



NAA AFFILIATE PRESIDENT HANDBOOK

An Orientation Guide



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NAA Overview

Congratulations and welcome to the role of President of your association! Your role is vital to the success of the organization. Working with your board and the staff of the association over the duration of your term will be rewarding and sometimes challenging. This guide was created as a resource for presidents of associations affiliated with the National Apartment Association (NAA), or “affiliates.”

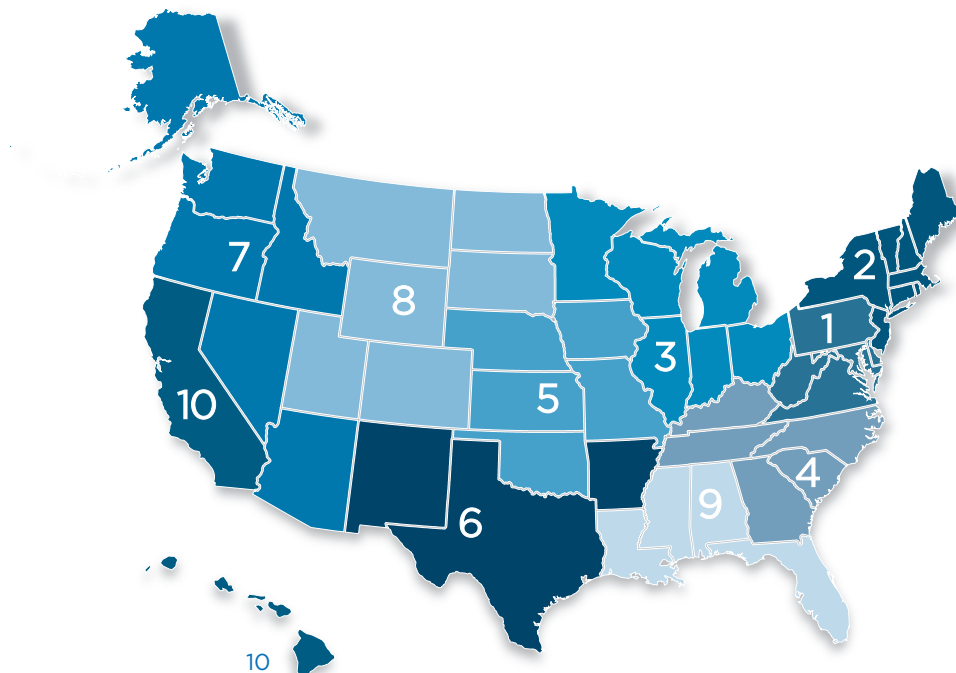
NAA is the leading voice of the apartment industry, providing members with the most comprehensive range of strategic, educational, operational, networking and advocacy resources they need to learn, to lead and to succeed. NAA’s mission is to enable every single one of our members to fulfill his or her professional goals with great competence, speed and the highest standard of ethics.

NAA is just one piece of the network. Comprised of nearly 170 local and state associations, the NAA network is strong and growing. NAA supports each and every affiliate through products, and more importantly, services.

NAA Regions

NAA is divided geographically into 10 regions. Each region is represented by Regional Vice Presidents, or RVPs. The RVPs serve on the NAA board for a term of two years. It is recommended that affiliate presidents communicate with their RVP on a regular basis, as this person represents the region at the five annual Board of Directors meetings.

RVPs are elected by the Assembly of Delegates. Delegates are appointed annually. The number of delegates for each state is determined based on dues paid. Review the NAA Policies and Procedures Manual for additional information.



NAA Programs & Services

NAA offers a multitude of programs and services to members nationwide, in addition to programs and services provided by your affiliate. By understanding the benefits available, Affiliate Presidents will be better prepared to promote membership to industry prospects, as well as supplier prospects. For more information on the program, please contact NAA staff directly.

