

NAHP Update

Bullying Has No Age Limit

BY JENNIFER JONES

IN THIS ISSUE

- 5 Be Recognized for Providing Quality Housing
- 6 NAHMA launches CPO One-Day
- 7 NAHP Profile
Irene Taylor: Chance Job Turns Into Worthwhile Career

The rise in popularity of social media has served to shine a spotlight on the prevalence of bullying, focusing mostly on its impact on children. However, bullying knows no age limit and in fact, an estimated 10%-20% of older adults experience some sort of bullying—the exact figures are hard to come by because incidents often go unreported, said Ruben Rivera-Jackman, director of resident services for Sustainable Housing for Ageless Generations, headquartered in Tukwila, Wash.

“Senior bullying is a big problem,” Rivera-Jackman said. “It’s also something we don’t think about. Most people think a senior bully is just a grumpy person, but it is a personality issue. Bullying behavior occurs across a person’s life span if that person has never had a positive intervention.”

The American Psychological Association defines bullying as “a form of aggressive behavior in which someone intentionally and repeatedly causes another person injury or discomfort. Bullying can



take the form of physical contact, words or more subtle actions. The bullied individual typically has trouble defending him or herself and does nothing to ‘cause’ the bullying.”

WHAT TO LOOK FOR

There are four types of bullying behaviors, said Rivera-Jackman.

Verbal Abuse: name calling, teasing, insults, taunts, threats, sarcasm and pointed jokes targeting specific individuals.

Physical Abuse: pushing, pinching, biting, punching, hitting, hair pulling, destruction of property and stealing.

Antisocial: shunning, excluding, gossiping, mimicking, spreading rumors, using offensive gestures and negative nonverbal body language.

Relationship Centered: ostracizing during meal times and activities or forming cliques.

Bullies tend to target those

continues on page 2



NATIONAL AFFORDABLE HOUSING MANAGEMENT ASSOCIATION (NAHMA)—Protecting the Interests of Affordable Housing Property Managers and Owners

PRESIDENT

Timothy Zaleski, SHCM, NAHP-e
Tim.Zaleski@McCormackBaron.com

EXECUTIVE DIRECTOR

Kris Cook, CAE
kris.cook@nahma.org

MANAGER, EDUCATION & TRAINING

Natasha Patterson, ACA
npatterson@nahma.org

DIRECTOR, MEMBERSHIP

Brenda Moser
brenda.moser@nahma.org

EDITOR

Jennifer Jones
jjones@nahma.org

DESIGN

Mary Butler

2019 NAHMA CERTIFICATION REVIEW BOARD

Chair

Gwen Volk, SHCM, NAHP-e, CPO, FHC

Vice Chair

Rich Skoczylas, FHC, SHCM, NAHP-e, CPO

Members

Cindy Lamb, SCHM, NAHP-e
Gianna Richards, SHCM, NAHP-e
Julie Wall, NAHP-e, FHC, CPO, SHCM
Angie Waller, FHC, SHCM, NAHP-e, CPO, ACPO

NAHP Update is published four times a year by the National Affordable Housing Management Association, 400 North Columbus St., Suite 203, Alexandria, VA 22314, Phone 703-683-8630, website: www.nahma.org

SUBSCRIPTIONS: Complimentary to NAHMA credential holders.

QUERIES: Letters to the Editor and other queries should be sent to Jennifer Jones, NAHMA manager of communications and PR, jjones@nahma.org or to the address above.

NOTICE: Contents of NAHP Update should not be regarded as the final authority on policies, regulations and legal or other issues. Opinions are those of the authors and do not necessarily represent opinions or policies of NAHMA's board of directors or staff or consultants. NAHMA is not liable in any way for omissions or inaccuracies.

COPYRIGHT: Contents of NAHP Update are protected by copyright and may not be reproduced, in whole or in part, without permission and attribution.

they perceive as weaker, have mental illness or physical limitations, or those who are, or thought to be, part of the LGBTQ community.

The bullying can be a reaction to the person's fear of growing older—seeing their victim as a reflection of what can happen to them. Essentially, they are not adjusting to their own aging process and are taking their frustrations out on others. It can also result from a lack of diversity when the bully was growing up.

“For many older adults, they may have come from a homogeneous community,” Rivera-Jackman said. “Now they are moving into senior communities that are more diverse and they are being exposed to all types of different people and cultures.”

