully requests that the Board of Governors approve the above-mentioned amendments to the Guidelines for National Office Campaigns. These amendments shall become effective immediately.**

## **CONSENT AGENDA, CONT'D**

### **Member Services Committee**

#### **The Louisiana Housing Council By-Law Changes**

The Louisiana Housing Council proposed the following additions and change to its By-Laws:

##### *Consistent Change Throughout the Document*

- Changed the title from Executive Committee to Board of Directors.

##### *Article IV -- Membership*

- Instead of just saying agency member, changed the language to active member agency individuals or firms.

##### *Article V – Officers*

- Clarified that the president shall appoint committee members, removed language pertaining to the Executive Secretary/Service Officer being the custodian of all funds, and defined when the Treasure is to submit a statement of the accounts to the Board.

##### *Article VI – Board of Directors*

- Clarified that special meetings can be scheduled by electronic communication, limited proxy voting to once a year for each Vice Chair and changed the number of meetings a member can miss without an excused absence before being removed from the board.

##### *Article VII – Dues*

- Changed the language concerning when dues renewals are sent and how to handle delinquent dues.

##### *Article VII – Election of Officers*

- Changed language from agency member to member agency, changed the number and type of members on the nominating committee, and added a new section which clarified the process for the call for nominations, including when the nominations take place, who accepts the nominations, verifying who is eligible to vote and the voting process.

##### *Article IX – Committees*

- Changed the language from standing committees to standing committee members.

##### *Article XI – Amendments*

- Removed section 2 which talked about Region and BOG approval.

*Article XIII – Effective Date of By-Laws*

- Added information about the Regions and BOGs approval.

**Resolution: The Member Services Committee moves the acceptance of the additions and changes to the Louisiana Housing Council By-Laws.**

**The Pacific Northwest Regional Council (PNRC) By-Law Changes**

PNRC proposed the following additions and changes to its By-Laws:

*Article III – Classes of Membership*

- General: Removed reference to geographical area, and language defining the specific types of members allowed so in the future if new member types are added, the by-laws wouldn't need changing.
- Section 2 Affiliate Members: Removed reference to geographical area and changed MSC to BPC to match National NAHRO's terms.
- Section 3 Allied Member: Removed reference to geographical area.
- Section 7 Lifetime Membership: Changed language pertaining to who assigns lifetime members.

*Article IV – Executive Board*

- Section 1 Composition: Added state association to the make-up of the Executive Board.
- Added Section 8 Removal from office (originally Article IX): Defines when and how a person can be removed from the board.

*Article V – Officers*

- Section 2 President: Added duties to the president's role concerning appointments
- Section 4 Vice President: Removed specific portfolio descriptions so in the future if new portfolios are added, the by-laws wouldn't need to be changed.

*Article VI – Nominations*

- Removed Section 2 concerning what to do if no additional nominations are received.

*Article VI Meetings*

- Defined when a special meeting can be held.

*Article VIII – Committee*

- Section 1: Defined committees as those mirroring National NAHRO and removed actual committee names so in the future if new portfolios are added, the by-laws wouldn't need to be changed.

- Section 5: Rename to Section 2 since Sections 2-5 were removed.
- Section 6: Rename to Section 3 since Sections 205 were removed.

*Article IX – Removal of Executive Board Members*

- Moved under Article IV.

*Article X – Amendment*

- Removed old language pertaining to when the by-laws could be amended.

*Resolution:* The Member Services Committee moves the acceptance of the additions and changes to PNRC's By-Laws.

**2022 National Conference**

Background: During a conference call held earlier in the month of March, the conference department provided several sites for the Member Services Committee to consider for the 2022 National Conference. These included San Diego, Seattle and New Orleans. Seattle unfortunately did not have any dates available so that left the other two cities. Both San Diego and New Orleans offered dates in September and spaces where a convention center wasn't needed.

The San Diego hotel was used for guest rooms during the 2007 conference. The space was recently renovated, near the hotel and marina, and within walking distance of restaurants, bars and shopping. The room rate offered was \$289, which is a good rate for San Diego, especially during the peak September month. The food and beverage package was manageable and inclusive of tax and gratuity, which is good.

The hotel in the New Orleans proposal was the one used in 2016. It also offered a competitive room rate of \$249, a manageable food and beverage package exclusive of tax and gratuity, and the site was ideal since it was close to several neighborhoods.

While both cities had great attendance in the past, offered a good layout, and good proposals, the staff recommends the committee select the San Diego proposal since their food and beverage package was inclusive of tax and gratuity, which would help the organization better manage expenses.

**Resolution: The Member Services Committee moves the acceptance of the conference department's recommendation to hold the 2022 National Conference in San Diego, CA at the Marriott Marquis San Diego Marina.**

**Action:**  
**Motion to approve the Consent Agenda by Preston Prince; seconded by Diane Cohen**  
**Motion carried.**

## **DISCUSSION AGENDA**

### **Budget & Administration Committee (B&A)**

Presented by Past President Steve Merritt in the absence of Chair Clif Martin

#### **Recommendation: Housing America Net Proceeds**

The B&A Committee recommends to the BOG that net proceeds of the events sponsored by Housing America go to Board-designated net assets. The B&A Committee will determine the use of accumulated funds for use in the future.