Government Affairs and Advocacy

Ten full-time, federally-registered lobbyists cover the myriad of issues that are concerns of the apartment industry. This team works to advance the industry's cause in the Congress and the Executive Branch, while local and state communities work close to home. There are five components to NAA's advocacy program:

- Federal Advocacy
- State and Local Advocacy
- Political Affairs (NAAPAC and Advocacy365 grassroots programs)
- Public Affairs
- Legal Action

Each March, industry professionals from across the country gather in Washington, D.C., for the NAA Capitol Conference & Lobby Day.

To learn more about the current activities, visit www.naahq.org/advocacy.

NAA Click & Lease



The NAA Click & Lease program is a powerful and easy-to-use program, which allows communities to save time and money. The program is offered exclusively to NAA members. The lease and accompanying addenda cover every

aspect of the rental process and are regularly reviewed by expert attorneys to ensure legal compliance. NAA has a Business Development Manager on staff to assist affiliates with membership leads.

NAA Income & Expenses Survey

The Income and Expenses Survey is an annual offering that presents data from garden and mid-rise/high-rise properties, and is further segmented by individual and master-metered utilities, allowing for definitive benchmarking. The report may be purchased either as a single market (with over 100 markets available) or the full report. Communities that participate in the survey receive the full report gratis. The price for members is \$175 for a single market and \$625 for the full report.

NAA Research

NAA began an in-house research program, a new member resource, in April 2016, focused on providing insights on important industry topics. In addition to quarterly economic and apartment market updates and a monthly data-driven blog, expect to see special reports several times a year, along with more products and services as the program evolves.



NAA Open Door Program



The NAA Open Door program offers robust savings on programs and services regularly used by industry members. Open Door provides invaluable insider access to volume-based discounts and favorable terms provided by thoroughly researched and vetted partner companies.

To see the most recent list of participating companies, visit opendoor.naahq.org.

NAA Education Institute (NAAEI) Credential Programs



NAAEI offers professional Credential and leadership programs that help industry professionals grow their skills along with their careers. Programs are available for individuals at every level of their career. Credential and leadership programs are listed below.

- National Apartment Leasing Professional (NALP)
- Certificate for Apartment Maintenance Technicians (CAMT)
- Certified Apartment Manager (CAM)
- Certified Apartment Portfolio Supervisor (CAPS)
- Certified Apartment Supplier (CAS)
- Independent Rental Owner Professional (IROP)
- Specialist in Housing Credit Management (SHCM)
- NAAEI Leadership Experience: powered by Dale Carnegie

For a full description of each program, visit www.naahq.org/education

GoWithVisto.org

NAAEI and Grace Hill have partnered to create Visto - an online hub for professional development, including NAAEI credential programs and 40 plus continuing education programs that will help take you and your employees to the next level. Visto offers more online credentials than ever before including NALP, CAM, CAS and, next September, CAPS.

NAA Excellence Awards



The NAA Excellence Awards, or the Excels, are awarded annually at the NAA Education Conference & Exposition. The Excels recognize the apartment housing industry's top communities, executives, employees and affiliate programs. Winners are models of excellence and represent the top of the industry.

Categories of winners include Builders, Owners and Developers, Individual Achievement, Return on Energy and Affiliate Awards.

Maintenance Mania® National Championship



Presented By
NAA
NATIONAL APARTMENT ASSOCIATION

Presenting Sponsor
HO SUPPLY
MULTIFAMILY SOLUTIONS



This program was developed to showcase the hard-working apartment maintenance technicians, who are the backbone of the industry. Maintenance professionals compete against the clock for the best times in nine challenges, featuring common maintenance tasks. Affiliates host events across the country from September through April. At that time, the Maintenance Mania® Executive Committee determines 20 finalists who compete at the Maintenance Mania® National Championship, held in June at the NAA Education Conference & Exposition.

NAA Association Management Resources

The top priority of affiliates is offering its members strong and meaningful programs and services. In order to most efficiently offer these, associations must utilize best practices in association management. NAA offers several resources to assist affiliates and their leaders in these efforts.

