



NAHMA Leadership Development Process

1) Member Orientation – The First Step in Developing Future Leaders

A. New Member Orientation – NAHMA should require all new members to attend an organizational orientation session held at a NAHMA meeting. The orientation would provide an overview on how the association works – from structure to mission, with an emphasis placed on getting involved at the committee level.

B. Committee Assignments – All members – new and existing – would be assigned to at least two committees; however if a member is truly not interested in serving on a committee then the assignments would be waived. A Board member should meet with each new member and discuss the new member's interests and potential committee assignments. All members should be encouraged to get involved in the organization. Special emphasis should be placed on new leadership within the committee structure, which can best be achieved by moving new people into the vice chair and chair positions within the organization.

2) The Path to Leadership Development in NAHMA

A. Committee Participation – Staff should review attendance at committee meetings to ensure existing committee members are attending and actively participating. Membership on a committee should be considered an honor and members should be recognized. Committee members should sit at the table at committee meetings with placards identifying themselves. Committee chairs should be encouraged to assign duties and tasks to members of the committee.

B. Committee Leadership –

Prior to being considered for a Board nomination, a member should chair a NAHMA committee.

Prior to chairing a committee, a member should serve as vice chair when possible. The vice chair responsibilities should include submitting minutes to NAHMA staff within 30 days after meetings.

Chair orientation should be required of all chairs and vice chairs, including review of how committees work and the process for moving recommendations and resolutions through NAHMA, and review of Roberts Rules of Order.

Six Key Attributes of Board Members

1. The ability to think strategically and analytically and to effectively communicate thoughts and the reasons for them.
2. Possession of earned respect of other key stakeholder group members
3. The ability to work well with others as a member of a collaborative group with group decision-making authority and an understanding of the fiduciary duties of loyalty, care, and obedience.
4. Demonstrated understanding of the differences between “oversight” and “supervision.”
5. Earned reputation for emotional maturity, personal integrity, and honesty.
6. A demonstrated familiarity with the body of knowledge related to both the process for which the group is responsible as well as the substantive content of the subject area within which decisions and choices will have to be made.

Nomination Process for NAHMA Board of Directors/Officers (Chart One) and the NAHMA Educational Foundation Board of Directors (Chart Two)

I. Chart One: NAHMA Board of Directors/Officers

Activity	Timeframe
<p>1. The Nominating Committee:</p> <p>The Nominating Committee shall consist of the immediate Past President as Chair, and at least four (4) Executive I, II and III members appointed by the President. (Article IX, Section 3)</p>	Existing committee structure
<p>2. Developing the NAHMA Slate of Officers:</p> <p>As noted in Article VI, Section 2 of NAHMA’s Bylaws: “For the Office of President, the Nominating Committee shall give preference to the President Elect.... For the office of President Elect, the Nominating Committee shall give preference to the Vice Presidents.”</p> <p>Officers are elected to two-year terms. No person may hold two or more offices at the same time.</p>	<p>March meeting – determine slots open</p> <p>Mid June – send memo to Executive Council</p> <p>Early August – close nominations process</p> <p>Late August – hold conference call by Nom. Comm. to finalize slate</p>
<p>3. Developing the NAHMA Slate of Directors:</p> <p>NAHMA’s Bylaws outlines the number, tenure and qualifications for the Board of Directors at Article V, Section 2, and the process for electing Directors at Article V, Section 3.</p> <p>It has been the current operating procedure that the Nominating Committee sends a memo to NAHMA’s Executive Council members inviting nominations for both Officers and Directors.</p> <p>In addition, the Nominating Committee should work within the committee, and in accordance with NAHMA’s Leadership Development program, to identify additional nominees. The final slate of nominees should be agreed on by the Nominating Committee for announcement to the Executive Council by early to mid September (see item 4 below).</p> <p>For the Affiliate seat on the NAHMA Board, the Nominating Committee will use the same process to identify candidates (i.e., invite nominations from the Executive Council, and consider candidates identified by the Nominating Committee itself). The Nominating Committee may include</p>	<p>March meeting – determine number of slots to be open</p> <p>Mid June – send memo to Executive Council</p> <p>Early August – close nominations process</p> <p>Late August – hold conference call by Nominating Committee to finalize slate</p>