#### **Comments**

Last year, the golf tournament netted \$33,000; the 50/50 raffle netted approximately \$2,000-\$3,000; total amount \$35,000 for the National NAHRO Merit College Scholarship. LDG has committed to donate \$100,000 annually and has also talked about the possibility of increasing its donation in addition to finding other donors. It has been suggested that we put aside some of that money for future years so that if ever LDG is unable to continue making donations or decides not to renew their commitment with us, we will have money to maintain the fund and not have to end the program abruptly.

President Richie called for motion to approve the recommendation submitted by the Budget & Administration Committee.

**Action:**  
**Motion by George Guy; seconded by Diane Haislip to approve the recommendation of the B&A Committee that the net proceeds of events sponsored by Housing America go to Board-designated net assets. The B&A Committee will determine the use of accumulated funds for use in the future.**

Question was asked if the B&A had been looking at the Housing America Task Force on guidance on how to structure the disbursement of funds?

CEO Todman responded this level of conversation has not yet happened because the first step was to create the structure so that the fund could be created followed by conversation with Housing America.

A suggestion was to split the funds between scholarships and an escrow or endowment account. Housing America and the B&A will work out the details, with Housing America being responsible for administration of the program and the B&A responsible for finances for the association. There being no further discussion, President Richie called for vote on the motion.

**Action:**

**Motion passed unanimously.**

President realized that he had skipped an agenda item and then called for approval of the minutes of the Board and Annual Business meeting held on October 26, 2018.

**Action:**

**Motion to approve the minutes of the October 26, 2018 Board and Annual Business meeting by Marsha Parham-Green; seconded by John Mahon. Motion carried.**

**President's Report**

President Richie reported he was pleased that we ended year 2018 in the black and financially we are climbing in the right direction.

He advised the Board he will attend several regional conferences: MARC, SWRC, MPRC, NERC and SERC.

He thanked everyone for their work at committee meetings; energy was great; there were full agendas with quorums and good discussion. The SPAG had very robust discussion about messaging and where we want to take the organization.

**Senior Vice President's Report**

Senior Vice President Shaw reported the Steering Committee had approved a new CEO evaluation tool. Several Board members worked with her on it--Marsha Parham-Green, Andrew Rodriguez, John Mahon, Clif Martin, David Lange, and Steve Merritt. Details will be presented to the Board at the next meeting.

Senior Vice President Shaw will attend several regional conferences: MARC, MP, and NERC.

**CEO's Report**

There has been a 30 percent turnover in staff, which has provided opportunities to onboard new team members like COO Chuck Wellard, whose level of association expertise will enable us to build a strong foundation (fiscally) and an organized business association, which will enable us to carry out the work that our members expect. LaTonya is now part of the Member Services team. The joy that she brings to the members and the NAHRO spirit is warm. Ms. Todman and Member Service Director Lori-Meyers Carpenter have talked about the need to automate more tasks and to invest in staff so that they are re-trained and re-tooled about what members' experiences should feel like inside a professional association.

Attendance at this conference is 674; almost reached projected budget of 700. We believe the government shut-down impacted attendance. Registration was delayed



because staff was sensitive to what was happening outside of the membership. We did, however, exceed projection for Merit Award submissions by 20!

The shutdown connected NAHRO to new reporters. We received a record number of inquiries from reporters seeking information about the impact of the shutdown on the industry. NAHRO's voice was heard loud and clear. Ms. Todman commended Sylvia Gimenez and Ashanti Wright for their work in this area.

At the second CONNECT conference that will be held in Boston, members can expect a lot of conversation around outcome driven programs. We have invited Chris Herbert, who directs the office that produces the *State of the Nation's Housing*. It will be released just prior to the conference.

With respect to Professional Development, our members and customers will feel a stronger experience in terms of the right learning materials.

Ms. Todman shared that part of her job as NAHRO's CEO is to engage with industry groups so that they see NAHRO as the "go-to" organization and voice in the industry. She was invited by the National League of Cities (NLC) to be part of their resource team on a new affordable housing task force that NLC's President has created (the only housing group invited). The task force is a mixture of very small and very large city mayors and council members. Ms. Todman has focused her participation on making sure that public housing and the voucher program are on the agenda. She commended Board member Patricia Wells for educating Oakland's Mayor Libby Schaaf. At a meeting, the Mayor mentioned Oakland HA's need for more tools from the Federal government and cited the agency's MTW status. Seldom do you hear a mayor who can not only lift up the PHA, but also speak with some level of specificity about the tools in their toolkit. Staff has connected with agencies whose mayors are on the task force because of the importance of sharing information with their mayors.