Affiliate Exchange - AEX



AEX was created to provide affiliate staff and leaders a convenient place to access information on popular association management topics. AEX is an online center for documents, articles and videos on topics ranging from membership recruitment and retention to advocacy.

Additionally, a peer-to-peer tool lists experts in the various topics from the NAA Network—association executives from local and state affiliates.

Visit AEX regularly at www.naahq.org/AEX.



Regional Liaisons

NAA has three Regional Liaisons on staff to assist affiliates with association management. These individuals are experts in association management and are available to assist on a multitude of topics including strategic planning, board orientation, governance, operational assessments, executive searches and transitions, financial management, member prospecting and more.

- **Board Orientation** – In order to be sure the full group of volunteer leaders understands their role and responsibility of their position, a board orientation is highly recommended at the start of each term. NAA's Regional Liaisons are available to assist in the development of an orientation for your affiliate's boards.

- **Strategic Planning** – Every organization needs a defined plan to work toward. Strategic planning provides an affiliate with a direction for the future, and opportunities to track progress. In order to be successful, a strategic plan should be developed by key stakeholders, including the board and top staff. However, it is ideal for someone outside of this group to facilitate the planning. NAA's Regional Liaisons offer this service for NAA's affiliates.

- **Marketing** – Branding and marketing initiatives.

Additional Services

Prospect Support

NAA is able to assist affiliates in several areas related to prospecting for new members.

Prospect Lists – Through a partnership with ALN Data, Inc., affiliates may access a list of non-members within their territory. This list may be used for membership campaigns, invitations to events and education, and more. For more information, contact Kyle Huie at khuie@naahq.org.

Property Manager Changes – Turnover within the industry is frequent. ALN Data regularly updates community records with changes in property management. Affiliates may receive a regular reporting of changes, allowing the affiliate to address membership retention immediately. For more information, contact Kyle Huie at khuie@naahq.org.

Regional Liaison Support – NAA Regional Liaisons are available to assist with prospecting. Whether it's a call to introduce the benefits of NAA, or make connections to other members from the same company, the liaisons are a great source. For more information, contact Kyle Huie at khuie@naahq.org.

Affiliate Cobranding Program



NAA offers a program to affiliates to assist with membership recruitment and retention. The Affiliate Cobranding program provides marketing collateral to affiliates, including email blast campaigns and flyers. These collateral pieces outline the benefits to members at the local and national levels, and highlight a testimonial of a local member. NAA develops the pieces with input from the affiliates, and manages the email campaigns.

Flyers are available for affiliates to distribute at events and include with annual invoices. Often times, members that join at the local level do not have a full understanding of the value of the network they pay dues to annually. These pieces help communicate the full value of membership.

Management Liability Group Insurance

NAA has worked with a broker to create a group policy for its affiliates. The Management Liability Insurance includes Directors & Officers, Employment Practices Liability and Privacy & Security. Commonly referred to as D&O insurance, Directors and Officers Liability Insurance is important to an association. It is payable to the directors and officers, or to the organization, to cover losses or advancement of defense costs in the event there is a loss as a result of a legal action brought for alleged wrongful acts in their capacity as directors and officers. Each affiliate, in their annual Affiliate Compliance Report, agrees to carry this insurance. Privacy & Security Insurance is also known as Cyber Liability. During the open season, the NAA Director of Membership & Affiliate Services, will communicate the opportunity to Association Executives.

Affiliate Funding

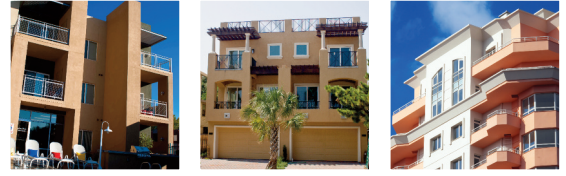
NAA provides four categories of funding to assist affiliates with various initiatives. For more information on how to apply, visit NAA Affiliate Funding at www.naahq.org/affiliates/naa-affiliate-funding.

