



WINTER MEETING TOP ISSUES IN AFFORDABLE HOUSING MARCH 6-8, 2024

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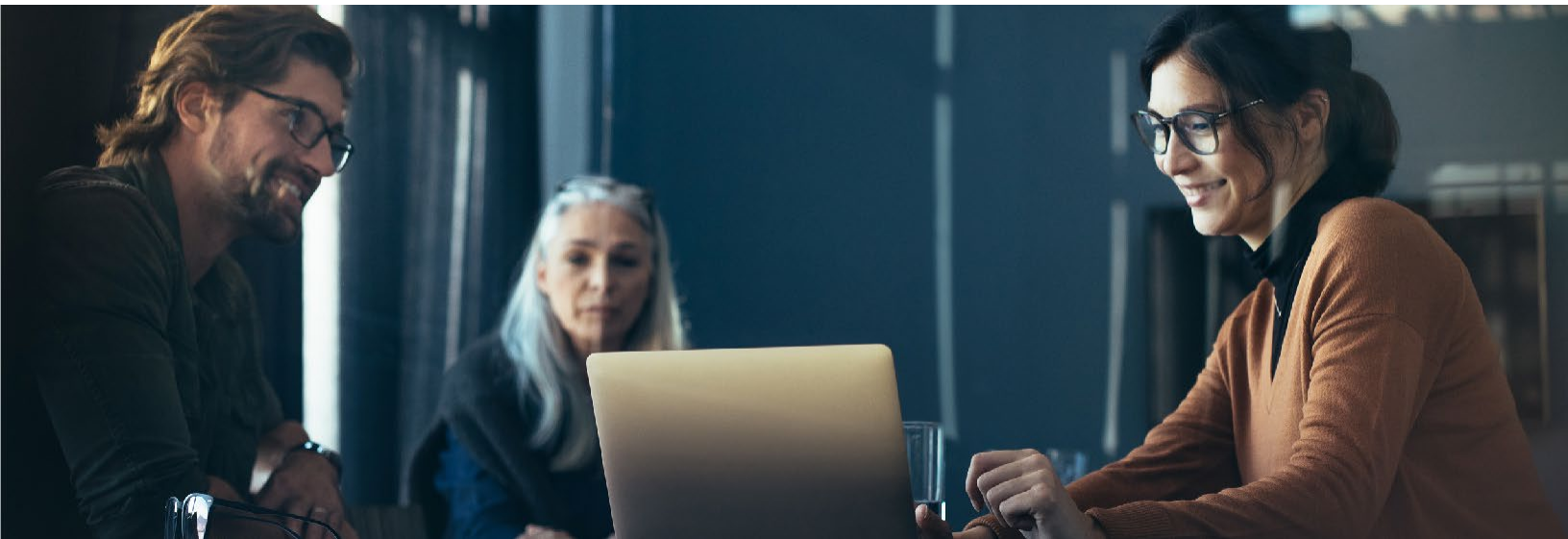


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RealPage® helps Affordable Housing owners, operators and investors unlock value faster and achieve peak performance with a flexible platform that provides real-time transparency across your portfolios. Discover how we drive operational excellence and optimize the prospect and resident experience with market-leading technology that maximizes yield.

Maximize the Prospect and Resident Experience

RealPage makes it easy to provide future and current residents—not to mention staff—with the best leasing and living experience. From effectively managing waitlists, to simplifying resident communications, to facilitating maintenance requests, say goodbye to manual processes.

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RealPage's mobile-responsive, online leasing solution integrates in real time with OneSite®, helping your organization improve staff efficiency, optimize your waitlist, reduce risk and cut vacancy losses while empowering applicants to apply on demand.

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Maintain compliance and keep operating costs down with an Affordable Housing Screening solution that ensures you get qualified applicants for your properties.

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Build brand awareness and turn prospects into qualified leads while receiving easy access to performance metrics and analytics to help you make strategic marketing decisions. Provided by a vendor that is an expert in ADA and other compliance requirements.

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Save time, lower costs and boost revenue with ActiveBuilding—the resident portal that provides mobile access to every aspect of apartment life, including convenient in-app payments.

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RealPage Contact Center Maintenance handles and dispatches service requests 24/7, decreasing maintenance response times and exceeding resident expectations—key factors in renewal decisions.

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Optimize revenue and reduce expenses across your portfolios with an end-to-end solution for property operations that gives you the visibility you need to target inefficiencies and boost performance.

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Electronically store all your property, leasing certification/recertification, compliance and vendor documents in a tamper-resistant, searchable platform that exceeds the strictest U.S. and global security standards.

Payments

Make processing payments fast, simple and secure by allowing residents to pay by check, money order, Automated Clearing House or with credit and debit cards.

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Gain full control over purchasing, invoicing and vendor activities, and harness the power of an online storefront to reduce operating expenses and increase overall efficiencies.

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Gain greater visibility into your utility data, reduce your utility usage and expenses, and free up staff time and resources with RealPage Utility Expense Management.

Sustainability Services

Sustainability Services provides the software and services you need to drive change across your portfolio that delivers savings and puts you on track to hit your ESG goals.

Harness Data To Drive Results

Quickly and easily view actionable insights—from your entire portfolio down to an individual property—that empower you to make smart business decisions.

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Eliminate time spent compiling data and gain daily insights into performance across your portfolios with precision multifamily intelligence, powered by the industry's largest lease transaction database.



AGENDA
AHMA Executive Directors and Presidents:
AHMA Operations and Administrative Issues

The Fairmont Hotel, Washington, DC
Wed., Mar. 6, 2024
8:30 – 9:25 am

AHMA Executive Directors and Presidents are invited to share/discuss issues of interest and concern related to the operation and administration of their AHMAs.

Potential topics for discussion include:

- * NAHMA's 2023-2028 Strategic Plan Update
- * Promoting the Communities of Quality program on AHMA Websites
- * NAHMA's membership promotion/incentive – Buy Some / Get Some, and how it relates to succession planning
- * Training topics – what's hot, what's not
- * Course and conference attendance trends and topic ideas
- * Marketing Success Stories
- * Membership trends
- * How do you foster healthy and productive Boards and committees?
- * Nitty-gritty behind-the-scenes topics – financial reporting options (accrual vs cash-based), databases, financial software, hotel contracts, meeting registration software, hosting fund-raisers, etc.
- * Other issues of operational/administrative interest and concern

Welcome New Members

NAHMA

Join NAHMA in welcoming the following new members. To help introduce them, we asked:
What are three things you want NAHMA members to know about you?

T.J. Golson

Regional Vice President of Sales
ResMan
2901 Dallas Pkwy #200
Plano, TX 75095
228-217-5651

tj.golson@myresman.com

Membership: Affiliate

1. I started my career in rental housing in 2001.
2. I enjoy helping clients find efficiencies in their processes, particularly in the world of software.
3. I love spending my life with my wife of 25 years, my two daughters and my grandson.



Jerry Low

Director of Acquisitions
Vitus
2607 2nd Ave., Suite 300
Seattle, WA 98121-1289
206-832-1317

Jerry.low@vitus.com

Membership: Associate

1. I am the acquisitions director for Vitus, a national affordable housing developer. I travel throughout the country, meet a lot of great folks, put deals together, and have a lot of fun.
2. We do not self-manage our properties. Vitus outsources management for its 17,000+ units in 23 states and counting to over 20 companies. I am here to network and to be on the lookout for new management companies to work with. I also want to learn what is and what is not working from the management company's point of view.
3. My wife and I have a 90-pound lap cat named Watson. (He's actually an English Cream Golden Retriever, but he doesn't know that.)