HUD invited CEO Todman to participate in the Department's research roadmap. This event is where HUD determines what PD&R will study over the next several years. CEO Todman encouraged Board members to examine PD&R webpages, as they contain a lot of interesting information.

Ms. Todman suggested that PD&R research the impact of small area FMRs; impact of mobility programs, not just what is happening to families, but to communities that are left behind when we are encouraging mobility from less opportunity areas. She also mentioned the importance of having research projects for small agencies and agencies located in rural areas. It is incumbent upon HUD to be in tune to what is happening in rural areas, several which are in dire straits. There is a column in the NY Times about the decline of rural towns and what it means for our country. The agencies in those towns deserve attention. Participated in Aspen Institute's query about housing and health. Details forthcoming.

Attended the Center on Budget and Policy kick-off conversation on the mobility demonstration project.

We are nearly at the end of our conversation about LDG donation of \$100,00 each year for 10 years (or more). Funds donated by LDG will be used in four areas of the NAHRO experience: of the eight annual scholarship recipients, three or four of them will be designated a NAHRO LDG Scholar. They will have more opportunities: each will receive a multi-year award from NAHRO, a stipend for an internship, and attend a gathering of all Scholars either in Washington, DC or in Louisville, KY.

We are going to create and fund a small *leadership academy* for less tenured professionals, which will provide opportunities for them to avail themselves of professional development products. It is important for NAHRO to invest and support the next generation of housers so that they see NAHRO as their home and that we care about them.

CEO Todman asked Policy Director Georgi Banna to give an update on ACC and UPCS. ACC returned last December in the form of the Paper Reduction Act Notice. NAHRO, CLPHA and PHADA have sent a joint letter to the Hill to garner congressional input and involvement. A second set of notices is expected in the next several months. We encourage HUD and agencies to come up with something new.

A UPCS demonstration will occur towards the end of this year. Many have attended REAC listening sessions on inspections over the last several months. A new inspection protocol requires 14-day inspection notices. Demonstration of new inspection protocols will begin later this year in HUD Region III. The new system will focus on units and health and safety and function and less on appearance. The number of focus areas will change, from five to three.

CEO Todman commended the Policy team for their work and asked the Board to acknowledge them for that, because we lean on them to get information out quickly. In response to what message NAHRO members should convey during their Hill visits regarding the ACC, CEO Todman said the “ask” should be to slow HUD down. There is traction with the appropriations committees. We are pressing on HUD not to change the ACC because it changes the business relationship that PHAS have with HUD, and HUD is using the incorrect process to modify the ACC. The Paperwork Reduction Act is not the way to change the ACC.

Members should say the ACC is the core business relationship that PHAs have with HUD and that HUD is trying to change the nature of that relationship so that it is unilateral, which means that HUD would be able to change the ACC at whim, whenever it wanted to, without any consent from PHAs. In the past, PHAs were able to execute the document. The Paperwork Reduction Act is just a process to reduce paperwork and processes. The ACC needs to be a negotiated document.

CEO Todman advised the Board of another investment in the NAHRO team. NAHRO is a member of the American Society of Association Executives (ASAE), which means that each staff member can avail themselves of best practices of associations.

Concluding her report, CEO Todman said NAHRO as an organization has a choice to either survive, to choose to be successful, or to choose to be significant. Many members have been interested in survival; we wanted to be in the black again. We are now turning our attention to being successful--strong member experiences; making sure that we have policy information that is being pushed out; have strong advocacy work that is being done; and we have stronger Professional Development products. Significance means that NAHRO members become the go to organization that people want to hear from when they are creating legislation; when the media has questions, they are coming to NAHRO. We want to be significant. Now that "the team" is together, Ms. Todman will focus more on *creating that significance* for NAHRO and bringing it back to the Board members, who will help us envision how do we become stronger for the years and decades to come.

President Richie advised the Board that we would not continue to discuss and act on the governance report at this time. Anthony Vasiliou, who was unable to attend this meeting, asked if we would delay discussion so that he could participate. President Richie decided, out of respect for his request, to delay taking up the discussion at this time.

## **STRATEGIC DISCUSSION -- ENGAGING IN NATIONAL HOUSING CONVERSATION**

### **Comments**

SPAG discussed 2020 presidential candidates who are talking about housing. NAHRO should seize this opportunity to be part of the national debate in an intentional way. To do otherwise, would be a lost opportunity.

NAHRO is agnostic when (as) it comes to a candidate. We support positions that align with ours; we do not support candidates.

First, we need to define our message. We need a 30-second elevator speech to get candidates' attention.

NAHRO should think boldly. Historically, we have been bad at messaging. We are in an unusual moment--we are now "at the table and in the room." We need to figure out a way to say something that "pops."

We must recognize that we work inside an institutionalized infrastructure that is about "out-puts" and money. We should say, "we are closing opportunity and equity gaps by using quality public housing as a platform for investment in America's families."

In anticipation of the Obama administration, NAHRO, CLPHA, PHADA, NHC and NLIHC created a transition paper. This might be a good time to do so again.