NAA Affiliate Assistance Fund (AAF) – This fund supports non-government affairs-related projects of significant importance to NAA affiliates. Examples of items for which AAF funds may be used include operating expenses incurred to improve delivery of member services or related to educational programming on local ordinances. Financial need is considered in this application process.

Strategic Growth Fund (SGF) – The purpose of the SGF is to assist NAA affiliates in major metropolitan areas with a current market penetration rate of 50 percent or below to grow their membership.

Industry Mobilization Fund (IMF) – This fund supports advocacy efforts to address issues of major significance to the apartment industry. Awards from IMF cannot be used to fund campaign contributions to any individual running for elected office.

Association Management Software and Computer Assistance Fund – Created to assist affiliates with the expenses related to Association Management Software (AMS) implementation, including hardware, this fund is available to affiliates that meet certain financial requirements. For more information, contact Mike Flynn at mflynn@naahq.org.



Your Role as President

Affiliate Presidents have typically served on the affiliate's Board of Directors for multiple terms. As President, the role becomes even more important for the success of the affiliate. The typical board responsibilities continue such as compliance, fiduciary responsibilities, oversight and so much more. Presidents should model the guiding principle, be a leader and enable others to act.

Guiding Principle

The Affiliate President's commitment to the affiliate members is to operate under the guiding principle of what is best for the organization. He or she should focus on the organization's mission, direction and priorities—and inspire a shared vision. Strategic planning is a large piece of this process.

Leader of the Board

As the leader of the board, the Affiliate President should establish and encourage continual, open and effective communication among the board and between the membership and affiliate staff. Affiliate Presidents lead the board, rather than the organization. By defining the Board's role as a direction for the organization, the affiliate staff will have the necessary support to carry out the plans. If an affiliate does not have a staff, the board should rely on committees to focus on the details of completing a plan.

Enable the Full Board

Leading by example is a core principle. By challenging the process and brainstorming new ideas, your board will be more likely to engage. Build your team to have a successful year. Look at the members of your board, and look outside of the board for future leaders. Be sure to celebrate the success of your association, and the actions of the board. Sometimes a public acknowledgement can make all the difference.

Meeting Facilitator

The Affiliate President leads Board of Director meetings as well as General Membership meetings. For Board meetings, the president should work with staff to create an agenda prior to the meeting, and ensure that the board members receive accurate and timely information. During meetings, the President should encourage discussion, guiding the group to a consensus. Once that is reached, the President should provide a summary so that all stakeholders have a clear understanding of the consensus. At times, discussions may lead to disagreements. As President, facilitate the conflict with an even hand, and keep the meeting on track.

For efficiencies, meetings should be conducted under Robert's Rules of Order. NAA has provided a summary of the top rules (see "*Parliamentary Procedure*" appendix). Additionally, NAA has provided a document of "Favored Statements at Board Meetings," a document that will assist with a positive flow of discussion (see "*Favored Lines*" appendix).



Working with the Association Executive

For affiliates with staff members, the relationship between the Affiliate President and the affiliate's Association Executive is vital for the future of the affiliate. These individuals should meet regularly to collaborate on the organization's mission. Learn each other's leadership traits, which will lead to a partnership.

The Affiliate President and Association Executive should have clearly defined roles and responsibilities to avoid a duplication of efforts. This will assist in determining what issues should be brought to the board, and what issues are handled by the organization.

Trust and respect are key in this relationship. The Association Executive is typically an association professional, with knowledge of best practices in association management, who has learned the ins and outs of the apartment industry. The Affiliate President is typically an expert in the apartment industry, who quickly receives an overview of the typical responsibilities of associations.

NAA offers several opportunities to support the Association Executive. The AE's peers are AEs of other affiliates. By allowing networking with other AEs, your affiliate's Association Executive will be able to come away with stories of proven successes at other affiliates.

Annually, AEs are invited to two educational events.

