



Policies & Procedures

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Introduction

NAA's Board of Directors (Board) has decided that the organization should operate in a certain manner. These policies, procedures, and appendices reflect the decisions of the NAA Board of Directors. When read in conjunction with NAA's Bylaws, the two documents provide the description of how the various components of the NAA network function together. If there is a conflict between the Bylaws and the Policies and Procedures, the provisions in the Bylaws shall control.

NAA is a federated association in which the national organization acts with a network of (state and local) affiliated associations.

Members can participate as delegates to NAA's Assembly of Delegates, Committees, and Councils. Each group works with the NAA professional staff to best serve NAA's members.

NAA employs a professional staff that is charged with managing the operations of the association. The President/CEO of NAA has the responsibility to manage the activities of the staff. They are expected to inform the Officers, Board of Directors, and the Assembly of Delegates so that these groups can fulfill their responsibilities of deciding the policies of NAA. The NAA staff has the responsibility of implementing the policies regarding Governance, Financial Management, Communication, Programs, Event, Membership and Affiliated Associations.

The NAA Network

NAA is the national organization hosting a network of trade associations that provide member benefits to owners, operators, and suppliers of rental housing. In areas where no local or state affiliates exist, NAA also serves direct members in those categories. These state and local organizations are typically independent corporations with their own finances, governance structures and employees or association management contractors. These affiliated associations have chosen to join the NAA network and to adhere to NAA's Bylaws and Policies and Procedures.

The affiliated associations collect dues for their own organizations as well as NAA dues and remit a portion to NAA. They deliver NAA programs and products to members in their respective areas. Affiliated associations shall not collect dues nor offer NAA programs, services or products outside the geographic territory assigned to their association by the NAA Board of Directors.

Affiliated Associations

The Board of Directors of the Association may vote to grant a charter and assign a territory to any association, owned, or controlled by its members, that complies with NAA Bylaws and Policies & Procedures.

NAA has sole authority in approving new affiliates. Chartered state affiliates will be asked to provide recommendation, in the form of Board of Directors resolution, as part of the chartering process.

Local Affiliated Associations

Associations that serve a geographic area that may be less than the entire state. It may also service a territory that crosses state lines.

State Affiliated Associations

Associations where territory includes an entire State. It may but is not required to have local affiliates. All State Affiliates shall provide that all the local affiliated associations in such state must be and continue to be affiliated with the chartered state affiliated association and NAA.

International Affiliated Associations

Associations that serve a geographic area outside the United States.

Criteria and procedures for granting Charters are contained in Appendix 1. If the affiliate's approved territory crosses regional or State lines, the Board of Directors, may review at any time, how members and units will be allocated for purposes of Regional Vice President and delegate distribution.

Affiliate Territory

Affiliates will be assigned a territory when their Charter is granted. Affiliates may not accept membership from outside their territory. Affiliates have the exclusive right to provide NAA courses, continuing education for Designation Program Certifications and other NAA goods and services within their territory. Members may choose to attend courses and programs outside of the territory in which they are a member however, affiliates shall not offer any NAA goods or services outside of their approved territory except with the consent of the affiliate within whose boundaries the event is being held. This prohibition is in effect regardless of whether the local affiliate benefits financially from the event. Notwithstanding the foregoing, local affiliates will not be considered to have violated this policy if their members choose to include employees outside of the affiliate's boundaries in a sponsored event.

Reassignment of Territory

Any member or affiliate may recommend that the territories assigned to chartered local affiliates within their State be revised. After consultation with the appropriate affiliates, increases or reductions in territory, approved by a majority vote of the Board of Directors of NAA, shall be binding upon the chartered local association provided a minimum of at least thirty (30) days-notice of the proposed change.

NAA chartered state and local affiliates requesting a territory expansion shall submit a business plan to NAA outlining how the industry will be served through programming and legislative advocacy.

The NAA chartered state and any adjacent local affiliates shall be notified of requested territory expansions. A period of fourteen (14) days will be allowed for comment by the state and any adjacent local affiliates.

In the event two NAA chartered State or Local affiliates petition for identical territory, there shall be a mediation process by a sub-committee appointed by the Membership Committee Chair. The sub-committee will evaluate all submitted information, as well as potentially request additional information, to identify the best positioned affiliate to serve the industry within the requested territory. The mediation process shall take place within six (6) months from the receipt of disputed territory request. The recommendation will be forwarded to NAA's Membership Committee and Board of Directors for consideration and vote.

If the mediation process is not successful, then affiliates will be forwarded to a hearing panel for a review of the territory request. The panel will render a binding decision on which affiliate is best positioned to serve the industry and shall make a recommendation to NAA's Membership Committee and Board of Directors.