Kimberly Quint

Director of Portfolio Operations
The Schochet Companies
536 Granite St., Suite 301
Braintree, MA 02184-3952
617-674-5852

Kimberly.Quint@schochet.com

Membership: Executive



Stacey Rader

Director of Marketing
Park Properties Management Co.
1821 Avon Street Ext Suite 200
Charlottesville, VA 22902-8721
434-906-7415

srader@ppmcva.com

Membership: Executive

1. I have been in the property management industry for 15 years.
2. I'm a mom, a wife, a writer, and a distance runner.
3. ESPN 30 for 30 documentaries are my guilty pleasure.



Not Pictured

Carol Gardner

President/CEO
Tacolcy Property Management Corp.
5900 NW 7th Ave., Suite 102
Miami, FL 33127-1267
305-757-3737
cgardner@tedcbuilds.org
Membership: Associate

Richard Kingston

NWRCC
rkingston@nwrecc.com
Membership: Executive

Reenan Tages

Associate
Hessel Aluise & O'Leary, P.C.
1730 Rhode Island Ave. NW, Suite 900
Washington, DC 20036-3113
202-466-5300
rtages@hapc.com
Membership: Affiliate

Matt Hoskins

ExactEstate Property Management
900 N Point Pkwy., Suite 125
Alpharetta, GA 30005-4134
mhoskins@viatechsystems.com
Membership: Affiliate

Robyn L. Roesner

Area Executive, Vice President
Arthur J. Gallagher & Co.
500 N Brand Blvd., Suite 100
Glendale, CA 91203-3931
818-638-4833
robyn.roesner@aig.com
Membership: Affiliate

Chuck Wise

Vice President
Associated Insurance Management, LLC
1300 Spring St., Suite 300
Silver Spring, MD 20910-3655
410-274-3827
crwise@aimcommercial.com
Membership: Affiliate



Agenda

Welcome Session: NAHMA 101

Fairmont Hotel

Tuesday, March 6, 2024

9:30 – 10:30 am

The session provides an overview of NAHMA, including a meet-and-greet with attendees.

Committee chair, Gianna Richards, and vice chair, Melissa Fish-Crane, serve as moderators.

1. Welcome and Ice Breaker – Gianna Richards and Melissa Fish-Crane
2. Overview of NAHMA – Larry Sisson
 - a. Mission
 - b. Committees
 - c. How To Get Involved
3. Relationship Between NAHMA and the AHMAs – Kris Cook
4. NAHMA Educational Foundation – Anthony Sandoval
5. What To Expect During the NAHMA Meeting – Gianna Richards and Melissa Fish-Crane
6. Adjournment



**Combined Meeting of
NAHMA Certification Review Board
&
NAHMA Education & Training Committee
Wednesday, March 6, 2024
10:30am-11:15am**

AGENDA

Welcome:

Eileen Wirth, Chair of CRB
Anthony Sandoval, Vice Chair of CRB (capture minutes)
Anne Sackrison, Chair of E&T (Chair)
Sonja Horn McGaha, Vice Chair of E&T

1. **Approval of minutes from October Meeting, 2023**
2. **Old Business:**
 - a) Credential Statistics
2024 Renewals went out in January (*Numbers Below*)
 - 1) **NAHP Renewals** to date: Billed 127
 - 2) **NAHP-e Renewals** to date: Billed 203
 - 3) **NAHMT/NAHMS Renewals** to date: Billed 41
 - 4) **CGPM Renewals** to date: Billed 106
 - 5) **CPO Renewals** to date: Billed 1,795
 - 6) **BCD Renewals** to date: Billed 48
 - 7) **FHC Renewals** to date: Billed 4,775
 - 8) **SHCM Renewals**: Billed (in 2023) 2,988 (Renewed as 3/1/24: 1,543)**2023 Course Overview**
 - 9) **CPO Course**: Exams Taken: **337**
Passed: 257/Average Score: 81% **Failed 80**/Average Score: 61%
 - 10) **FHC Course**: Exams Taken: **347**
Passed: 270/ Average Score: 82% **Failed: 77** /Average Score: 59%
 - 11) **SHCM Course**: Exams Taken: **145**
Passed: 96 /Average Score: 75% **Failed: 49** /Average Score 53%
 - b) AHMA Procedure Manual Review: ***Special Thank You!*** to **Laura Spataro**, JAHMA/PennDel, **Melanie Labonte**, Rocky Heartland AHMA, **Betsy Eddy**, SAHMA
 - c) AHMA Communication: Monthly emails, Course Statement Forms & Invoices
 - d) Strategic Planning Update: "Leaders Talk Trends"
 - e) Website Updates: Renewal Information and Course/Event Calendar
3. **New Business:**
 - a) TesTrac Update: New Owners, New Contact & New Voucher Process
 - b) Trainer Portal Review

CRB/E&T Meeting

October 24, 2023

Meeting called to order at 10:32 am

Minutes of March 2023 meeting were unavailable for review so will be included for approval at the next meeting.

- a. Credential statistics were presented by Leslie, NAHMA

Course updates for CPO and FHC, there were issues with test track, but numbers were presented.

SHCM renewals are at 571 of 2988.

- b. FHC 2024 renewal update, 2374 emails were sent about continuing ed credits reminder. FHC manual update is in final stages, needs final approval by trainers.

- c. AHMA procedures taskforce – update provided; will be on website and will be updated regularly; streamlining and clarity in information, January target date;

- d. The Strat plan activities discussed included the recording of videos on the certification procedure 3-minute video – direct to the website for information

New business

- a. CPO course – deeper dive Brenda Moser, NAHMA – done in phases, RFP in Dec HOTMA focus update – ready in Spring 2024; phase 2 – everything else since last update (2013 w/ some edits) VAWA – target completion Summer 2024;
 - a. Should RFP include ongoing updates? Separate RFP?; Have 1 person responsible for updates (1/4ly maybe) that can be balanced without being open ended;
 - b. Goal is teachable materials for HOTMA guidelines by March deadline; focus is concrete changes (in place already); Policy Q for HUD if ready CAN you move ahead with HOTMA implementation;
- b. Trainer update – 2 new FHC trainers, website updated for trainer to mirror AHMA procedure manual;
- c. AHMA Communication - appreciation for feedback expressed;
- d. Website update; FHC renewal, trainer updates, information up more quickly
- e. CRB update – revised applications; reorganized to streamline and add a checklist to ensure apps are complete; sent to ED's for review and comment; Q – can submission be submitted electronically – is data
 - a. Timeframe to approve Q – 60 days; emails sent to applicant as soon as approved and ED is cc'd more direct information;

Anthony provided background/purpose of committees; Certifications are key to our association – when we certify it mean something.

Q – Why are averages of pass so far from 100%; what is pass – 70 CPO, FHC; SHCM is different; remote may be impacting pass rates; fail rates have increased since remote in place; average pass is by 10 points; are there tools to help pass – yes – quizzes; Committee to look at pass/fail rates – update questions – specifically FHC; can pass/fail be tracked by class? – not available in test trac; possibly more robust data in the future; shorten time to take test – now 2 weeks; need to take into account learning styles;

Meeting adjourned 11:16

Membership and Marketing Committee
Fairmont Hotel, Washington, DC
Wednesday, March 6, 2024
11:15 am to 12:15 pm

The Membership and Marketing Committee is responsible for recommending policies and procedures related to NAHMA memberships and for implementation, oversight, and review of the association's overall marketing initiatives. The Membership Committee must be chaired by an Executive level member per NAHMA's bylaws.