- *AE Roundtable* - During NAA's Education Conference & Exposition, AEs are invited to attend an education session. The topic varies each year, but typically covers a leadership topic or best practice in association management.
- *AE Brainstorming Conference* - This two-day event was first held in 2014 to provide an opportunity for AEs to get together to share what has worked for their affiliates - and what hasn't. This event was created by NAA's Executive Committee. There is no cost to attend, plus NAA covers the travel of the AE.

Additional Resources

For more guidance on a successful term, turn to online sites dedicated to board operations.

www.boardsource.org - A national organization working to strengthen nonprofit board leadership.

www.stayexempt.irs.gov - Created by the IRS to assist 501(c)(3) organizations, but also contains important information for 501(c)(6) organizations, including information on Form 990. A trade association is part of the 501(c)(6) group, as defined by the IRS.



NAA Meetings & Expositions

You will gain cutting-edge education, networking and insight to the latest products and services in the apartment housing industry by attending NAA's meetings and events.

Visit www.naahq.org/attend for specific dates and details.



NAA Education Conference & Exposition

Held each June, the NAA Education Conference & Exposition attracts nearly 10,000 apartment industry professionals. Attendees can reap the benefits of more than 65 education sessions geared toward all levels and interests, nationally recognized keynote speakers and thought-provoking Game Changers. Our exposition is the largest national trade show for our industry, and features more than 450 exhibitors who showcase their innovative products and services.



NAA Student Housing Conference & Exposition

Join more than 950 industry leaders and peers for two days of thought-provoking education and networking opportunities all focused on the operations of off-campus student housing. Position yourself at the top of this rapidly expanding sector of rental housing and better understand the next generation of residents — how they communicate, where to find them and what amenities will bring them to your community and keep them happy.



NAA Capitol Conference & Spring Governance Meeting

Held every March, the NAA Capitol Conference is the apartment housing industry's only national advocacy event. It is your opportunity to join hundreds of your colleagues on Capitol Hill in Washington, D.C., to advance our industry's legislative priorities. Whether it's your first time or you're a tested veteran, learn how to be an advocate for change with issues briefings, message training and networking with fellow advocates. The Spring Governance Meeting precedes the NAA Capitol Conference and is where NAA Boards, Committees and Task Forces convene to discuss goals and plans.



MAXIMIZE: Multifamily Asset Management Conference

The apartment industry's sole event dedicated to asset management and long-term value creation in apartment housing and portfolios, this comprehensive retreat is for asset managers, revenue managers, investors, COOs, CEOs, data analysts, risk managers and financial analysts. The conference focuses on expense management strategies, revenue enhancement and pricing strategies, data analytics and performance benchmarking, sustainability and financing strategies.



NAA Assembly of Delegates (AOD)

The Assembly of Delegates (AOD) meeting is held each November to install NAA officers, approve NAA's operating budget, approve NAA bylaw changes and plan for the following year. The Leadership Summit Luncheon is held in conjunction with AOD to brief association leaders and to provide a forum to exchange ideas and information on leadership trends.



NAA AFFILIATE PRESIDENT HANDBOOK

Favored Lines



Winter 2016
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Favored Statements at Board Meetings

By Bob Harris, CAE

I have sat through enough board meetings to distinguish the feeble phrases from the more powerful statements.

For example, an association distributes committee and staff reports two weeks in advance through a board portal or Dropbox. But not everyone reads the reports. You recognize these directors as they begin statements with the phrase, “I just have a question.”

Unfortunately what follows their question are well-intentioned directors who are quick to offer answers. The meeting is redirected from advancing the agenda to answering a variety of questions.