on the slate any number of Affiliate member candidates that it deems qualified and appropriate for consideration; this portion of the slate will be set off from the other nominees, and the members will be informed that these nominated Affiliate members are vying for election to the one slot provided for Affiliate members on the NAHMA Board.	
4. Announcing the Slate to the Executive Council: The slate of Directors and Officers nominated by the Nominating Committee shall be submitted to members of NAHMA's Executive Council at least 35 days prior to the Fall meeting, at which the election of the Board shall take place. (Article V, Section 3; Article VI, Section 2)	Early September (at least 35 days prior to Fall meeting in October)
5. Taking Nominations from the Floor In addition to the nominated slate of Officers and Directors, any Executive I, II or III member of the Executive Council may nominate another individual for the position of Director or Officer from the floor during the Fall meeting at which elections are being held (as long as such member meets the qualifying criteria for serving as a Director or Officer). (Article V, Section 3; Article VI, Section 2) Additional nominees for the Affiliate member Board position may be made from the floor as well. Again, this portion of the slate is set off from the rest, and the voting members are informed that these nominees are vying for election to the one slot provided for Affiliate members on the NAHMA Board.	Fall Meeting (October)
6. Holding the Election The Board of Directors and Officers of NAHMA shall be elected annually by the Executive I, II and III members at the Fall meeting. (Article V, Section 3, and Article VI, Section 2)	Fall Meeting (October)
7. Filling Vacancies: The Board of Directors may elect an interim Director to fill any vacancy on the Board. A formal election should be held at the next regular meeting of the Executive Council. (Article V, Section 12)	As needed

Date of chart: April 2017

2. Chart Two: NAHMA Educational Foundation Board of Directors/Officers

Activity	Timeframe
1. Developing the NAHMA Educational Foundation (NAHMA EF) Slate of Directors: Under the NAHMA Educational Foundation Bylaws, members of its Board of Directors shall be appointed for terms of three (3) years by the NAHMA Board of Directors. One-third of the NAHMA EF Directors	March meeting – determine number of slots to be open Mid June – send memo to Executive

<p>shall be appointed by the NAHMA Board annually for terms commencing at the Foundation's Annual Meeting. EF Directors shall serve until such time as their successors are appointed. No EF Director shall serve more than three consecutive terms (not including any time served to fill a vacated EF Director's term). (EF Article IV, Section 2)</p> <p>The NAHMA Nominating Committee will solicit nominations to the NAHMA EF Board at the same time it is soliciting nominations to the NAHMA Board of Directors.</p>	<p>Council</p> <p>Early August – close nominations process</p> <p>Late August – hold conference call by Nominating Committee to finalize slate</p>
<p>2. Announcing the Slate to the NAHMA Board of Directors:</p> <p>The slate of nominated NAHMA EF Directors shall be submitted to members of the NAHMA Board of Directors by early September.</p>	<p>Early September</p>
<p>3. Making the NAHMA EF Board Appointments</p> <p>The NAHMA Board of Directors shall appoint the new NAHMA EF Board members by early October, by conference call or email discussion/ballot, so that the newly constituted NAHMA EF Board can be notified in early October, and ready to commence its term and service at its Fall (Annual) meeting, pursuant to the NAHMA EF Bylaws. (EF Article IV, Section 2)</p>	<p>Early October</p>
<p>4. Officers of the NAHMA EF</p> <p>The NAHMA EF Board of Directors shall appoint its own officers, pursuant to its Bylaws. (EF Article V, Sections 1 and 2)</p>	<p>Fall Meeting (October)</p>
<p>7. Filling Vacancies:</p> <p>The NAHMA Board of Directors may appoint an interim NAHMA EF Director to fill any vacancy on the EF Board for the remainder of the unexpired term. (EF Article IV, Section 5)</p>	<p>As needed</p>

Date of chart: April 2017



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NAHMA Committees and Committee Leadership (For Committee Term 2019-2020)

Affiliates Committee: The NAHMA Affiliates Committee is comprised of NAHMA members that provide services to affordable property management professionals. It is the mission of this group to support NAHMA while providing its affiliate members a forum to discuss and implement activities that benefit all of NAHMA's members.

2019-2020 Chair: Janel Ganim, ResMan

2019-2020 Vice Chair: Mike Coco, Choice Property Resources Inc.

Affordable 100 Task Force: This task force of the Affiliates Committee conducts an industrywide survey of all affordable multifamily housing management companies to ascertain unit count as the basis of the annual NAHMA Affordable 100 list. Survey is conducted December-March, and final data is provided to NAHMA staff in early April.

2019-2020 Chair: Mike Coco, Choice Property Resources Inc.