1. Welcome: Chair Gianna Richards and Vice Chair Melissa Fish Crane
2. Ask New Members, First Time Attendees and Sponsors to introduce themselves.
3. Review and approve the October 2023 meeting minutes.
4. Miscellaneous Program Updates – Brenda Moser and Jennifer Jones
 - a. 2024 Calendar Sales.
 - b. Recruitment Campaign of non-members on NAHMA's Affordable 100 list.
 - c. New Member Recruitment with syndicators initiative – asked attendees to provide contact list if they have relationships with syndicators.
 - d. Buy Some Get Some update.
 - e. NAHMA Influencer Challenge update.
5. Old Business
 - a. Revise the membership applications form "Indicate the name of the person or AHMA who interested you in joining NAHMA". to "Specify the individual or AHMA that sparked your interest in becoming a part of NAHMA"
 - b. Check pricing to have a booth at NCSHA and/or NAA. Update: NAHMA exhibited at NCHSA's June conferences until about 2014, booth space was \$5,000. NAHMA exhibited at NAA for several years until 2019. NAAEI, comps us a booth due to our joint credentials, however that meeting was not the right audience for potential new NAHMA members, as mostly site staff walk the tradeshow floor.
 - c. An AHMA's membership list vs subscriber list, for contacting potential new members.
6. New Business
 - a. Leaders Talk Trends, an item from the strategic plan.
 - b. Networking for NAHMA.

7. Working groups – break into six groups to discuss and document:
 - a. Identify an incentive(s) for current members who bring a new member.
 - b. New member mentor program outline
 - c. Survey for new members asking brief questions related to what they want from NAHMA.
 - d. Should a QR code be created to link persons to membership information? If yes, what information and where should the QR code be?
 - e. Review NAHMA's membership section of the webpage; does the information flow well? Are the membership benefits well defined? Is the information concise?
 - f. In preparation of video documenting membership benefits, draft a list of questions current members can answer; such as why I joined NAHMA? What is my greatest member benefit? Why I take time from my work life to participate at NAHMA? Share a NAHMA experience.
8. Adjournment

Minutes
NAHMA Membership and Marketing Committee Meeting
Fairmont Hotel
Tuesday, October 24, 2023
11:15am – 12:15pm

Welcome:

Chair Gianna Richards called the meeting to order at 11:20am and welcomed attendees. New members and first-time attendees introduced themselves.

Review and approval of March 2023 minutes.

Approved – no discussion

Old Business/Miscellaneous Program Updates and Discussion:

- a. 2024 Calendar sales – largest annual fundraiser. 19,000 sold to date. Goal 55,000
- b. Recruitment Campaign of non-members on NAHMAs Affordable 100 list – explanation what the Affordable 100 was.
- c. New member recruitment – We have had a couple of new members come in since we published the new member memo.
- d. Member Recruitment with syndicators initiative – asked attendees to provide contact list if they have relationships with syndicators.
- e. Buy Some Get Some continues to be a program we talk about and actively try to promote. AHMAs and Affiliated have also been given this opportunity based on number of AHMA reps, and/or if there are more than one member from an affiliate company. We promote this initiative quarterly, and this spring I will be making phone calls instead of sending emails to the companies that are currently eligible that are not taken advantage of the program.

Open Discussion/New Business: Think tank/members contribute recruitment ideas. NAHMA Influencer Challenge was presented.

To be recognized you must:

- Post affordable housing insights, experiences, and photos with #nahma and #affordablehousing and tag NAHMA
- Post at least 3 times per month, as well as at least 3 posts during the NAHMA October 2023 meeting.
- Remember when tagging NAHMA, Keep the post positive, uplifting and fun too.
- Share the amazing work being done in the affordable housing industry!

The top 5 NAHMA influencers will be recognized at the March 2024 NAHMA meeting.

OTHER IDEAS:

- Members who bring in members, would receive an incentive of some sort.
- Draft a membership referral form...or check the membership application if see if there is a space to indicate who referred the new member.

- Check pricing to have a booth at NCSHA and/or NAA. (Note, NAA has an affordable housing meeting in March, in DC, typically the same week as NAHMA).
- Implement a new member mentor program, so there is follow up with the new member.
- Consider creating a QR code to link persons to membership information.
- Webpage – review membership benefits and make sure they are bullet pointed and flow well ... aka not too many words ... have the most important information.
- Ask AHMA's for their membership lists ... OR use the list that each AHMA sends to NAHMA for the subscribers list.
- Schedule a reoccurring monthly Zoom meeting for members to participate to discuss a hot topic and talk best practices. The call would be less formal than the Membership call led by Larry Keys.
- NEAHMA to provide their videographer's contact information, for consideration of collecting videos during a NAHMA meeting – asking members questions such as why NAHMA, What's your greatest member benefit, etc. A list of questions would be drafted and asked to the members, Link the video compilation on the AHMA webpage.

Adjournment:

Respectfully submitted, Melissa Fish-Crane, Vice Chair



**WINTER MEETING
TOP ISSUES IN AFFORDABLE
HOUSING**

Special Thanks to Our Lunch Sponsors!

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AGENDA
AHMA Liaisons and Executive Directors Meeting
Fairmont Hotel, Washington, DC
Wednesday, March 06, 2024
12:15 – 1:30 pm
(Working lunch)

12:15-12:40 – Buffet lunch

12:40 – Meeting Begins

A. Welcome – Peter Lewis, NAHMA Chair-elect of the Board.

Special Thank you to our Meeting Sponsors!



B. Introductions of Participants

Insights shared from AHMA Award Winners

- AHMA of the Year reports – key programs that made the difference to members, by SAHMA, AHMA of Washington, JAHMA & PennDel
- AHMA COQ Award report – successful activities for promoting COQ participation and recognition, by SAHMA.
- AHMA Innovation Award reports – highlights of award-winning programs, by SAHMA, LAHMA, AHMA of Washington, and Rocky Mountain Heartland AHMA

C. Additional discussions by AHMA's on their success stories and challenges

D. Update by NAHMA Educational Foundation Board Members

- A word from the NAHMA EF Board members, Anthony Sandoval, Rue Fox
- 2024 special event fundraising plans
- Scholarship application available online/ please promote to your members.

E. Miscellaneous Reminders:

- 2024 Art/Poster contest & deadline-

Dig Into a New Day. Our World is a Garden of Delights **June**
03, 2024

- AHMA Reg-Leg Fund – friendly reminder- please continue to support.

F. Old Business

G. New Business

H. Adjournment

AGENDA

Joint Federal and Regulatory Affairs Policy Meeting
Fairmont Hotel, Washington, D.C.
Wednesday, March 6, 2024
1:30-2:45 p.m.

1. Welcome – Larry Keys, Vice President of Government Affairs
2. New Committee Business:
 - Federal Affairs Committee Issues - **Michelle Norris**, Federal Affairs Committee Chair
 - Regulatory Affairs Committee Issues - **Noel Gill**, Regulatory Affairs Committee Chair
 - Rural Issues – **Babbie Jaco**, Rural Housing Committee Chair
 - Fair Housing Issues – **Jonathan Gershen**, Fair Housing Committee Chair
 - Senior Housing Issues – **Alicia Khasky**, Senior Housing Committee Chair
 - Tax Credit Committee Issues – **Jennifer Wood**, Tax Credit Committee Chair
 - Other Emerging Issues
3. Adjourn, 2:45 p.m.

Session Agenda
NAHMA March 2024 Meeting
The Fairmont Washington, Washington, DC
Wed., March 6, 2024
2:50 – 4:00 pm

Cybersecurity in Multifamily Operations



**Angelique “Q” Napoleon,
Solutions Director & Cyber Capability Lead |vCISO |Board Member |Cyber Expert**

A presentation by noted cybersecurity specialist Angelique “Q” Napoleon will focus on key related topics in multifamily operations, followed by an audience discussion and Q&A.