Rivera-Jackman has found that seniors tend to be reluctant to report abuse for a



think there are clear policies in place to address bullying or a clear grievance process.

Rivera-Jackman said multifamily communities have policies in place that address harassment, but those poli-

an environment of tolerance and take action immediately when bullying is reported or even suspected. Staff also needs to be on the lookout for certain behavioral changes in residents that can be a

BULLYING IS DIFFERENT FROM A GRUMPY PERSON, which is considered a personality disorder. Bullying is a pathology.

number of reasons. Anecdotally, he has been told victims haven't reported the bullying because they feel embarrassed or ashamed; they tend to feel it was their fault; they think no one will do anything to stop it; they fear retaliation; they don't think staff has enough training to address bullying; and they don't

cies also need to include language that addresses bullying.

“Harassment can be a form of bullying. Harassment can also be a one-time thing,” he said. “Bullying is repetitive and intentional. It can do a lot of damage emotionally and physically.”

Managers and other on-site staff need to promote

result of being bullied. Not all bullying is done in the open or witnessed by others. If a resident has withdrawn socially, has become anxious or depressed, seems stressed, is experiencing physical problems such as migraines or stomach problems, or is asking to move out or be

continues on page 3



transferred—those could all be symptoms of being bullied. And while these symptoms could have a myriad of causes, staff should have an honest conversation with the resident about possible bullying.

WHAT TO DO

Staff can help prevent bullying by educating residents on the ways it occurs and encourage others to speak up when they see a bullying situation. Staff should also confront the bully and reiterate that the house rules or lease agreement states that if his/her behavior continues, it could result in eviction.

Managers and other staff need to foster an environment where victims feel comfortable reporting the bullying behavior and can have confidence that something will be done about it. Residents need to know everyone will be held

accountable for their behavior and that all residents deserve to be treated with respect and dignity.

There are a number of steps the staff can take when it comes to the bully, including gathering evidence such as witness statements, complaints or photographs, consulting with the community's legal counsel, issuing a lease violation notice and ultimately beginning the eviction process.

As for helping the victim, the staff can offer skills development that can help individuals avoid being targets, and can foster the victim's self-worth and bolster his/her self-esteem. This can include resident advocacy networks or support groups, or mediation and communication skills training.

Rivera-Jackman said man-

agement should create and implement zero tolerance anti-bullying policies and develop a transparent process for responding to bullying reports. There should be ongoing conversations about bullying between staff and residents. And there should be regular training sessions for staff about bullying, what to look for and how to respond.

"If you witness something, you need to address it immediately," he said. "Bullies know how to do it without being witnessed. Staff needs to watch residents' routines and be able to spot when something is out of the ordinary."

Rivera-Jackman has more than 25 years' experience working in the health, human and social services sector, is a certified trainer with the National Resource Center and an adjunct professor at Seattle Central College, where he teaches as part of the behavior health department. Additionally, he earned a bachelor's degree in social sciences from Pace University in New York City and an executive master's in not-for-profit leadership from Seattle University. He has completed a Geriatric Mental Health Specialist certificate program at University of Washington and Professional Service Coordinator Certificate from Ohio State University. **NU**

Jennifer Jones is manager of communications and public relations for NAHMA.

Welcome New Certificants!

NAHP-e

>> Patrick Howard
Housing Authority
of Travis County
Austin, TX

Earn one of NAHMA's prestigious professional credentials, which are dedicated solely to recognizing and promoting achievement of the highest possible professional standards in affordable housing management. Programs include:

- National Affordable Housing Professional (NAHP™)
- National Affordable Housing Professional-Executive (NAHP-e™)
- Specialist in Housing Credit Management™ (SHCM™)
- Certified Professional of Occupancy™(CPO™)
- Blended Compliance Designation (BCD)
- Fair Housing Compliance™ (FHC™)
- National Affordable Housing Maintenance Technician (NAHMT™)
- National Affordable Housing Maintenance Supervisor (NAHMS™)
- Credential for Green Property Management

For more information, go to www.nahma.org and click on Education.



DATA AND RESEARCH

THAT SUPPORT AFFORDABLE HOUSING

HUD User is the source for affordable housing research, reports, and data from the U.S. Department of Housing and Urban Development's Office of Policy Development and Research (PD&R). Visit **huduser.gov** to explore the various resources available on HUD User, including Income Limits and Fair Market Rents for assisted housing units.