When people talk about affordable housing, they really mean middle income. We need to craft something that speaks specifically to the population that we serve.

We have gotten used to no one talking about *our* housing. Affordable housing and tax credits also are many of our housing.

You don't hear about housing for very low-income families, public housing, vouchers, project-based; you don't hear these words. Our challenge is not to be so numb and let's attempt to engage presidential candidates. Let's not let this election go to waste. We may not have this rare opportunity four years from now; there may be a different topic.

NAHRO has a two-fold challenge—to frame the most outward looking way to talk about our programs so that our message is not lost (working with folks like Dr. Manuel).

Reporters do not like *nice, easy; provocative* statements get their attention. We need to get the attention of people who are telling the public how to think, the media.

The second part of our challenge is for the “NAHRO Nation” to show up at local events and ask candidates “what do you think about housing for the poor?” Do we have the capacity to engage?

We have candidates who have specifically addressed housing issues from two states where we will hold our next two conferences. However, we must give all candidates the opportunity to discuss their platforms.

We should ask moderators at political events to pose questions on our behalf; in other words, plant the question in order to get our issues before candidates. (Perhaps start with Major Garrett, Washington Conference keynote speaker, if Board approves.)

NAHRO should develop a *white paper* and distribute it to all campaigns. Identify and meet with candidates' policy staff.

NAHRO members are already engaged and understand. What we are talking about now is using the political structure to get our message out.

Enterprise has spent a lot of money on focus group testing about America's sensibilities about our work. The words, housing and affordable tested very poorly.

SPAG has not begun to work on messaging and wanted to first seek the Board's approval to engage in the presidential campaign in a different manner.

President Richie called for a motion.

**Action:**

**Motion by Betsey Martens; seconded by Lowel Krueger to authorize staff to begin working with appropriate committees within NAHRO to develop a message and strategy as to how to get our message out to candidates in a variety of different channels. Motion carried.**

**REPORTS**

**Community Revitalization and Development Committee (CR&D)**

Vice President Mark Thiele

CR&D was proud to deliver the organization an updated RAD toolkit, which is available online. The toolkit will be used by presenters at six RAD-related sessions that will be offered at the upcoming TX Chapter meeting.

CR&D continues to make progress on its goal related to communication and outreach. Speakers who addressed the committee include: **Mike Koprowski**, NLIHC, discussed their *Opportunity Starts at Home Campaign*. One of their many concerns relates to the cost of housing. They have tremendous data on this. **Vicki Watson**, NCDA, talked about CDBG and HOME. (April 22-26 is National CD week.) CR&D has prepared a toolkit on this topic, which is on the NAHRO website. **Molly Bryson**, Ballard Spahr LLP, shared information about the complicated and historic opportunity zones.

President Richie challenged CR&D to quickly develop a summary presentation on Opportunity Zones. The committee accepted the challenge. President Richie also asked the Committee to engage in debate regarding Fannie Mae and Freddie Mac, government-sponsored entities.

President Richie thanked the committee for developing the RAD toolkit and asked if a committee member would develop a presentation on it for SATF via teleconference or at the meeting in Boston.

Concluding his report, Vice President Thiele offered this quote: the single biggest failure of leadership is to treat systems and adaptive problems like technical problems. He encouraged Board members to keep this in mind as we continue to discuss the bigger issue of strategic case-making. He also recommended an article from *City Lab* about the rising inequality in poor neighborhoods. Our industry is being painted as evictors and there is concern on the part of CR&D members about perceiving ourselves as a compliance industry and not people industry.

**Member Services Committee**  
Vice President Andy Rodriguez

**Awards Subcommittee** continued their review of the Herman Award focusing on a possible name change and how to encourage applications from smaller agencies. They felt a name more representative of what the award stood for would be more appropriate and it might encourage more people to apply. They also discussed the idea of possibly splitting the award into three categories to encourage applications from people at all agency sizes. Each category would follow the same criteria, but the applicants would be compared to people of similar agency sizes doing similar work.

**Marketing and Relationships Subcommittee** continued their discussions on retention, recruitment, and reclamation. They focused on the member exit survey and ways to encourage more people to participate in that survey, as well as others. They suggested NAHRO investigate if a member survey, in addition to the conference survey, could be done through the Conference Yapp App so we could encourage people at the conference to take it. They also suggested possibly providing pop-up surveys on the new website.

Another topic of discussion was how to create more networking opportunities. Suggestions included holding more roundtable discussions at conferences or arranging networking dinners, where attendees could sign up to go to dinner with other attendees to discuss a common interest/concern. They also suggested creating chat rooms or blogs to increase membership interaction.

**IT Subcommittee** met with staff for an update on the website redesign, and ways they could help with the project. They will review possible design concepts and beta test the site before its launched.