Angelique is the Solutions Director & Cyber Capability Lead for GDIT’s Intelligence and Homeland Security Division in Washington, D.C. She is the co-lead for three Digital Accelerator programs focusing on Zero Trust, Defensive Cyber Operations and Post-Quantum Cryptography which are tailorable digital solutions designed to integrate seamlessly within existing IT environments. Angelique develops holistic cyber solutions which build on the foundation for Cyber Resiliency for her clientele who rely on her cyber expertise.

She has a very broad background across commercial and federal clientele having served as a virtual Chief Information Security Officer, Chief Technology Officer, Director and Vice President. She has developed and managed highly successful programs and projects. Angelique has provided highly specialized cyber services from Penetration Testing (Red, Blue Team Assessments), Cyber Threat Intelligence, Digital Forensics and Incident Response to System Security Engineering to a dynamic base of clients across the world. She has also established the Price Forensics Lab and was the Lab Director for IntellecTechs where she handled the Digital Forensics and Incident Response (DFIR) activities and collaborated with Federal Law Enforcement organizations. She has supported the Department of Defense and Intelligence Community for over 25 years in both Intelligence, Cybersecurity Engineering and C-Suite capacities.

Her greatest passion is mentorship and sharing her knowledge with those choosing to pursue a career in Cybersecurity. She supports cyber mentorship programs and initiatives for transitioning Military members and their families looking to enter the Cybersecurity field and is the Co-Founder and Chairwoman of the Board for the Cybersecurity DIVAS and is a United States Air Force veteran.

Agenda
Affiliates Committee Meeting
Fairmont Hotel
March 6, 2024
4:05-4:45pm

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 the NAHMA organization while providing our affiliates members a forum to discuss and implement activities that benefit all NAHMA's members.

1. Welcome — Chair, Amber Day Vice Chair, Nathan Burnett
2. Vice Chair to Take Minutes
3. Approval of October Minutes
4. Affordable 100 Update
5. Old Business
 - a) Breakfast Presentation
 - b) Educational Foundation Gala for October 2024
 - c) NAHMA Strategic Plan “Leaders Talk Trends”
6. New Business
 - a) October 2024 Panel Suggestions/Discussion
 - b) Networking for NAHMA Business Cards
7. Adjourn

Minutes
NAHMA Affiliates Committee Meeting: Fall
Fairmont Hotel, DC
Tuesday, October 24th 2023
4:30-5:00pm

Chair: Amber Day; **Vice Chair:** Nathan Burnett

Staff Liaisons: Brenda Moser and Jennifer Jones in attendance

The meeting was called to order by Amber Day at 4:30pm (mins taken by Jeffery Promnitz)

- Amber opened the meeting with a welcome address. New members, or those that were attending for the first time, introduced themselves.
- Approval of last meeting's minutes. Scott Ployer motioned, Lisa Tunick seconded.
-approved
- Discussion of old business, solicitation of ideas for next Affiliates' Breakfast Panel. One idea requiring cyber security, another on HOTMA and/or NSPIRE. Other ideas may be submitted via email to Jennifer.
- New business discussion including Affordable 100. Jeffrey and Nathan shared the purpose of A100 and the importance of Affiliates as volunteers on the A100 committee.
- Call to action on awareness, participation, and promotion. Items needed from sponsorships, auction, donations.
- Other items for discussion included sponsoring new members; either in the form as a mentor, financially, or both. Feedback from attendees suggested very little support for financial support. Separately, a question was raised as to whether the committee has used Slack, or related resources, as communication channels.
- Motion to adjourn
-approved, meeting adjourned.

AGENDA
NAHMA Budget and
Finance Committee
The Fairmont
Washington,
Washington, DC
Wed., Mar. 6, 2024
4:05 – 4:35 pm

1. Welcome, Noel Gill, NAHMA Treasurer and Chair of Budget & Finance Committee
2. Review of Year-End Unaudited Statement for FY 2023
3. Review of Dashboard Report for Unaudited Year-End 2023
4. Brief Review of most recent FY 2024 Financial Statement
5. Update: FY 2023 Audit and Tax Filing Activities
6. New Business
7. Old Business
8. Adjourn

Minutes
NAHMA Budget and Finance Committee
The Fairmont Washington, Washington, DC
October 24, 2023, 4:30 – 5:00pm

The meeting was called to order by Noel Gill, Treasurer.

Review of the latest financial statement

Current overall revenue down by \$53,592 due to membership, specifically the Executive Member III and AHMA Subscriber categories. This is attributed to vacant positions within companies. On the expense side we are favorable by \$4,671. There are two possible expenses that would impact the FY 23 or FY 24 budgets. These are the HOTMA RPF & the possible replacement of our online testing system. The current online testing provider recently passed away so we may have to build the exam in a new system.

Review of Dashboard Report for Year-to-date 2023

Reviewed, same notes as above.

Larry Sisson thanked Kris Cook for her attention to the financials.

(FY 2024 NAHMA Budget approved by Committee on Zoom call, August 10, 2023).

No new or old business. Meeting Adjourned 5:00pm

Minutes submitted by Melissa Fish-Crane, NAHMA Secretary

AGENDA
NAHMA Nominating Committee
The Fairmont Hotel, Washington, DC
Wed., March 6, 2024
4:35 – 5:00 pm

(Closed Meeting)

1. Welcome – Michael Simmons, NAHMA Past President and Chair, Nominating Committee
2. Discussion: Process and Timeline for NAHMA Officer and Board Nominations and preliminary discussion of potential candidates
Reference Documents: Leadership Development Process; List of Executive I-III members; List of Committee Chairs and Vice Chairs. Board and Officer Service Matrix; Current Board Roster
3. Discussion: Process and Timeline for NAHMA Educational Foundation Board Nominations and preliminary discussion of potential candidates
4. New Business
5. Old Business
6. Adjourn

**NAHMA Educational Foundation
Board of Directors In person Meeting
The Fairmont Hotel
Washington, DC
Wed. Mar. 6, 2024**

Mission Statement: To assist residents living in affordable housing as they service to enhance their lives, job opportunities and children's futures. Also, to enhance the livability and standing of communities managed by NAHMA member companies nationally.

Objectives:

***To engage in activities to make scholarships possible for students living in affordable housing communities.
To conduct a yearly poster art contest that allows children, seniors, and adults with special needs living in affordable housing to submit artwork with a drug-free theme; each year the original artwork is auctioned off and all profits fund further scholarship through the foundation.***

To plan, create, and execute an annual fundraising gala, which is held in conjunction with the NAHMA fall meeting each year, in DC.

1. Welcome – Anthony Sandoval, Chair
2. October 2023 minutes approval

New Business: Reviewing each subcommittee's 2024 goal reports:

- **Subcommittee of Fundraising specific to Gala Chair, Stefanie** Members of subcommittee: Lisa T, Carlita, Amber, Brenda
- **Fundraising Committee** – Anthony, Diane
Primary Members of Committee: Anthony, Diane, Brenda
Secondary: ALL BOARD MEMBERS
- **Communications & Marketing- Chair, Amber** Members of subcommittee: Stefanie, Alice, Rue, Heather, non-board member: Maxx Hofmann (NAHMA Member)
- **Scholarship Management- Chair, Bruce, Alicia** Members of subcommittee: Alicia, Lisa M, Lisa T, Greg, Carlita, Chris, Nancy
- **AHMA/NAHMA Member participation** – **Chair, Rue** Members of subcommittee: Anthony, Diane, Peter, Jeffrey

3. Adjournment

Next Board of Directors Meeting: Tues. Apr. 16, 2pm EST

Minutes
NAHMA Education Foundation
NAHMA Spring Meeting, Fairmont Hotel, Washington, DC
October 24, 2023, 5:00 pm

Foundation Board Members in Attendance:

Alicia Clark, Diane Smith, Megan Davidson, Anthony Sandoval, Lisa Tunick, Stefanie Lee, Amber Day, Alice Fletcher, Greg Proctor, Justin Ackerman, Peter Lewis, Rue Fox, Heather Wezensky, Carlita Mendez, Jeffrey Promnitz

Foundation Scholarship Admin: Dr. Bruce Johnson

Guests: Maxx Hoffman, NAHMA scholar: Noon Elhassan, Maz Khan, Gustavo Sapiurka, Mark Livanic, Bob Brown, Sarah Levine, Nathan Burnett

NAHMA Staff: Brenda Moser, Kris Cook

Alicia Clark, Chair, opened the meeting at 5:04 pm. There were new leadership announcements: Alicia will be stepping down as chair but will remain on the board. Anthony will become chair, with Diane will become vice chair. Megan's term has ended, and Alicia recognized her for 9 dedicated years of service to the NAHMA Foundation Board. The meeting was then led by Anthony Sandoval, Chair.