Consistency with NAA's Bylaws and Policies and Procedures

No Affiliated Association's bylaws or policies shall conflict with any bylaw provisions or policies of NAA. Upon discovery that an affiliated association has operated in violation of the NAA's Bylaws and/or Policies & Procedures, the NAA President and the Executive Committee shall communicate with the affiliate to attempt to bring the affiliate into compliance. If that effort is unsuccessful, the matter will be referred to the NAA Board of Directors for action.

Revocation of Charter

NAA may terminate the charter of any affiliated association for any reason, including but not limited to, violations of NAA's Bylaws, Policies and Procedures, or Affiliate Standards Program. Except for termination for failure to pay all sums due to NAA, termination shall become effective upon a two-thirds (2/3) vote of the Board of Directors, after due process, provided however, that the holder of the terminated charter may note an appeal to the Assembly of Delegates within 10 days of the Board's action. The Appeal shall be considered at the next meeting of the Assembly of Delegates. Upon failure to pay all sums due NAA, within sixty (60) days after the same shall become due, all member and affiliated association services and privileges shall, upon written notice, be suspended. Failure to remit sums due to NAA, within ninety (90) days after the same shall become due will result in charter termination upon written notice. NAA staff shall notify the Board and the State Association, if one exists, of all suspensions and revocation for failure to pay amounts due prior to taking action to revoke a Charter.

NAA Affiliate Standards

In 2019, NAA's Board of Directors voted to approve affiliate operating standards. By introducing a set of affiliate standards, every state and local apartment association will be aligned to leverage the common goals and mission of our network. The goal of the standards is to ensure that every member is provided with the services they deserve and that every Affiliate is contributing to the strength of the NAA network.

Organized into "performing," "achieving" and "excelling," and based on a level of excellence and commitment, the standards will be rolled out in cycles over the span of four years to allow ample time for refinement, planning and feedback. A listing of the standards is below:

PERFORMANCE STANDARDS 2.0

PERFORMING OPERATIONS

1. Affiliates shall adopt and maintain necessary policies to ensure fiscal and legal integrity for their operation, including:
 - a. Maintain and regularly review by-laws every 3 years at a minimum, ensure compliance with NAA/ State Affiliate governing documents
 - b. Maintain annual operating budget
 - c. Maintain required federal tax returns
 - d. Maintain minimum insurance as appropriate (association, directors, officers, and staff)
 - e. Additional corporate documents conforming to local and state laws as required
2. Review the financial practices and position of the association through:
 - a. An audit performed at least every three years by an outside CPA; or,
 - b. Annually conduct a financial review by an outside CPA; or
 - c. Affiliates with annual budgets of less than \$1 million may choose to have an annual board financial review which includes a review of an asset/liability report that clearly illustrates the current cash position of the association and projected cash position relative to anticipated liabilities at year end
3. Maintain and report on Affiliate unit counts on a bi-annual basis (Spring and Fall)
4. Remit all required membership dues to NAA in a timely manner and by the established payment dates

LEADERSHIP AND STRATEGY

5. Maintain an active Board, which convenes regularly on an annual basis, capturing Board Meeting minutes in compliance with state/ federal laws
6. Provide to NAA an updated roster to include email addresses for the Board of Directors at least annually
7. Incoming Affiliate President (Chief Elected Officer) complete a minimum of five hours of leadership training (an equivalency of past training and/or experience serving in a NAA leadership role will be considered)

8. Every affiliate Board of Directors shall annually review and discuss the association's strategic plan and related metrics

9. Provide Board of Directors with a board manual that includes policies and procedures and governing documents

COMMUNICATIONS

10. At minimum, maintain monthly communications with members via magazine, newsletter, e-newsletter, or other approved platform, to include communications to inform new or existing members of the benefits of membership (e.g., in-person orientation, benefits "roadmap," etc.)

11. Maintain an up-to-date calendar of events on affiliate website. Calendar shall include information about Advocate, Apartmentalize, and Assembly of Delegates/Fall Governance meetings

12. Provide member orientation at least once annually

13. Maintain an association management system, or independent technology provider of Affiliate's choosing, that has the functionality to adhere to network-wide common data fields, accommodate online payments and registrations, and collects data stipulated through the NAA data governance policy and integrate/connect with national database system

14. Maintain an interactive, accessible & secure website that meets state & local privacy regulatory guidance and includes:

- a. Local: About, How to Join, Events Calendar, Contact Information, Leadership Information, Programs/Services
- b. State: About, Events Calendar, Contact Information, Advocacy
- c. National: About NAA, NAA Click & Lease, NAA Member Benefits, NAA Upcoming Meetings, Federal Advocacy, NAA Education Institute
- d. Online application form and clear procedures for joining