**Emerging Leaders Subcommittee** selected a topic for their Summer Conference brown bag session, which will feature a presentation on race, diversity and inclusion. They also discussed their National Conference joint session with the Fellows, which will be a play on the speed dating concept. Finally, they discussed possible topics for their bi-monthly learning exchange conference calls with the Fellows. Topics will include the impact of unionized housing authorities on staff morale, contracts and the “us” vs. “them” mentality; how to handle difficult times during a financial crisis, and career paths that helped the Fellows get where they are today.

President Richie tasked Past Presidents Martens, Prince, and Merritt to work with Member Services Committee on re-naming some of the Awards. He feels it is befitting for them to do some research on the Past Presidents in order to ascertain if any awards should be re-named in their honor.

**Housing Committee**  
Vice President John Mahon

**Portability Discussion**

The committee discussed portability and the draft Enhancing Mobility and Portability Act. There were several concerns with how the bill is currently drafted. The committee noted that if there is a bill restricting portability moves to opportunity areas, then there should be exemptions for people with disabilities and the elderly. Additionally, the committee noted concerns with the process of how areas of opportunity would be defined and offered tweaks to improve the process. The committee also offered additional refinements to the bill and instructed staff to make changes to the bill according to their suggestions.

**Guest Speaker from the American Indian Housing Council**

Anthony Walters, Executive Director from the National American Indian Housing Council addressed the committee. The committee had a robust conversation on the challenges facing Indian Housing and where overlaps exist between tribal housing authorities and PHAs.

**Public Housing Subcommittee**

The Public Housing Subcommittee discussed HUD's changes to the UPCS Protocol. Two members of the subcommittee had attended the HUD REAC Listening Session on the changes to the protocol and shared their experience with the subcommittee. Members expressed their concern that HUD's changes to the protocol will not address the main concerns with the current scoring process which often heavily penalizes agencies for inconsequential and tenant-caused issues. The subcommittee also discussed the costs of preparing for inspections (not necessarily tied to maintenance and safety of units) and the concern that PHAs could be using these dollars for better purposes including reducing homelessness. Subcommittee members noted that it costs an average of about \$1,000 per unit to prepare for an inspection. The subcommittee plans to gather anecdotes regarding the inspection process, especially as it relates to items that negatively impact scores but are minor concerns or outside the control of the PHA, and to use those to educate media and members of Congress of concerns related to the inspection protocol. The subcommittee noted the importance and need for inspections but commented that HUD's protocol is not effective. The subcommittee also noted their concerns with the new 14-day inspection notification window.

**Section 8 Subcommittee**

The Section 8 subcommittee discussed a proposal from outside groups to create new vouchers called Opportunity Vouchers--a new special purpose voucher that would target pregnant mothers and families with at least one child under age 6 that meet the income and eligibility requirements for the Housing Choice Voucher program as well as (1) recent history of homelessness or being precariously housed or (2) living in an area of concentrated poverty or being at risk of displacement from an opportunity area. The

subcommittee instructed staff to engage with outside groups about this topic and will discuss the topic further when the idea is further formulated.

### **Innovative Housing Solutions Subcommittee**

The subcommittee met to discuss housing policies and the importance of proper messaging when talking about our issues. The subcommittee discussed the importance of protecting existing units and transforming affordable housing. The subcommittee talked about the importance of promoting the tools that are available to reposition public housing and the need for NAHRO to continue to be the leader in bringing innovative policy ideas forward. The subcommittee also talked about what public housing will look like in the future as the portfolio shrinks and agencies continue pursuing public housing repositioning options.

### **Housing as a Right**

The committee discussed the idea of housing as a right and what that might mean. The committee agreed to the importance of housing and the ability to provide all individuals access to safe, secure housing. However, the committee raised questions regarding the impacts and potential consequences of housing as a right. Some of the concerns included the ability to evict residents for lease violations and the ability to screen potential residents if housing is considered a right to all.

The committee decided that more information was needed regarding the matter. It was recommended that the Committee reach out to Matt Pike of the Fargo Housing Authority who frequently presents on the U.N. Delegation of Human Rights to further educate committee members on the idea of Housing as a Right. At the suggestion of SPAG, the Housing Committee will examine trust funds, exclusionary and inclusionary zoning.

### **Professional Development**

Vice President Marsha Parham-Green

Professional Development (PD) spent a lot of time discussing adult learning theory, tying it to our current curriculum in order to ascertain if we are using the most effective methods to engage our learners and to further PD.

Subcommittees continue to update curriculum and to work on the introduction of new finance curriculum, the brainchild of Duane Hopkins. Goal is to offer this training later this year.

SPAG charged PD with development of a RAD offering. There is a complement of RAD trainings, which will lead to the RAD booth camp that PD introduced. Its formation and formal presentation will occur later this calendar year.

Quality Assurance subcommittee has worked on faculty onboarding. PD has deviated from the process over the years due to the lack of new faculty. This has been corrected



and we have returned to the *train the trainer* model. Six new faculty members have joined since our last meeting.

Marketing Subcommittee is working on a way to recognize members who have contributed to PD over the past year at state, regional and national levels.