Bruce introduced this year's scholar: Noon Elhassan, who has earned a Master of Biostatistics. Noon thanked the board for the opportunity that was provided to her and thanked the board for their dedication. She will be speaking at the Gala tomorrow.

Old Business:

Committee Reports:

Scholarship Management (Chair – Bruce Johnson)

Bruce is working on the 2023 Annual Report. 111 scholarships were awarded this year, with 110 paid out. The remaining scholarship will be paid in the spring. Bruce reminded the board that these \$3,500 scholarships are impactful to the chosen students. Bruce thanked the board members that spent time reading all applications and those that helped get 7 new management companies to join an AHMA when their resident was chosen as a scholarship winner.

Fundraising - Gala (Chair – Stefanie Lee) and

Communication and Marketing (Chair – Amber)

Stefanie reminded all board members that the Silent Auction is going on right now and asked that all board members promote the Silent Auction Table at the conference and the Gala.

She shared details of the 2023 Gala:

Open Bar 6:30 to 7:30

3 Course Dinner at 7:30

The band will play throughout the night, until 10:00

Maxx Hoffman will emcee

Gianna Richards is the 2023 Inspiration Award Winner

NAHMA Scholar, Noon Elhassan, will speak

Sherry is once again serving as auctioneer

Stefanie was asking board members to volunteer to help at the Gala tomorrow with decorating, directing attendees, taking pictures, posting on social media, and sharing the QR code for the EF GiveSmart site. Megan asked the board to reach out to the AHMAs, as no one has bid on the artwork yet.

Amber and Stefanie are already looking for the 2024 venue; they recommended using a consultant/event planner and we should include that role in the budget. 2024 will be the Foundation's 30th anniversary and the Gala will be organized around this milestone.

There was a discussion about promoting the Gala during the bi-annual NAHMA meetings to increase attendance. It was suggested that when folks register for the Fall October there is a button to purchase a Gala ticket. Other ideas suggested: selling Gala tickets in March and providing Save the Date postcards in March.

Nathan, Gustavo, and Megan were thanked for their generous donations to the silent auction.

Fundraising (Co-Chairs - Alicia & Anthony)

It was reported that we've raised \$427,000 before tomorrow's Gala. This year's goal is \$548,000. Anthony is looking for help on this committee and has a goal to update the Google Doc with a donation history. He asked everyone to think about other people or organizations we can reach out to for donations. Mid-Atlantic AHMA plans to donate \$7,500.

AHMA/NAHMA member participation (Chair - Megan)

The goal of this committee is to get the AHMAs engaged. With Megan stepping down, Rue volunteered to be the new Chair of this committee. AHMAs can become engaged in 2 ways:

1. Recruiting new applicants and promoting the application process
2. Getting the AHMAs involved with the Gala

There was a discussion on increasing the number of applicants. The Foundation has scholarship funds available, but there aren't enough applicants. It was suggested that we print out flyers to be delivered to the AHMAs as it is critical to get scholarship information to residents.

Another idea: could we recognize site managers that get applications awarded? Carlita recommended that we blend the marketing and scholarship committees to increase completed applications.

Some affiliates like JAHMA, East Texas, and AHMA PSW, have their own foundation. Mid-Atlantic AHMA does a scholarship boost for winners in their footprint. This should be advertised.

New Business / Other:

Anthony asked the Committee Chairs to send their 2024 goals.

Amber reminded everyone to follow the Educational Foundation on all social media outlets and to repost messages from the Foundation and this broadens our reach.

Brenda thanked Alicia for her leadership and thanked Stephanie and Amber for their hard work with the Gala.

Adjournment

There being no other business, the meeting was adjourned at 6:10 pm.

These minutes are submitted by Diane Smith on 2/7/24.



General Membership Breakfast
Thursday March 7, 2024
8:30am-9:35am

Special thanks to our Sponsor!





Thursday, March 07, 2024, 8:30 – 9:35
Affiliate Breakfast Panel Presents:
Fraud & Fair Housing

Panelists:

Jamie Borodin

Vice President of Operations,
National Tenant Network
Jamie.borodin@ntnnj.com

Jeffrey Promnitz

CEO
Zeffert and Associates, Inc.
JPromnitz@zeffert.com

Mark Livanec

Industry Principle
Yardi
mark.livanec@yardi.com

**Opening General Session
NAHMA March 2024 Meeting
The Fairmont Washington, Washington, DC
Thurs., Mar. 7, 2023
9:45 – 10:30 am**



**Keynote Speaker: Joaquin Altoro
Administrator, Rural Housing Service**

USDA's Rural Housing Service (RHS) offers a variety of programs to build or improve housing and essential community facilities in rural areas, including loans, grants and loan guarantees for single- and multifamily housing, child care centers, fire and police stations, hospitals, libraries, nursing homes, schools, first responder vehicles and equipment, housing for farm laborers and much more.

For nearly three decades, RHS Administrator Joaquin Altoro has been dedicated to understanding the heart and passion of minority communities and applying his experience and wisdom to provide financing opportunities that spark economic development. Recently, he served as CEO and Executive Director for the Wisconsin Housing and Economic Development Authority (WHEDA). As CEO, Altoro strategically positioned WHEDA to adopt a holistic approach to leverage affordable housing to grow economic prosperity for historically marginalized communities. Under his guidance, WHEDA was able to enhance its 2021-2022 housing tax credit Qualified Action Plan, encouraging diversity among participating developers and providing greater consideration of the unique needs of rural communities. Prior to WHEDA, he served as Town Bank's Vice President of Commercial Banking. Altoro is a graduate of Cardinal Stritch University where he received a Bachelor of Science in Business Management and is a graduate of the African American Leadership Program.

AGENDA

HUD Multifamily Leadership Panel
The Fairmont Hotel
Thursday, March 7, 2024
10:45 a.m.-Noon

Welcome to a Panel discussion with leadership from HUD Office of Multifamily Housing. We look forward to hearing their policy updates and forthcoming priorities that affect the management of multifamily housing properties and rental assistance programs. After our panelists provide their remarks, we will have a Q & A.

1. **Welcome – Moderator**
 - **Larry Keys**, NAHMA Vice President of Government Affairs
2. **Multifamily Housing Leadership Discussion**
 - **Ethan Handelman**, Deputy Assistant Secretary for Multifamily Housing, HUD
 - **Jen Larson**, Director of the Office of Multifamily Asset Management and Portfolio Oversight (OAMPO), HUD
3. Q&A session with the audience
4. Adjourn, Noon



NAHMA COQ AWARD LUNCHEON

Special Thanks to Our
Awards Sponsors



Agenda
COQ Awards Luncheon & Panel Discussion
Fairmont Hotel
Thursday, March 7, 2024
12:15-1:20 p.m.