2019-2020 Vice Chair: Amber Day, TrashPro

AHMA Liaison Committee: The AHMA Liaison Committee convenes AHMA leaders and members so they may exchange information on AHMA- and NAHMA-related activities and develop strategies to implement these activities. The AHMA Liaison Committee serves as an opportunity to coordinate the activities, communications policies and procedures between the AHMAs and NAHMA. This committee is automatically chaired by NAHMA's President-Elect, and the most senior NAHMA Vice President serves as Vice Chair.

2019-2020 Chair: Michael Simmons, Community Realty Management

2019-2020 Vice Chair: Larry Sisson, Tesco Properties Inc.

Budget & Finance Committee: The Budget and Finance Committee is responsible for development of the budget with the NAHMA Executive Director for presentation to the Board of Directors and the Executive Council, and other duties as outlined in the Bylaws. This committee is automatically chaired by NAHMA's Treasurer.

2019-2020 Chair: Sandra Cipollone, Interstate Realty Management

2019-2020 Vice Chair: Nancy Evans, CSI Support & Development Services

Certification Review Board: The Certification Review Board is responsible for establishing guidelines for NAHMA designation programs, oversight and approval of all applications for the National Affordable Housing Professional (NAHP®) and NAHP-Executive certification as well as maintenance certifications, on-going communication with designation candidates and recipients of NAHMA designations, and communicating the importance of professional ethics.

2019-2020 Chair: Gwen Volk, gwen.volk INFOCUS, Inc.

2019-2020 Vice Chair: Rich Skoczylas, Community Realty Management

Education & Training Committee: This committee provides guidance and recommendations for the courses that support NAHMA's designation programs. The committee is responsible for ensuring that NAHMA course offerings are current in content and reflect appropriate business practices and regulatory guidelines. The committee also establishes training protocol to certify NAHMA trainers in order to meet the highest standards possible, and maintain the integrity of both course delivery and the designation exams. The committee provides oversight of NAHMA course offerings at the AHMA level to ensure compliance with established training protocol.

2019-2020 Chair: Alicia Clark, Seldin Company

2019-2020 Vice Chair: Heather Staggs, S.T.A.R. Momentum

Fair Housing Committee: The Fair Housing Committee is responsible for monitoring those issues relating to fair housing and housing for persons with special needs and assessing the impact that these issues will have on affordable housing management.

2020 Chair: Debbie Piltch, Maloney Properties Inc.

2020 Vice Chair: Alan Weckerly, Millennia Housing Management Ltd.

Federal Affairs Committee (committee of the whole): The Federal Affairs Committee is responsible for developing and recommending to the Board of Directors and the Executive Council, NAHMA's position on federal legislation affecting affordable housing. Once policy positions are approved by the Board and Executive Council, the committee supports activities of NAHMA staff in dealing with Congress, its committees and its members. This committee must be chaired by an Executive level member per NAHMA's Bylaws.

2019-2020 Chair: Kimberlee Schreiber, Interstate Realty Management

2019-2020 Vice Chair: Jack Sipes, Dominion Inc.

Grassroots Advocacy Task Force: This task force of the Federal Affairs Committee works with NAHMA staff to advance the association's position on federal legislation affecting affordable housing through grassroots initiatives.

2019-2020 Chair: David Joyner, The Caleb Group

2019-2020 Vice Chair: Amy Alberty, Wallick Communities

Membership and Marketing Committee: The Membership and Marketing Committee is responsible for recommending policies and procedures related to the membership of NAHMA, as well as for implementation, oversight and review of the association's overall marketing initiatives.

2019-2020 Chair: Peter Lewis, The Schochet Companies

2019-2020 Vice Chair: Lisa Tunick, Tunick Law, LLC

Nominating Committee: The purpose of this committee is to make nominations for election to Officer and Board of Directors positions. The Nominating Committee must be chaired by NAHMA's immediate Past President per NAHMA's Bylaws.

2019-2020 Chair: Michael Johnson, Alco Management

2019-2020 Vice Chair: Tim Zaleski, McCormack Baron Management Services

Regulatory Affairs Committee (committee of the whole): The Regulatory Affairs Committee is responsible for developing and recommending to the Board of Directors and the Executive Council, NAHMA's position on regulatory issues and related matters. Once policy positions are approved by the Board and Executive Council, the Regulatory Affairs Committee supports activities of NAHMA staff in dealing with representatives of the various federal regulatory bodies. This committee must be chaired by an Executive level member per NAHMA's Bylaws.