Additional focus on evaluations and faculty performance to make sure our faculty are providing quality education that we expect as our governing Board and for our membership.

### **International Research and Global Exchange Committee (IRGE)**

Vice President Saeed Hajarizadeh

The IRGE Committee had three presenters at its meeting: **Jeff Mosley**, Jeff Mosely Community Development Consulting. He discussed housing in New Zealand: homelessness, over-crowding, cost burden and housing stock. **Anthony Walter**, National American Indian Housing Council, discussed Tribal housing programs, advocacy and current hot topics. **Cynthia Campbell**, HUD's Office of International and Philanthropic Affairs Division, provided an overview of the division's current agenda and international focus.

### **Summer Conference**

IRGE has submitted two session proposals for the Summer Conference: A lunch and learn session where IRGE committee member Laurie Putter will discuss her experience as a panelist of expert advisors who addressed how to recreate value and renew residential attractiveness of St. Fons, France. The panel was sponsored by INTA.

At the second session, attendees will hear about NAHRO members' international experiences and learn about other countries' best practices and challenges.

### **Upcoming events**

Delegation to the **Australian Housing Urban Renewal Institute's** conference in Darwin, Australia, August 27-Sept. 3, 2019. Six NAHRO members have expressed an interest in participating.

### **International Forum on Housing and Community Development (Forum)**

October 12-14 in Austin, following the National Conference in San Antonio. Country Partners: Canada, South Africa, The Netherlands, and France. An "Organizing Committee", comprised of a representative from each country, began planning via teleconference a month ago. The event theme is *Creating Community...*

**Commissioners Committee**  
Vice President Henrietta Snipes

Sylvia Gimenez, Communications Director, advised of a slight delay in fine-tuning the draft of the *Commissioners Handbook*. Focus was diverted due to the government shut down; however, it is anticipated that it will be completed by the Summer Conference in Boston.

Mike Gerber, Chair, Legislative Network, encouraged the committee to attend the LEGNET meeting Monday and to be forceful advocates of our programs during their Capitol Hill visits on Tuesday. Commissioners are in a unique position as volunteer advocates for the residents and the communities they serve. The Advocacy app was discussed; members were encouraged to download and utilize it. Members were shown how to download and login to the app.

Blake Pavlik, Director of Certification and Accreditation spoke about plans by the BECT to discuss certifications for experienced commissioners. Plan to have an update by Summer Conference. The hope is to have experienced commissioners create an exam.

**Advocacy Subcommittee - Areas of focus**

In lieu of a Commissioners mentors table at the Washington Conference, the mentor focus will be directed to the First-Time Attendees Overview. Mentors will be on hand to answer questions.

**Communications Subcommittee- Areas of Focus**

Broaden topic scope for JOHCD Commissioners Corner. This feature was originally created as a commentary by commissioners. It has blossomed to different topics and perhaps we can go back and submit commentaries as well.

- Two sessions are in planning stages for the summer conference. Discussed topics/panels for the National Conference commissioner track sessions include: Commissioners and RAD Conversion, leveraging community roles, value and role of commissioners who are housing agency residents.

President Richie called for a motion to accept reports presented by Vice Presidents with Portfolio.

**Action:**

**Motion to accept reports of Standing Committees as presented by Vice Presidents by David Lange; seconded by Steve Merritt. Motion carried.**

## **HIGHLIGHTS: BUDGET & ADMINISTRATION COMMITTEE, BECT, AD HOC GROUPS AND TASK FORCES**

### **Budget & Administration Committee (B&A)**

Steve Merritt in Clif Martin's absence

The Committee welcomed Chief Operating Officer Chuck Wellard, who brings a wealth of knowledge and association experience and expertise to the position. It was mentioned that Bath Fitters is a lead conference sponsor. Mr. Merritt encouraged Board members to seek out company representatives and express appreciation to them.

#### **Topics/issues discussed:**

**Contract with Akridge**, the association's property management company. Staff will conduct a thorough review of the contract as several issues have surfaced.

**Investment policies.** Current policy is more than 20 years old and needs to be written.

**Banking methods.** COO will examine who and why; ways to realize savings in service fees; examine all banking and investment options and consider if consolidation would be more cost-effective. COO will survey RSOs to determine where they bank and support the industry nationwide.

**RSO Advantage Program:** Staff will examine ways to make it more revenue neutral, rather than a deficit.

**PD Dashboard.** Viewed, which reflected results of different products. Committee was impressed with performance and trending.

**Personify Software.** Staff continues to have challenges. This has been ongoing for five to seven years. Staff will explore other options this year.

### **Legislative Network**

Chair Mike Gerber

The Leadership Team of the Legislative Network discussed short- and long-term 2019 advocacy issues, which included FY 2020 funding, implementing regulatory issues related to RAD; continuing to get traction on the Affordable Housing Improvement Act (did not pass last session of Congress); portability; the National Housing Trust Fund and how agencies can or cannot access; zoning issues; and the new Advocacy APP. The APP will be a tremendous resource to members as they prepare letters to members of Congress.