Honors winners of the 2023 Communities of Quality (COQ) Awards, including a panel discussion with a representative from each of the prizewinning properties, who will share the challenges and successes in developing and rehabbing an award-winning property.

1. Luncheon
2. Awards Presentation
3. Panel Discussion featuring moderator by Larry Sisson, NAHMA chair of the board and president of TESCO Properties Inc., and representatives of the winners:

Exemplary Family Development

Lindsay Apartments

Lindsay, Calif.

Owner: Honolulu Street Partners, LP

Management: The Michaels Organization

AHMA: AHMA-NCH

Panel Representative: Mary Keshishan, regional vice president, The Michaels Organization

Exemplary Development for the Elderly

St. Joseph Village

Dyersburg, Tenn.

Owner: St. Joseph Village, LP

Management Company: Wesley Living

AHMA: SAHMA

Panel Representative: Ron Budynas, vice president & chief operating officer, Wesley Living

Exemplary Development for Residents with Special Needs

Mullen Manor

Sicklerville, N.J.

Owner: New Jersey Affordable Housing Preservation

Management Company: PRD Management

AHMA: JAHMA

Panel Representative: Mary Anne Varesio, property manager, PRD Management

Thank You to Our COQ Awards Sponsors



AGENDA

Innovations in Affordable Housing Thursday, March 7, 2024 1:30 -2:30 p.m.

1. Welcome – Moderator

➤ **Larry Keys**, NAHMA Vice President of Government Affairs

2. This session provides an overview of current innovative and affordable housing designs and technologies that have the potential to increase housing supply, lower the cost of construction, increase energy efficiency and resilience, and reduce housing expenses for owners and renters.

Office of Policy Development and Research (PD&R) Leadership Discussion

➤ **Tanaya Srini**, Senior Advisor for Innovation, HUD

3. Q&A with audience interaction

4. Adjourn, 2:30 p.m.

AGENDA

A Primer on Sustainability and Affordable Housing

Thursday, March 7, 2024

2:45 -3:45 p.m.

1. Welcome – Moderator

➤ **Larry Keys**, NAHMA Vice President of Government Affairs

2. The Inflation Reduction Act of 2022 targeted billions in clean energy investments by HUD, DOE, EPA, & Treasury/IRS for affordable housing and underserved communities. During this session, leading affordable housing experts will share insights on how housing providers and residents can rehabilitate properties to reduce carbon emissions, promote utility efficiency and energy generation, and improve indoor air quality and climate resilience.

➤ **Andrea Ponsor**, President & CEO, Stewards of Affordable Housing for the Future, SAHF

➤ **Jon Braman**, Executive Vice President, Strategic Initiatives, Bright Power

3. Q&A with audience interaction

4. Adjourn, 3:45 p.m.

AGENDA

Rural Housing Panel Thursday, March 7, 2024 3:50 – 4:50 p.m.

1. Welcome

- **Larry Keys**, Vice President of Government Affairs, NAHMA

2. Panel discussion with leading experts on rural affordable housing programs, including recent guidance and upcoming policy priorities from USDA-Rural Housing Service (RHS), Office of Multifamily Housing.

- **Angilla Denton**, Deputy Administrator
- **Laurie Warzinski**, Field Operations Division Director
- **Michael Resnik**, Asset Management Division Director

3. Q & A

4. Adjourn, 5 p.m.

AGENDA
NAHMA Board of Directors Meeting
The Fairmont Hotel, Washington, DC
Thurs., Mar. 7, 2024
5:00 – 6:00 pm

1. Welcome, Introductions and Chair's Remarks – Larry Sisson, Chair
2. Approval of Minutes from October 2023 in-person meeting – Melissa Fish-Crane,
NAHMA Secretary
3. Financial Report – Noel Gill, Treasurer and Chair of Budget & Finance Committee
 - A. Review of Year-End 2023 (unaudited) Financial Statement
 - B. Review of Dashboard Report for FY 2023 (unaudited)
 - C. Review of Latest 2024 Financial Statement
4. **Discussion:** NAHMA's 2023-2028 Strategic Planning Implementation Efforts
-- Kris Cook and Larry Keys, Jr.
5. **Discussion:** Larry Sisson Board Challenge for "Networking for NAHMA" at
Other Industry-related Meetings and Events
6. **Public Policy Discussion** – Issues to Bring Forward from Joint Policy Committee
Meeting (Larry Keys and Chairs)
7. NAHMA Educational Foundation Report (Alicia Clark, Chair, or Peter Lewis,
NAHMA Board representative to Foundation Board)
8. CEO Report (Kris Cook)
-- Update on 2026 Meeting Hotel Search
9. New Business
10. Old Business
11. Adjourn

Minutes
NAHMA Board of Directors Meeting
The Fairmont Washington, Washington, DC
October 25, 2023, 5:00 – 6:00PM

Board Members: Chair – Larry Sisson, Peter Lewis, Jasmine Borrego, Sonya Brown, Noel Gill, Cindy Lamb, Angie Waller, John Kuppens, Alice Fletcher, Michael Simmons, Janel Ganim, Amy Albery, Jennifer Woods and Glenda Leduc

Past Presidents, Voting: Gianna Richards

Past Presidents, Non-Voting: Phil Carroll

Guests: Various guests

Staff: Kris Cook, CAE; Larry Keys, Jr.

Welcome, Introductions and Chair's Remarks – Larry Sisson called the meeting to order at 5:03pm.

Minutes from the March 2023 meeting were approved.

Larry Sisson, Chair, welcomed newly elected NAHMA Board members and thanked outgoing Board member, Cindy Lamb, for her service to the board.

Financial Report: Noel Gill, Treasurer and Chair of Budget & Finance committee

- a. Review of Latest 2023 Financial Statement – approved unanimously
- b. Review of Dashboard Report for YTD 2023
- c. (FY 2024 NAHMA budget already approved by Board on September 21, 2023)

Strategic Plan Discussion: NAHMA's 2023 – 2028 Strategic Planning Implementation Efforts – Strategic Plan is a 5-year plan; NAHMA staff is currently working with the AHMs and working on the "planning" of the plan itself, including strategic-planning related activities in the NAHMA FY 24 budget.

NELLS Update: Next NAHMA Emerging Leaders Learning Series (NELLS) program and new "mid-level staff" pilot program – Brenda Harrington, instructor, will roll out a two-tiered NAHMA Emerging Leaders Learning Series. One tier will gear towards front line managers, whereas the other will gear towards senior level managers.

Public Policy Update: Larrys Keys – We now have a speaker of the house; discussion on industry-wide concerns with insurance costs and ideas how to navigate. A Board work group was formed with Noel Gill as chair.

NAHMA Educational Foundation Report: Peter Lewis provided update – 118 scholarships awarded this year. 140 started in the system but did not finish. We need better outreach to get more applications. Tonight's GALA is at the Hamilton Live.

Kris Cook Report:

Kris reported on an incident of racial profiling by a Fairmont security guard that impacted a NAHMA guest on Wednesday of the meeting. She will follow up with hotel management to request a written plan of action that includes the steps that the Fairmont will be taking to address the occurrence and to ensure that NAHMA and its guests will not experience such a traumatizing incident again during our meetings at the hotel.

Kris reported there will likely be impact on the FY 24 NAHMA budget related to issuing an RFP to update the CPO course materials with HOTMA information, and the Testrac online testing program, which may be ending due to the sudden passing of the company owner.

Vote needed on two new Emeritus members – Ken Pagano and Michelle Norris – both approved unanimously.

HUD New York would like a New York AHMA – looking for interested companies.