2019-2020 Chair: Cindy Lamb, CSI Support & Development Services

2019-2020 Vice Chair: Lisa Beffa, McCormack Baron Management Services

Resolutions and Bylaws Committee: (This committee does not meet in person; rather, it conducts its business via email and conference call.) The committee is charged with monitoring and protecting the Bylaws of NAHMA. Once suggested Bylaw changes are referred to the committee from the Board of Directors, it reviews the proposed changes for propriety and for any proposed potential impact to the existing Bylaws. This committee must be chaired by an Executive level member per NAHMA's Bylaws.

2019-2020 Chair: Phil Carroll, Community Housing Services

Rural Housing Committee: Working with NAHMA staff, the Rural Housing Committee serves as NAHMA's liaison to the Rural Housing Service of the Department of Agriculture, and advises the Board and Executive Council on matters of particular interest to the management and provision of affordable housing in rural areas.

2019-2020 Chair: Noel Gill, Northwest Real Estate Capital Corp.

2019-2020 Vice Chair: Bert Loe, Standard Enterprises Inc.

Senior Housing Committee: Working with NAHMA staff, the Senior Housing Committee advises the Board and Executive Council on matters of particular interest to the management and provision of senior housing, as well as how federal, state or local mandates impact housing for seniors.

2019-2020 Chair: Nancy Evans, CSI Support & Development Services

2019-2020 Vice Chair: Jeff Kohler, Mercy Housing

Tax Credit Committee: The Tax Credit Committee supports NAHMA staff activities with the Internal Revenue Service and other organizations which implement and/oversee the Low Income Housing Tax Credit program. The committee advises the Board and Executive Council on how federal, state or local mandates impact the management of housing credit properties.

2019-2020 Chair: John Kuppens, WinnResidential

2019-2020 Vice Chair: Scott Hunley, Showe Management

TRACS and Contract Administration Committee: The committee works with NAHMA and industry members to review performance standards of the Tenant Rental Assistance Certification System and Contract Administrators. The committee also provides input to HUD and stakeholders from the practitioner perspective.

2019-2020 Chair: Connie Buza, WinnResidential

2019-2020 Vice Chair: Matt McGuire, National Church Residences

NAHMA Officers and Board of Directors (Since 1996)

(Alphabetical by First Name)

Name	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
President																											
Bill Kargman																											
Charlie Wilkins																											
Dan Murray															x	x											
Gianna Solari																		x	x								
Harold Platter																											
Jack Murray				x	x																						
Jim McGrath										x	x																
John Autry		x	x																								
Johrita Solari	x																										
Ken Pagano																				x	x						
Michelle Norris												x	x														
Michael Johnson																						x	x				
Phil Caroll						x	x																				
Scott Reithel																x	x										
Tim Zaleski																								x	x		
Wayne Fox								x	x																		
President Elect																											
Michael Simmons																								x	x		
Vice Presidents																											
Carole Glodney			x			x	x																				
Dwayne Shaw				x	x																						
George Caruso	x	x																									
Gianna Solari																											
Jack Murray	x	x																									
Jim McGrath						x	x																				
John Autry	x																										
Karen Newsome																x	x	x	x								
Karen Steinbaum		x																									
Ken Pagano															x	x	x	x									
Larry Sisson																							x	x	x	x	
Michael Johnson																		x	x								
Michael Simmons																				x	x	x	x				
Michelle Norris								x	x																		
Mike Goodwin										x	x																
Peter Lewis																								x	x		
Phil Carrol			x																								
Randy Lenhoff								x	x	x	x																
Scott Reithel												x	x														
Tim Zaleski																				x	x						
Wayne Fox				x	x																						

NAHMA Officers and Board of Directors (Since 1996)

(Alphabetical by First Name)

Secretary																								
Carole Glodney															x	x	x	x						
Dwayne Shaw			x																					
Gwen Volk	x																							
James McGrath				x	x																			
Karen Newsome																			x	x				
Ken Pagano													x	x										
Mike Goodwin						x	x	x	x															
Nancy Evans																				x	x	x	x	
Phil Carroll		x																						
Scott Reithel										x	x													
Tim Zaleski																		x	x					
Treasurer																								
Dan Murray								x	x	x	x													
Don Beebout	x																							
Karen Newsome															x	x								
Larry Barrett		x																						
Michael Johnson																	x	x						
Michelle Norris						x	x																	
Peter Lewis																				x	x			
Sandra Cipollone																						x	x	
Steve Henderson																		x	x	x	x			
William Wollinger			x	x	x								x	x										

NAHMA Officers and Board of Directors (Since 1996)

(Alphabetical by First Name)