To find out about the latest affordable housing data and research releases from PD&R, subscribe to receive email updates and check out *The Edge*, PD&R's online magazine.



Be Recognized for Providing Quality Housing

Before back-to-school events start dominating the schedule, plan to enter the NAHMA 2019 Communities of Quality (COQ) Awards competition. The submission deadline to NAHMA is Nov. 7.

The COQ Awards recognize outstanding property management companies providing the highest quality of safe, affordable multifamily rental housing in communities across the country. Judging is based on a point system that takes into account your National COQ Recognition Program application and the required COQ Awards application essay. All affordable multifamily properties may compete—it doesn't matter how big or small your community may be, where it is located, or which affordable rental program (HUD, RD or LIHTC) it participates in.

Before entering the COQ

Awards competition, a property must first apply for and achieve national recognition as a NAHMA Community of Quality with a minimum score of 325 points on its National Recognition application. If a property is not currently a nationally recognized COQ property, the deadline for submitting an entry-level application to a local AHMA for consideration in the national program is Sept. 5. Don't wait until the last minute to become certified or to increase your score to qualify for the awards competition.

Detailed application information and submission materials for the NAHMA COQ National Recognition and Awards programs are available on the NAHMA website at <https://www.nahma.org/awards-contests/communities-of-quality>. All COQ nationally recognized properties are eligible to high-



2018 COQ winner, Mandela Homes

light their accomplishments through the use of Digital Smart Badges on their properties' websites, enabling web visitors to see, and validate, their COQ national recognition status through a simple "click and verify" process.

"The Communities of Quality Awards honor the achievements of affordable housing providers who make an unprecedented contribution to developing outstanding properties for families of modest means. NAHMA believes it is essential that outstanding affordable properties—and the individuals who establish them—be publicly recognized for providing quality housing that offers a safe, healthy environment," Timothy Zaleski, SHCM, NAHP-e, NAHMA president, said. "They are communities supplying essential

programs and services for their residents. These awards bring valuable well-deserved attention to the important work we are all doing."

The awards competition has five categories: Exemplary Family Development; Exemplary Development for the Elderly; Exemplary Development for Residents with Special Needs; Exemplary Development for Single Room Occupancy Housing; Outstanding Turnaround of a Troubled Property.

Award winners will be notified in early January 2020 and will receive their awards in a special ceremony at the NAHMA Biannual Top Issues in Affordable Housing Winter Conference, March 8-10, 2020, in Washington, D.C.

This year's COQ Awards

continues on page 6

About the COQ Awards Sponsors

HD SUPPLY MULTIFAMILY SOLUTIONS: With 50,000-plus items and free, next-day delivery on most items to most areas, HD Supply Multifamily Solutions is your source for maintenance supplies, fabrication, installation, and renovation services. Our 700-plus account representatives serve more than 130 markets, providing personalized service backed by the strength of a national company. To order call 1-800-431-3000 or at hdsupplysolutions.com.

NAVIGATE AFFORDABLE HOUSING PARTNERS: Based in Birmingham, Ala., Navigate Affordable Housing Partners is a nonprofit engaged in developing, owning and managing affordable housing and consulting with various housing agencies to provide compliance and training. Navigate is also a federal contractor providing compliance and financial services on behalf of HUD as the Section 8 PBCA for multiple states. Navigate's core values—Service, Respect, Transparency, Quality and Innovation—are applied to every aspect of their work and has resulted in an exemplary reputation in the housing industry. For further information, visit www.navigatehousing.com.

NAHMA Launches CPO One-Day

BY GWEN VOLK

Managers of Department of Housing and Urban Development (HUD)-funded and subsidized properties will want to check out NAHMA's new, additional one-day version of our signature Certified Professional of Occupancy (CPO) course. The CPO One-Day was designed for managers who have some experience and knowledge in working with HUD programs. The course is a fast-paced review of the 4350.3 HUD Occupancy Handbook and provides another option for those seeking professional education and/or certification in HUD compliance.

In August 2017, NAHMA's Education and Training Committee established a task

force of trainers, AHMA executive directors and other interested committee members to investigate the feasibility of developing a one-day version of the CPO course. At NAHMA's October 2017 meeting, upon the recommendation of the task force, the committee decided to proceed. A volunteer team of NAHMA-certified trainers and subject matter experts was formed to develop the course. Work began in January 2018. Over the next nine months, the team worked painstakingly to turn the idea into reality complete with a trainer's guide and slides trimmed from the full CPO course. The result was a condensed review of HUD compliance rules and regulations intended to help experienced managers refresh and update their knowledge and to prepare them to attain the prestigious CPO designation.