The Leadership Team adopted its 2019 advocacy plan, which set a goal of sending 10,000 letters this year and outlined an ambitious August recess agenda.

President Richie commented on two meetings that he, Senior Vice President Shaw and CEO Todman had on Capitol Hill: (1) Congresswoman Maxine Waters staff. The purpose of the meeting was to introduce NAHRO to them. During the meeting we suggested that the Infrastructure bill should call for \$60 billion, which will cover our backlog and capital needs. (2) Congressman Lacy, the new chair of the Subcommittee on Housing and Insurance. He seemed pleased that we had reached out. Congressman Lacy is working on a project in his district and would like NAHRO to hold a briefing for his staff and members of the subcommittee.

### **Housing America Task Force**

Chair Richie Herrington

The Task Force has had several conversations about the LDG Scholarship program to flesh out details and to prepare for the upcoming announcements at the Summer Conference. The Poster Contest is on track. National judging has been scheduled for August 2. NAHRO's second golf outing and the 50/50 raffle will take place at the Summer Conference, both of which were well-received and successful at the Atlanta Conference.

### **Business Partners Council (BPC)**

Dionne Roberts

The BPC will meet on Tuesday. A liaison attended the Member Services Committee meeting held at this conference. Ms. Roberts expressed appreciation to Vice President Rodriguez for this collaboration, and to Board members for their support for and participation in BPC events held at the National Conference. They were pleased with the outcome of the speed networking event, the exhibit hall and other opportunities that were available to them at the conference. NAHRO members are making their efforts to expand the BPC easier when they (BPC members) see and feel value.

Planning is underway for events at both the Summer and National Conferences. Ms. Roberts urged Regions to promote the BPC at their conferences and to engage them locally. Reach out to her or Sylvia Gimenez, if they can help facilitate this.

Ms. Roberts reminded the Board of the name change of the BPC Award to Business Council Partnership Award. The award was redesigned to be more about partnerships between BPC members and agency members.

They ask the President and CEO if the award review panel could be comprised of a representative from each region and two BPC members, if possible, so that we can continue to both engage our regions and BPC members.

President Richie commended Ms. Roberts for taking on the BPC. Gorman has advised the company will not only participate in the San Antonio Conference, they will also sponsor a lounge where members can visit with them, relax and enjoy refreshments. This, President Richie said, this is a testament to the good work of the BPC under Ms. Roberts' leadership.

Mike Gerber shared his conversation with some Commissioners who talked about bringing business partners with whom their agencies work into the "NAHRO fold." He asked if BPC could develop guidance for members in this area. Ms. Roberts responded they are working on a marketing piece and that the BPC will look into this. She also noted that there are some very sensitive issues related to procurement and that we do not want anyone to misunderstand and accidentally violate their local procurement guidelines. Her initial thoughts are to develop a one pager of do's and don'ts and guidelines on how to engage vendors without violating procurement policy.

President Richie suggested that Ms. Roberts discuss this issue with Commissioners either by attending their meeting or inviting them to attend the BPC meeting. Because the BECT is examining revisions to the Code of Conduct, he asked BECT Chair Carrie Riley to be on hand for this conversation to answer questions. Additionally, issues may be raised that the BECT may want to incorporate into the revised Code.

### **Diversity, Equity and Inclusion Task Force (DEITF)**

Chair Elizabeth Glenn

At its meeting, DEITF discussed the role of commissioners, some of the frustrations that both commissioners and agency employees have felt due to lack of diversity, equity and inclusion in their workplaces. The task force also discussed deeper partnerships with the emerging leaders, ensuring that an intergenerational approach to equity and inclusion, respecting the importance of having elders teach young people, and bringing that cross-fertilization together in their work.

DEITF also discussed looking at both Summer and National Conferences so that they build upon the success of the *Executive Roundtable* held at the Atlanta Conference. Compelling issues surfaced, which included the desire of young people to be part of our industry in a more meaningful way, who need our help, encouragement and leadership to help them be the future of our industry. At the Summer and National Conferences, DEITF will continue this conversation—we intend to look at how we bridge the various gaps between generations and populations, and how we make spaces that are safe for people to talk about difficult issues and how to respectfully respond to some of the anger that some people may feel. We also discussed the importance of tone and tenor and underscored the need to develop tools and training to help PHAs and leadership deal with sensitive issues around equity and inclusion.

DEITF is excited about continued discussion at the conference session on Monday where Dr. Elsie Scott, Interim President of the Congressional Black Caucus Foundation, will talk about their efforts to focus on diversity, equity and inclusion, particularly pertaining to congressional staff. This is an important issue for us because many of the people whom we interact with around our legislative and advocacy work are congressional staff. Added to that is how Congress is looking at how to make it affordable for paid interns to live and work in DC.

Preston Prince said his agency is embarking on a diversity equity and inclusion assessment of agency. When he went to e-procurement there was nothing. He wondered if anyone has done an RFP or RFQ around this topic before. He asked if the Task Force could help write the scope of work, if an agency wanted to undertake this type of self-assessment.