STAKEHOLDER EXPERIENCE

15. Provide updated member data through the NAA Data Exchange that includes:

- a. Member roster with required fields
- b. Key contacts for Member and Supplier Companies and Properties

16. Adhere to the [NAA Member Service Pledge](#) and review with Board

of Directors annually
17. Convene at least four general membership meetings or equivalent networking events annually
18. Offer at least 20 hours of in-person or online education programming annually. Programming offered in partnership/reciprocity with another NAA Affiliate will be considered
ADVOCACY
19. Offer at least one structured state or local advocacy event annually
20. Provide or distribute information and communications regarding the value of investing in and the benefits received from individual participation in the PAC, and demonstrate participation in state and national calls to action
21. Demonstrate participation in the state (if applicable) and national calls to action
22. Arrange meetings with members of Congress on an annual basis, aligning with Advocate when possible

ACHIEVING (Optional)
OPERATIONS
1. Submit annual operating budget
2. Affiliate has established a defined reserve policy
LEADERSHIP AND STRATEGY
3. Association Executive attends a minimum of 6 hours of AE professional/leadership development annually
4. Coordinate annual Board Orientation (in-person or virtual) that includes NAA benefits that is available for all Board Members
COMMUNICATIONS
5. Maintain minimum branding standards, including: <ul style="list-style-type: none"> a. Use of approved NAA logo and tagline” NAA Affiliate” included on website

- b. Promote a minimum of four times annually, at least four of the following NAA services/programs through member communications
- Click & Lease Program
 - NAA programs (such as Lyceum, Awards, Diversity Leadership Program, etc.
 - NAAEI programs and online professional development
 - NAA meetings and conferences
 - NAA research
 - NAA PAC
 - Advocacy updates

ADVOCACY

6. NAA Key Contact Program promotion and engagement

7. Active and engaged organized group that meets regularly to monitor and respond to legislative issues

EXCELLING (Optional)

OPERATIONS

1. Submit annual operating budget with:
- a. Evidence of a minimum cash reserves of six months operating expenses
 - b. Evidence of positive cash flow for previous five years
 - c. Evidence of a Risk Management Program to include at least one of the following:
 - Crisis Communications Plan
 - Disaster Recovery Plan
 - Technology Resumption Plan

2. Affiliate has established a defined investment policy

LEADERSHIP AND STRATEGY

3. All incoming Affiliate Presidents (Chief Elected Officers) complete a minimum of 10 hours of non-profit leadership training

4. Establish and submit annual/ semi-annual strategic priorities, metrics, and report on progress towards goals.

5.	Define and maintain term limits for Board and Committee Chair positions
6.	Established formal volunteer leadership development program (recruitment, training, engagement, mentorship, etc.)
7.	Formal board leadership training provided at least one time annually
STAKEHOLDER EXPERIENCE	
8.	Capture membership of KPIs on an annual basis and report to NAA Maintain recommended requirements for KPIs:
a.	73% satisfaction top two score, or
b.	30 Net Promoter Score
ADVOCACY	
9.	Establish and realize annual PAC fundraising goal
10.	Organized meetings to engage members in Advocacy programs/initiatives
<i>*Performance Standards revisions were approved by the NAA Board of Directors on June 19, 2024</i>	

Revised 12/15/25

STATE PERFORMANCE STANDARDS	
PERFORMING	
OPERATIONS	
1.	Affiliates shall adopt and maintain necessary policies to ensure fiscal and legal integrity for their operation, including:
a.	Maintain and regularly review bylaws every three (3) years at a minimum, ensuring compliance with NAA governing documents
b.	Maintain annual operating budget
c.	Maintain required federal tax returns
d.	Maintain minimum insurance as appropriate (association, directors, officers, and staff)
e.	Additional corporate documents conforming to local and state laws as required

<p>2. Review the financial practices and position of the association through:</p> <ul style="list-style-type: none"> a. An audit performed at least every three (3) years by an outside CPA; or b. Annually conduct a financial review by an outside CPA; or c. Affiliates with annual budgets of less than \$1 million may choose to have an annual financial review conducted by its board of directors which includes a review of an asset/liability report that clearly illustrates the current cash position of the association and projected cash position relative to anticipated liabilities at year end
<p>3. Maintain and report on Affiliate unit counts on a bi-annual basis (If Affiliate has direct members) and ensure that local affiliates maintain and report on Affiliate unit counts on a bi-annual basis.</p>
<p>4. Remit all required membership dues to NAA in a timely manner and by the established payment dates (If Affiliate has direct members)</p>
<p>LEADERSHIP AND STRATEGY</p>
<p>5. Maintain an active Board, which convenes regularly on an annual basis, capturing Board Meeting minutes in compliance with state/ federal laws</p>
<p>6. Provide NAA with an updated roster to include valid email addresses for the Board of Directors at least annually</p>
<p>7. Incoming Affiliate President (Chief Elected Officer) complete a minimum of five (5) hours of non-profit leadership training (an equivalency of past training and/or experience serving in a non-profit board leadership role will be considered)</p>
<p>8. Every affiliate Board of Directors shall annually review and discuss the association’s strategic plan and related metrics</p>