A pilot course was held in September 2018 and, based on feedback from class members

and the trainer, the task force met again and decided the course needed more work. With the consensus of the task force, a volunteer team went back to work and six months later, the course was ready to present. NAHMA volunteered to sponsor the course in conjunction with some of its state annual meetings. Five successful CPO One-Day offerings were held March through June of this year. These five courses were attended by 190 experienced HUD managers and produced 140 new CPOs. Among the total attendees were more than two dozen affordable housing professionals, some of whom already held the CPO and other occupancy certifications, and who attended the course to update and enhance their expertise. Using feedback from the trainers and class members, the NAHMA team did additional fine-tuning to the agenda, reformatting and revised the slides,

and provided a final draft in August—almost two years to the day, that the idea was hatched.

NAHMA and its certified trainers are excited to be able to bring both the original in-depth 2 1/2 day CPO course and the CPO One-Day to AHMA members across the country in the coming months. For more information, contact Natasha Patterson by calling 703-683-8630, ext. 117 or emailing npatterson@nahma.org.

NAHMA would like to acknowledge the participation of the following members and staff: Heather Staggs, Gwen Volk, Anita Moseman, Michael Alexander, Daria Jakubowski, Betsy Eddy, DeAnn Hartman, Natasha Patterson, and Brenda Moser. **NU**

Gwen Volk, CPM, NAHP-e, RAM, FHC, CPO, SHCM, HCCP, is president and CEO of Gwen Volk Infocus Inc., an affordable housing trainer and consultant.



NAHMA and its certified trainers are excited to be able to bring both the original in-depth 2 1/2 day CPO course and the CPO One-Day to AHMA members across the country in the coming months.

BE RECOGNIZED FOR PROVIDING QUALITY HOUSING, *continued from page 5*

program is once again jointly sponsored by HD Supply Multifamily Solutions, a leading supplier of maintenance and renovation products to the multihousing industry, and Navigate Affordable Housing Partners, a leading provider of consulting and development services to public housing authorities and the HUD Sec-

tion 8 project-based contract administrator (PBCA) for several states.

Entry-level National Recognition applications are due to the property's local AHMA by Sept. 5. COQ Awards contest application materials should be submitted directly to NAHMA by Nov. 7, c/o NAHMA COQ Awards Entry, 400 N. Colum-

bus St., Suite 203, Alexandria, VA 22314.

The AHMAs will also be honoring their local NAHMA Communities of Quality program participants. Please check your local AHMA's program details; a directory of the AHMAs is available on the NAHMA website, at <https://www.nahma.org/membership/>

[ahma-directory](https://www.nahma.org/membership/).

For questions about the COQ program and awards, contact Paulette Washington at 703-683-8630, ext. 110 or pwashington@nahma.org. NAHMA looks forward to judging numerous applications in every category from every AHMA. The time to start preparing applications is now. **NU**



Chance Job Turns Into Worthwhile Career

NAME: Irene Taylor, NAHP-e, CPO, FHC

MANAGEMENT COMPANY: RPK Development Corp.

POSITION: Director of Compliance

Irene Taylor credits her 25-year career in the affordable housing industry to a fluke. She was going to nursing school when she was offered a chance to manage a property and get a little help with rent while attending school. Not only is she still in the business, she is with the same company, RPK Development Corp. based in Los Angeles, Calif. For the last 11 years, she has served as the director of compliance.

"I love it," Taylor said. "I have the opportunity to help someone and play a vital role in giving them the keys to their new home. Changing lives one key at a time."

Even though she had planned to be a nurse since high school, Taylor found that she had a knack for

paperwork and figures. "I enjoy the legalities of it," she said.

Others took notice of her talents as well. Taylor has been presented the Spirit of AHMA Award and Resident Manager of the Year from AHMA-PSW.

"That was a turning point for me because my community residents and my co-workers nominated me," she said. "That's when I said, OK, I belong here."

She remains active with the AHMA, serving on the tax credit and training com-

Taylor said. "It was really a great experience and very rewarding to see the difference you can make honoring a deserving person with help with their college goals."

At one point, Taylor had to step away from volunteer work with the AHMA because her daughter was born prematurely. Proudly, Taylor said her daughter turns 15 this year. Combined, Taylor and her husband have four daughters.