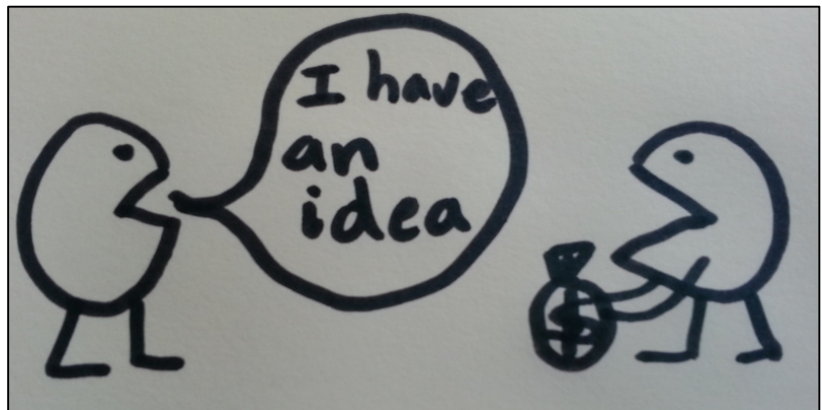
Board phrases can be divided into those that should be banned and others that should be encouraged.

Discouraged

Forbidden phrases take the board down a “rabbit hole” or distract from the agenda.

We’ve Always Done It That Way – This is conversation killer. A seasoned director squashing an idea because of history. There may be new technology or resources to improve an idea or program if it isn’t squashed with, “We’ve always done....”

I Have an Idea – Beware of this phrase tossed on the board table. Some directors (and committees) seem to measure success by how many new ideas and projects they offer. Directors should be disciplined about determining if “ideas” fit within the budget, strategic plan and mission before they respond, “good idea.”



I'm Representing My Chapter – You might hear, “I know the issue has a statewide impact but I'm here representing my chapter.” Some directors have a tough time taking off their “chapter hat” and replacing it with a governance role that advances the parent organization.

I Didn't Know we Had a Strategic Plan – The first question incoming leaders should ask is, “do we have a strategic plan?” It serves as the roadmap for all actions of the board.

Should I Read the Bylaws? – The bylaws describe the relationship between the governing board and stakeholders or members. Directors must understand the bylaws to carry out their fiduciary duties.

I Just Have a Question – Beware of the director who sounds wise with, “I just have a question.” Don't let the eager respondents distract from the meeting agenda.

How Many Meetings am I Allowed to Miss? - The bylaws may indicate that action will be taken against a director who misses meetings. But these should not be considered “passes” to get out of meetings. The board is a team and it requires a quorum to act.

Encouraged

These statements should be encouraged to support high performing governance.

What Part of the Strategic Plan Does this Advance? – Nearly every discussion should be influenced by the strategic plan. Keep it on the table and encourage directors to consider how motions will advance the plan.

We're in the Weeds – When governance dives into tactics it can be said the board is “in the weeds.” Praise directors that point it out and encourage a return to more relevant conversations.

How Will We Measure Success? – A nonprofit organization runs like a business – even though it has tax exempt status. To run it effectively, consider performance measures as an aspect of every discussion.

Let's Take It Up to 50,000 Feet – Conversations may take dives into the realms of committee work and staff duties. Avoid those by getting the board back up to a visionary, long-term perspective – often described as 50,000 feet and above.

Can We Put that Idea in the Parking Lot? – Not every idea will fit in the current budget or strategic plan. For ideas with merit, suggest it be put in the “parking lot” for consideration when the timing and resources are right.

What’s Next? – The ideal closing question at meetings is, “What’s next?” This provides opportunity to improve understanding, clarify expectations and make assignments.

Be especially leery of the statements: “I just have a question” and “I have a good idea!” Directors should recognize these phrases and know how to redirect in order to stay on task.

#

Note: Bob Harris, CAE, offers free association governance tips and templates at www.nonprofitcenter.com



NAA AFFILIATE PRESIDENT HANDBOOK

Parliamentary Procedure





NAA Parliamentary Procedure At A Glance

Common Motions classified according to purpose:

To Bring a Motion Before the Body:

Move an action or resolution for consideration.

- Requires Recognition by the Chair:** Yes
- Requires a Second:** Yes
- Vote Required:** Requires majority vote.

To Modify a Motion:

Amend add and/or delete words in the main motion. (Note: If the maker and seconder of the motion is willing to accept a friendly amendment a vote is not necessary.)