Calendar sales season is underway.

No new or old business. Meeting Adjourned 5:38 p.m.

Minutes submitted by Melissa Fish-Crane, NAHMA Secretary



NAHMA Industry & AHMA Awards
Thursday, March 7
6:30-7:30 p.m.

AHMA of the Year

- SAHMA
- AHMA of Washington
- JAHMA & PennDel AHMA

AHMA COQ Award

- SAHMA

AHMA Innovation Award

- SAHMA
- LAHMA
- AHMA of Washington & Rocky Mountain Heartland AHMA

NAHMA COQ Award

- Lutheran Senior Services

NAHMA Industry Achievement

- Alicia Stoermer Clark

NAHMA Industry Partner

- Donna O'Brien

NAHMA Chairman's Award

- Cindy Lamb

NAHMA Industry Statesman

- Michael Johnson
- J. Kenneth Pagano

Hosted by Gianna Richards



Breakfast Buffet
Friday, March 8, 2024
8:30am-10:30am

Special thanks to our Sponsor!



HAI Group

AGENDA

Tax Credit Panel Discussion

Friday, March 8, 2024

9:30 -10:30 a.m.

1. Welcome – Moderator
 - **Larry Keys**, NAHMA Vice President of Government Affairs
2. Panel discussion with leading experts on the Low-Income Housing Tax Credit (LIHTC) with key policy updates.
 - **Jennifer Schwartz**, Director of Tax and Housing Advocacy at the National Council of State Housing Agencies (NCSHA)
3. Q&A with audience interaction (10 – 15 minutes)
4. Adjourn

AGENDA

REAC/NSPIRE Forum The Fairmont Hotel Friday, March 8, 2024 10:45 a.m.-Noon

1. Welcome – **Larry Keys**, Moderator, NAHMA

Welcome to a Panel discussion with leadership from HUD's Real Estate Assessment Center (REAC). We look forward to hearing their policy updates and forthcoming policy priorities, including NSPIRE, that affect the management of multifamily housing properties. After our panelists provide their remarks, we will have a Q & A.

2. REAC Leadership Discussion

➤ **Ashley (Ash) Sheriff**, Deputy Assistant Secretary for REAC

3. Q&A session with the audience

4. Adjourn, Noon

SAVE THE DATE!

30

YEARS
OF NAHMAZING
SUPPORT

THU. OCT 24, 2024

SPONSORSHIP OPPORTUNITIES AVAILABLE SOON

NAHMA
EDUCATIONAL FOUNDATION
Supporting the Future

Attention AHMA Communities:

Included here are a few flyers regarding the 2024 NAHMA Educational Foundation's Scholarship Application. We realize that many residents may not know that they are an AHMA Member community or even what AHMA means. Therefore, we have included a fillable flyer where you can add your community name to make it very clear YOUR residents are eligible to complete the NAHMA Educational Foundation's Scholarship Application.

Simply click in the blue space between "AVAILABLE TO RESIDENTS AT" and the circle pictures, type your community name and save the document. Then you can PRINT, EMAIL or distribute as you see fit.



If you have any questions or need any assistance filling out a flyer for your community do not hesitate to reach out to me at aday@yourtrashpro.com and I would be happy to help!

Thank you for helping us spread the word and make a difference in your residents' lives!



Amber Day

Board of Directors

nahma.org/about/educational-foundation/

<https://nahmaedu.givesmart.com/>



2024
Deadline:
May 10

NAHMA

EDUCATIONAL FOUNDATION

\$3,500 SCHOLARSHIPS AVAILABLE TO RESIDENTS AT



Eligibility

- Must be a high school senior or have your diploma / GED
- In pursuit of higher education (accredited college, community college, trade school)
- High school senior must have 2.5+ GPA; college student must have 2.3+ GPA



Application Tips

- Work on application weekly
- Pick good references:
 - teachers
 - volunteer supervisor
 - work supervisor
 - coach
 - property manager
 - church member
- Computer
 - at home, library



Documents

- Online application form
- Essay
- Reference
- Certificate of Residency in Good Standing form
- Current Grade Transcript



NAHMA.communityforce.com

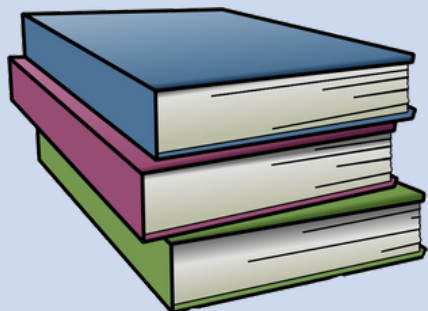
2/12

APPLICATION GOES LIVE

DEADLINE: May 10, 2024



- WORK ON APPLICATION WEEKLY
- PICK GOOD REFERENCES
- COMPUTER ACCESS VIA HOME/LIBRARY/YMCA



A FEW STEPS TO CHANGE YOUR FUTURE

- RESIDENT OF AHMA MEMBER COMMUNITY
- HIGH SCHOOL DIPLOMA/GED
- PURSUING COLLEGE OR TRADE SCHOOL
- HS SENIOR W/2.5+ GPA OR
- COLLEGE STUDENT W/2.3+ GPA



- ONLINE APPLICATION FORM
- ESSAY
- REFERENCE
- GOOD STANDING RESIDENCY
- TRANSCRIPT

QUESTIONS?

bjohnson@tmo.com



215-262-4230



APPLY HERE: nahma.communityforce.com



NAHMA Antitrust Compliance Policy

***Based on a model policy prepared by Jeffrey S. Tenenbaum, Esq.
Venable, Baetjer, Howard & Civiletti, LLP, Washington, D.C.***

The antitrust laws of the United States and the various states prohibit agreements, combinations and conspiracies in restraint of trade. Because the National Affordable Management Association (NAHMA) and other trade and professional associations are, by definition, combinations of competitors, one element of a possible antitrust violation is generally present, and only some action by the association that unreasonably restrains trade generally needs to occur for there to be an antitrust violation. Consequently, associations are common targets of antitrust plaintiffs and prosecutors.

The consequences for violating the antitrust laws can be severe. A conviction can carry stiff fines for the association and its offending leaders, jail sentences for individuals who participated in the violation, and a court order dissolving the association or seriously curtailing its activities. The antitrust laws can be enforced against associations, association members, and the association's employees by both government agencies and private parties (such as competitors and consumers) through treble (triple) damage actions. As the principal federal antitrust law is a criminal conspiracy statute, an executive who attends a meeting at which competitors engage in illegal discussions may be held criminally responsible, even if he or she says nothing at the meeting. The executive's attendance at the meeting may be sufficient to imply acquiescence in the discussion, making him or her liable to as great a penalty as those who actively participated in the illegal agreement.

The antitrust laws prohibit competitors from engaging in actions that could result in an unreasonable restraint of trade. Above all else, association members should be free to make business decisions based on the dictates of the market – not the dictates of the association.

Some activities by competitors are deemed so pernicious and harmful that they are considered *per se* violations – it does not matter whether or not the activities actually have a harmful effect on competition; the effect is presumed. These generally include price fixing, allocation of customers, markets or territories, bid-rigging, and some forms of boycotts. In addition, there are many features that factor into price; agreements as to warranty duration, freight terms, or other factors that can directly impact price also are proscribed.

Other actions such as standards development, certification programs, and relationships between distributors and suppliers generally are evaluated under a rule of reason – there is a balancing between the pro-competitive and anti-competitive aspects of the activities; the pro-competitive effects must outweigh the anti-competitive ones. These areas also should be approached with caution and legal guidance.