Name	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
Directors (does NOT include officer terms; officer terms are not counted toward six consecutive year limit per Bylaws)																											
Angie Waller				x	x	x		x	x	x	x	x					x	x	x	x	x	x		x	x	x	
Betty Jo Bailey																											
Bill Kargman**																											
Bobby Griffith		x	x	x																							
Brian Sellers					x	x	x																				
C. Terry Ross		x	x	x		x	x																				
Carole Glodney	x	x		x	x			x	x	x	x	x	x														
Charlie Wilkins**																											
Chris White													x	x	x			x	x	x	x	x	x	x			
Christina Sanchez																		x	x	x	x	x	x	x	x	x	
Cindy Lamb																							x	x	x	x	
Daniel Murray**							x									x	x										
David Houze	x	x	x	x	x	x	x	x																			
Don Beebout									x	x	x																
Dwayne Shaw																											
G. Barron Rush		x																									
Gemi Ozdemir (affil)													x	x	x	x	x	x									
George Caruso												x	x	x	x	x	x										
Gianna Solari**										x	x									x	x						
Gwen Volk												x	x	x	x	x	x										
Harold Platter**																											
Harris Davis	x								x	x	x																
Jack Murray**																											
Jack Oliver			x	x	x			x																			
Jack Sipes																									x	x	x
Janel Ganim (affiliate)																									x	x	x
Jasmine Borrego																						x	x	x	x	x	
Jeff Baker																											
Jimmy Kerr											x	x	x									x	x	x			
Jim McGrath*			x									x	x					x	x	x	x	x	x	x	x	x	
Jim Nasso																								x	x	x	
John Autry**																											
John Grady														x	x	x											
John Kuppens																									x	x	x
Johrita Solari**					x	x	x						x	x	x	x	x										
Karen Newsome													x														
Karen Steinbaum	x		x	x	x	x	x	x	x	x		x	x	x	x	x	x										
Kay McIlmoil					x	x	x																				
Ken Pagano**																						x	x				
Larry Barrett	x		x	x	x	x			x	x	x																
Larry Sisson																		x	x	x	x						
Lenore Varney	x																										
Lisa Tunick (affil)																			x	x	x	x	x	x			
Mark Morgan																		x	x	x	x	x	x	x	x	x	
Melanie Kibble																		x	x	x	x	x					

(Alphabetical by First Name)

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2020 NAHMA Officers* and Board of Directors

President

Tim Zaleski

President Elect

Michael Simmons

Vice President (2)

Larry Sisson

Peter Lewis

Secretary

Nancy Evans

Treasurer

Sandra Cipollone

Past President

Michael Johnson

*Officers' terms are for two years; current officer terms expire October 31, 2020

Directors

Jasmine Borrego	Term ends 2021
Sonya Brown	Term ends 2022
Melissa Fish Crane	Term ends 2021
Janel Ganim	Term ends 2022 (affiliate member seat)
Noel Gill	Term ends 2020
John Kuppens	Term ends 2022
Cindy Lamb	Term ends 2020
Mark Morgan	Term ends 2020
Jim Nasso	Term ends 2021
Christina Sanchez	Term ends 2020
Jack Sipes	Term ends 2022
Angie Waller	Term ends 2021

Past Presidents – Voting Members of Board

Phil Carroll	Term ends 2022
Jim McGrath	Term ends 2021

Past Presidents – Non-Voting Members of Board

Bill Kargman

Harold Platter

Charlie Wilkins

Johrita Solari

John Autry

Jack Murray

Wayne Fox

Michelle Norris

Dan Murray

Scott Reithel

Gianna Solari

Ken Pagano



**NAHMA Educational Foundation
2020 Board of Directors***

Alice Fletcher, Chair	Term ends 2020
Karin McGrath-Dunn, Vice Chair	Term ends 2022
Megan Davidson, Secretary	Term ends 2020
Boone Atkins	Term ends 2020
Alicia Clark	Term ends 2020
Amber Day	Term ends 2021
Nancy Hogan	Term ends 2020
Daria Jakubowski	Term ends 2021
Stefanie Lee	Term ends 2021
Lisa McCarroll	Term ends 2022
Carlita Mendez	Term ends 2021
Gemi Ozdemir	Term ends 2021
Greg Proctor	Term ends 2022
Anthony Sandoval	Term ends 2022
Diane Smith	Term ends 2021
Lisa Tunick	Term ends 2022
Mike Simmons (NAHMA Board Rep)	Term ends 2020

*At November 15, 2019