For anyone considering a career in the affordable hous-

ing industry, Taylor advises, "Be patient and read as much as you possibly can. All rewards will come in the end when you least expect them. It's been a rewarding career."

Taylor enjoys going to church, watching movies and

reading all sorts of novels. She even goes camping and fishing with her husband despite her dislike of bugs. They particularly like visiting Pyramid Lake and Dockweiler State Beach.

"I wouldn't be doing it, if it wasn't for him," she said of the fishing adventures. "I go for the company. I'll cast the line, but he has to bait the hook and take the fish off if I catch anything."

Taylor also stages homes on the weekends to make them look more attractive

"I LOVE IT," TAYLOR SAID. "I have the opportunity to help someone and play a vital role in giving them the keys to their new home. Changing lives one key at a time."

mittees, as well as previously volunteering on the scholarship committee, which she found worthwhile.

"I was able to read some of the stories and letters from the applicants and they were some of the most touching things,"

ing industry, Taylor advises, "Be patient and read as much as you possibly can. All rewards will come in the end when you least expect them. It's been a rewarding career."

Taylor enjoys going to church, watching movies and

to potential buyers for a real estate agent friend.

Besides her NAHMA credentials, Taylor also holds a Housing Credit Compliance Professional as well as an Associates of Arts degree. -JJ NU

2020 NAHMA Drug-Free Kids Calendar



Order Yours Today!

The winners have been chosen!
The cover art selected!

It's time to order your 2020 NAHMA Drug-Free Kids Calendars—at the same affordable price as last year! Just \$5.50 each! The \$5.50 calendar cost is a Department of Housing and Urban Development and Department of Agriculture allowable project expense.

Also, place your order by Nov. 8, 2019, and enter the NAHMA Lucky Draw for free prizes!

NAHMA Lucky Draw Prizes!

- 3 Free NAHMA Meeting Registrations (Value: \$430-\$655 each)
- 5 copies of A Practical Guide to Tax Credit Management (Value: \$50 each)
- 5 copies of the Understanding Insurance and Risk Management book (Value: \$35 each)
- 5 American Express Gift Cards (Value: \$100 each)

Drawing will be held on Dec. 13, 2019

Calendars make great holiday gifts for your properties, community event giveaways and colleagues. This year's theme, "Sharing Our Stories: Learning from Others, Young and Old" is illustrated through the unique poster art created by children, seniors and adults with special needs living in affordable housing. Support the drug-free message today. Send in the order form at right without delay. Or, order through the Online Store at www.nahma.org.

2020 NAHMA Drug-Free Kids Calendar Order Form

Order by Nov. 8, 2019, and enter the NAHMA Lucky Draw!

☐ **YES**, I would like to order 2020 Drug-Free Kids Calendars and show my ongoing support of drug-free and safe community housing. If I order by Nov. 8, 2019, I will be entered into the NAHMA Lucky Draw for the prizes listed.

*** Please print clearly. All fields required. Incomplete forms will not be processed.**

Name: _____

Apt. Complex: _____

Shipping Address (no P.O. Boxes): _____

City: _____ State: _____ ZIP: _____

Phone: _____ Fax: _____

Email: _____

Management Company: _____

Name of AHMA: _____

Number of Calendars: _____ X \$5.50 (in Virginia add 6% sales tax) *#

* Shipping & Handling Extra: 1-10 calendars ordered, shipping & handling is \$2 per calendar; 11 to 49 calendars, \$1 per calendar; 50 to 99 calendars, flat rate of \$30; 100 or more calendars, flat rate of \$50.

#The \$5.50 calendar cost is a Dept. of Housing & Urban Development and Dept. of Agriculture allowable project expense.

TOTAL: \$ _____

PAYMENT INFORMATION (Orders For Less Than 100 Must Be Prepaid)

Please check one:

☐ Check or Money Order Enclosed (Made payable to NAHMA)

☐ VISA ☐ Master Card ☐ American Express

Card Number: _____

Expiration Date: _____ Security Code: _____

Name on Card: _____

Authorization Signature: _____

Mail To:

NAHMA Calendar Order
400 North Columbus St.
Suite 203
Alexandria, VA 22314

Or

Order Online:

www.nahma.org
in the NAHMA Online Store
Or Fax: 703-653-8634
Allow 3-4 weeks for delivery
of calendar