NAHMA has a policy of strict compliance with federal and state antitrust laws. NAHMA members should avoid discussing certain subjects when they are together – both at formal NAHMA membership, Board of Directors, committee, and other meetings and in informal contacts with other industry members – and should otherwise adhere strictly to the following guidelines:

- DO NOT discuss prices, fees or rates, or features that can impact (raise, lower or stabilize) prices such as discounts, costs, salaries, terms and conditions of sale, warranties, or profit margins. Note that a price-fixing violation may be inferred from price-related discussions followed by parallel decisions on pricing by association members — even in the absence of an oral or written agreement.
- DO NOT agree with competitors as to uniform terms of sale, warranties or contract provisions.
- DO NOT exchange data concerning fees, prices, production, sales, bids, costs, salaries, customer credit, or other business practices unless the exchange is made pursuant to a well-considered plan that has been approved by NAHMA's legal counsel.
- DO NOT agree with competitors to divide up customers, markets or territories.
- DO NOT agree with competitors not to deal with certain suppliers or others.
- DO NOT try to prevent a supplier from selling to your competitor(s).
- DO NOT discuss your customers with your competitors.
- DO NOT agree to any association membership restrictions, standard-setting, certification, accreditation, or self-regulation programs without the restrictions or programs having been approved by NAHMA's legal counsel.
- DO insist that NAHMA meetings that have agendas are circulated in advance and that minutes of all meetings properly reflect the actions taken at the meeting. All NAHMA meetings generally should have written agendas prepared and circulated in advance.
- DO leave any meeting (formal or informal) where improper subjects are being discussed. Tell everyone why you are leaving.
- DO ensure that only NAHMA staff sends out all written and electronic correspondence on behalf of NAHMA and that NAHMA officers, directors, committee members, or other members do not hold themselves out as speaking or acting with the authority of NAHMA when they do not, in fact, have such authority.

- DO ensure that if questions arise about the legal aspects of NAHMA's activities or your individual responsibilities under the antitrust laws, you seek advice and counsel from your own counsel or from the staff and counsel of NAHMA.

Any questions about NAHMA's antitrust policy should be directed to NAHMA's Executive Director.

NAHMA Strategic Plan 2023-2028

(Final Document Approval Date: Apr. 20, 2023)

I. NAHMA Mission Statement (approved by Board Mar. 9, 2023)

NAHMA's mission as a diverse, equitable and inclusive organization is to promote development, management and preservation of quality affordable multifamily housing by advocating legislative and regulatory policy, as well as providing affordable housing professionals with the knowledge to advance excellence in the communities they serve.

II. Strategic Plan (approved by Board Apr. 20, 2023)

1) Advocacy

Objective:

Advance NAHMA's legislative and regulatory public policy on behalf of its membership and the affordable housing management industry.

How we will make this happen:

- a) Create a new online Resource Portal through which NAHMA provides regularly updated information on hot topics related to state and local legislative / regulatory issues. The goal is to provide an information resource that AHMA and NAHMA leaders and members can periodically check on to see what might be going on locally or trends across the country that an AHMA or local companies might want to follow or address. Also at the portal would be resources on how to use the information, including recommendations on how to decide what might be important to follow, suggestions on how to follow up on or advocate on issues, etc.
- b) Provide direct, regular outreach to AHMA Boards on national and local advocacy tools and opportunities
- c) Organize and hold State- or AHMA-based "Townhall" meetings with Congressional delegations via Zoom-type technology on a regular basis throughout the year, as well as upon request by AHMAs and members.
- d) Provide NAHMA's advocacy materials on the NAHMA website and mobile app to help support NAHMA and AHMA members' ongoing advocacy efforts that are not tied to an in-person NAHMA meeting
- e) Leverage positive resident relationships with Congressional delegations by encouraging NAHMA and AHMA members to provide PDFs of letters or video testimonials on NAHMA social media or in advance of townhall-type meetings

f) Create and encourage opportunities for micro-volunteering via grassroots advocacy at the federal or state level, including outreach to potential next-generation-of leaders

g) Continue to provide opportunities for in-person grassroots advocacy by NAHMA and AHMA members in conjunction with NAHMA meetings and also encourage and facilitate NAHMA and AHMA members to meet in-person with members of Congress and their staff in their district offices

h) Include a diversity, equity and inclusion focus on all advocacy activities

2) Education and Training

Objective: Provide NAHMA members with best-in-class education and training programs so that they are readied for success in managing affordable housing properties.

How we will make this happen:

a) Ensure NAHMA's courses and credentialing programs are up-to-date and accessible for delivery by the AHMAs via traditional as well as potentially new technology platforms as they might emerge, including potentially just-in-time micro learning

b) Include a diversity, equity and inclusion focus on all NAHMA's courses and credentialing programs

c) Look for opportunities to promote AHMAs' abilities to offer training, from traditional NAHMA courses to potential new topic areas including next-gen-leader development courses

d) Create "pre-credentialing" mini videos on "things you need to know before you take the test," similar to NAHMA's COQ flowchart but in video format. There could be separate testimonial videos, one for each credential, from credential holder(s) as to why you should earn that credential.

3) Other NAHMA Programs and Services

Objective: Provide NAHMA members with meaningful and varied opportunities to engage with NAHMA and their member colleagues to foster development of next-gen-leaders and grow and strengthen the organization for the future.

How we will make this happen:

a) Leverage the mission of the NAHMA Educational Foundation to provide members and potential next-gen-leaders with the ability to engage through micro- and task-based voluntarism

b) Leverage and increase the popularity of NAHMA's monthly member Zoom calls, including possibly focusing on a different main subject per call; recording the presentation portion of the calls so they can be viewed at a later time and collected in an online library; and opening up the call periodically to non-members

c) Leverage NAHMA's social media accounts to increase the association's visibility, including potentially offering more government affairs content in a high-level format that allows membership to click through for more details, as well as providing tools, resources and information-sharing that encourages NAHMA leaders and members to amplify the association's social media messages

d) Develop a program through which NAHMA affiliate members or AHMAs could sponsor attendance in NAHMA meetings for next-gen-leaders (i.e., air fare and hotel, as registration is free for first-time attendees)

e) Develop and grow a new member mentoring program

f) Review NAHMA committee mission statements and composition to ensure they are in a position to be relevant and impactful to the association's mission statement. Suggestions include, eliminating the need for an Executive-level member to chair the Membership and Marketing Committee, and creating new task forces (or subcommittees within existing committees) on issues such as social media, insurance issues, and emerging leaders

g) Research whether there are other types of membership categories NAHMA should consider forming, which would be revenue enhancing or at least revenue neutral, such as tax credit investors, public housing authorities, corporate vs individual-based, etc. Consider a special membership for AHMA Board members.

h) Leverage membership knowledge and experience, availability and desire to be involved, such as designing a system whereby members help staff translate "information" into "knowledge," as it relates to legislative and regulatory issues, and other task-based or micro-volunteering opportunities

i) Review methods of enhancing the effectiveness of the NAHMA - AHMA Federation, including possibly holding more direct NAHMA Board to AHMA Board virtual meetings, developing a brand tag phrase, and other opportunities

j) Capture the knowledge of NAHMA's "legacy" members as a way to bring together the different eras of the membership.

k) Include a diversity, equity and inclusion focus on all NAHMA's programs and activities, including:

- i) Advance diversity, equity and inclusion training at the NAHMA Board level and advance DEI modeling, measurement and accountability at all levels of the association

- ii) Review the NAHMA leadership development process to ensure it includes a DEI focus and also encourages the advancement of next-gen-leaders, and doesn't include obstacles or otherwise discourages participation
- iii) Regularly offer DEI programming at NAHMA meetings

SPECIAL THANKS TO OUR MARCH MEETING SPONSORS

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