- Requires Recognition by the Chair:** Yes
- Requires a Second:** Yes
- Vote Required:** Requires majority vote.

To Suppress Debate or Rush Action:

Previous question. A motion to close debate immediately.

- Requires Recognition by the Chair:** Yes
- Requires a Second:** Yes
- Vote Required:** Requires 2/3 vote.

To Delay Action:

Postpone to a definite time.

- Requires Recognition by the Chair:** Yes
- Requires a Second:** Yes
- Vote Required:** Requires majority vote.

Refer to committee. Refer for study and report to the body at a later time.

- Requires Recognition by the Chair:** Yes
- Requires a Second:** Yes
- Vote Required:** Requires majority vote.

To Prevent Action:

For a motion to be or being considered a motion to table is used.

- Requires Recognition by the Chair:** Yes
- Requires a Second:** Yes
- Vote Required:** Requires majority vote.

To Change a Decision:

To make a motion to “reconsider” a previous action, the maker of motion must have voted on the prevailing side.

- Requires Recognition by the Chair:** No
- Requires a Second:** Yes
- Vote Required:** Requires a 2/3 or majority with notice

To Close a Meeting:

A motion to adjourn a meeting ends all business for this meeting. (Note: If the meeting’s agenda states adjournment at the end of the meeting a motion is not required.)

- Requires Recognition by the Chair:** Yes
- Requires a Second:** Yes
- Vote Required:** Requires majority vote.

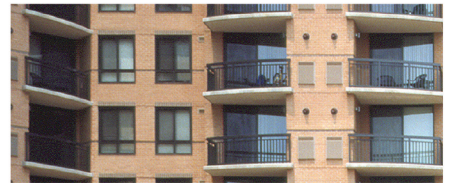
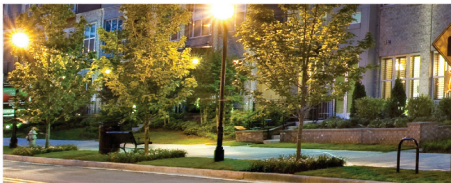
Priority Motions: The motions below are listed in order of precedence. A motion can be introduced if it is higher on the chart than the pending motion.

YOU WANT TO:	YOU SAY:	INTERRUPT	2ND	DEBATE	AMEND	VOTE
Close meeting	I move to adjourn	No	Yes	No	No	Majority
Take break	I move to recess for (or until)...	No	Yes	No	Yes	Majority
Register an urgent request	I rise to a question of privilege	Yes	No	No	No	None
Close debate	I move the previous question	No	Yes	No	No	2/3
Limit or extend debate	I move that debate be limited to (or extended to)...	No	Yes	No	Yes	2/3
Postpone to a certain time	I move to postpone the motion to ...	No	Yes	Yes	Yes	Majority
Modify wording of motion	I move to amend the motion by ...	No	Yes	Yes	Yes	Majority
Bring business before assembly (a main motion)	I move that [or "to"] ...	No	Yes	Yes	Yes	Majority
Reconsider an earlier vote	I move reconsideration of	No	Yes	Yes	No	2/3 or Majority with notice

Incidental Motions – no order of precedence. Arise incidentally and are decided immediately

YOU WANT TO:	YOU SAY:	INTERRUPT	2ND	DEBATE	AMEND	VOTE
Enforce rules	Point of Order	Yes	No	No	No	None
Appeal ruling	I appeal the decision of the chair	Yes	Yes	Varies	No	Majority
Suspend rules	I move to suspend the rules for the purpose of	No	Yes	No	No	2/3
Split a motion into two or more parts	I move to divide the question	No	Yes	No	Yes	Majority
Demand a counted vote	Division	Yes	No	No	No	None
Question Parliamentary procedure	Parliamentary inquiry	Yes	No	No	No	None
Request information	Request for information	Yes	No	No	No	None

Source: Based on Robert's Rules of Order Newly Revised (10th Edition)



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January 2017