Chair Glenn responded, there are many critical issues that agencies need help with, which are bigger than the Task Force. The Task Force, working with staff and leadership, needs to examine tools that agencies need and roll out ideas over the next few years.

### **Board of Ethics and Credentialing Trustees (BECT)**

Chair Carrie Riley

The joint Ethical Leadership working group of BECT, Member Services and Professional Development committee members has met regularly to discuss updating the NAHRO Code of Professional Conduct and requiring ethics training for NAHRO leadership.

Representatives of the Diversity, Equity and Inclusion Task Force attended the meeting to discuss revisions to the Code.

BECT is on track to complete review of all certifications by summer.

There was vigorous discussion regarding proposals to revise the policies of NAHRO Certification exams to address current customer expectations. Discussion resulted in the BECT approval of:

- (a) Certification exam results will be available to examinees electronically and via email when appropriate measures are taken to ensure secure transmission;
- (b) Certification Exams will be allowed to be administered electronically, online, or in similar measures following industry standard procedures;
- (c) more specific result reporting will be available to customers to help them understand what subject areas of the certification exams in which they are proficient and less proficient.

Discussed marketing of NAHRO Certification programs considering new opportunities being offered by both NAHRO and other industry credentialing providers.

### **Small Agency Task Force (SATF)**

Chair Sharon Carlson

The first conversation revolved around communications—what works and what does not. There are still many communications from NAHRO and HUD that many small agencies are not getting. The SATF needs to refocus efforts and outreach.

With respect to S. 2155, SATF expressed concerns about shared wait lists and the definition of what it means to be rural and/or predominately operating in a rural area.

Discussed new UPCS inspection protocol being proposed by HUD REAC and what it means for small agencies. Feedback was provided to NAHRO's policy team.

NAHRO staff discussed carbon monoxide detectors. HUD believes that only units with combustion heating units should have these detectors, while a new Sen. Harris bill would require all units to have detectors.

Discussed the new notice on streamlined voluntary conversions for small agencies. There were questions about how this differed from RAD (regular HCVs versus RAD vouchers based on RAD rents). SATF also expressed an interest in additional training on the different repositioning options.

Concluding her remarks, Chair Carlson urged Regional, Chapter and State Association Presidents to engage small agencies in learning and networking opportunities.

### **Strategic Planning Advisory Group (SPAG)**

Chair Jennifer Bergman

SPAG continues to receive quarterly updates on the status of goals and objectives from chairs. The next update call will be in May. At its meeting on April 5, SPAG received an overview of presidential candidates' housing positions (excellent background information provided by the Policy team); discussed strategies for communicating our positions with Dr. Tiffany Manual; and engaging the NAHRO membership in the presidential campaigns at the local level.

President Richie recognized Mike Gerber and Jennifer Keogh, whose creativity and communication to the NAHRO membership during the Government shut down resulted in NAHRO members sending 3700 letters to Members of Congress.

## **Housing and Development Law Institute (HDLI)**

Vivian Bryant

HDLI's representative Vivian Bryant encouraged members to look at the Source of Income Discrimination Act. She advised the Board that several agencies in Florida have been sued successfully because visually impaired clients could not access their websites.

Regional Presidents submitted written reports.

CEO Todman encouraged Board members to attend NAHRO's first Capitol Hill reception Monday evening. We have invited personal staff of all authorizers and appropriators and the staff of both committee to this invitation- only event.

There being no further business, President Richie called for a motion to adjourn.

### **Action:**

**Motion to adjourn, moved by John Mahon, seconded by David Lange. Motion carried.**

### **ATTENDANCE:**

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

**Past Presidents:** Steve Merritt, Betsey Martens and Preston Prince

**NERC:** Diane Cohen, Joe D'Ascoli

**MARC:** Diane Haislip, Vernon Lawrence and Kathy Walter

**NCRC:** Jennifer Keogh, Marty Ryan and George Guy

**SERC:** C. Sean Gilbert, Ailrick Young, and Mark Taylor

**SWRC:** David Lange, Darrin Taylor, Tonya Mabry, David Gates, Earnest Burke and Deborah Jenkins

**PNRC:** 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, Carrie Riley, Sharon Carlson, Elizabeth Glenn, Mike Gerber, Richard Herrington, Dionne Roberts, Vivian Bryant and Antonio Jackson

**Excused Absences:** Carol Gore, Clif Martin, Dee Anna Peterson, Anthony Vasiliou

**NAHRO Staff:** Adrienne Todman, Georgi Banna, Lori Barringer, Sylvia Bowen, Kathy Cueto, Lori Myers Carpenter, Tushar Gurjal, Tess Hembree, Kim Gray, Eric Oberdorfer, Blake Pavlik, LaTonya Rajah, Jori Solomon, Dawn Tullis, and Chuck Wellard

---

***Next Meeting: In conjunction with the Summer Conference***