<p>COMMUNICATIONS</p>
<p>9. At minimum, maintain an annual communication with members via magazine, newsletter, e-newsletter, or other approved platform, to include communications to inform new or existing members of the benefits of membership</p>
<p>10. Maintain an up-to-date calendar of events on an affiliate website. Calendar shall include information about Advocate, Apartmentalize, and Assembly of Delegates/Fall Governance meetings</p>
<p>11. Provide member orientation at least once annually (applicable if Affiliate has direct members)</p>
<p>12. Maintain an association management system, or independent technology provider of Affiliate’s choosing, that has the functionality to adhere to network-wide common data fields, accommodate online payments and registrations (if applicable), and (if Affiliate has direct members) collects data stipulated through the NAA data governance policy and integrate/connect with national database system</p>
<p>13. Maintain an interactive, accessible and secure website that meets state & local privacy regulatory guidance and includes:</p> <ul style="list-style-type: none"> a. Local: List all local affiliates with contact information or links to their websites. b. State: About, How to Join (If Affiliate has direct members), Events Calendar, Contact

Information, Advocacy

- c. National: About NAA, NAA Click & Lease (Excluding Texas), NAA Member Benefits, NAA Upcoming Meetings, Federal Advocacy, NAA Education Institute
- d. Online application form and clear procedures for joining (if Affiliate has direct members)

STAKEHOLDER EXPERIENCE

- 14. If there are direct members, provide updated member data through the NAA Data Exchange that includes:
 - a. Member roster with required fields
 - b. Key contacts for Member and Supplier Companies and Properties
- 15. Review the [NAA Member Service Pledge](#) with Board of Directors annually
- 16. Convene at least one general membership meeting, advocacy meeting, or equivalent networking event annually

ADVOCACY

- 17. Offer at least one structured state advocacy or PAC event annually
- 18. Provide or distribute information and communications regarding the value of investing in and the benefits received from individual participation in the PAC.
- 19. Demonstrate participation in the national calls to action

AFFILIATE SUPPORT

- 20. Offer, promote or provide resources for at least two (2) hours of professional development opportunities for local AEs annually
- 21. Provide support as needed to assist local affiliates with compliance with NAA Performing Standards.

ACHIEVING (Optional)

OPERATIONS

- 1. Submit annual operating budget
- 2. Affiliate has established a defined reserve policy

LEADERSHIP AND STRATEGY

3. Association Executive attends a minimum of six (6) hours of AE professional/leadership development annually
4. Coordinate annual Board Orientation (in-person or virtual) that includes NAA benefits that are available for all Board Members
STAKEHOLDER EXPERIENCE
5. Offer a state-wide conference to members on a regular basis to provide access to professional development and networking
ADVOCACY
6. NAA Key Contact Program promotion and engagement
7. Active and engaged organized group that meets regularly to monitor and respond to legislative and regulatory issues
AFFILIATE SUPPORT
8. Offer, promote or provide resources for four (4) hours of local AE professional/leadership development opportunities annually and a majority of local full-time/paid AEs participate.

EXCELLING (Optional)
OPERATIONS
<ol style="list-style-type: none"> 1. Submit annual operating budget with: <ol style="list-style-type: none"> a. Evidence of a minimum cash reserves or equivalent assets of six months operating expenses b. Evidence of positive cash flow from operating accounts for the previous five years (average over 5 years) c. Evidence of a Risk Management Program to include at least one of the following: <ul style="list-style-type: none"> • Crisis Communications Plan • Disaster Recovery Plan • Technology Resumption Plan • Antitrust Compliance Statement • Privacy Policy
2. Affiliate has established a defined investment policy
LEADERSHIP AND STRATEGY

3. Establish and submit annual/ semi-annual strategic priorities, metrics, and report on progress towards goals.
4. Define and maintain term limits for elected Board and Officer positions
5. Established formal volunteer leadership development program (recruitment, training, engagement, mentorship, etc.)
6. Offer, promote or provide resources for formal board leadership training at least one (1) time annually
STAKEHOLDER EXPERIENCE
7. Capture membership KPIs from local board leadership or general membership on an annual basis and report to NAA. Maintain recommended requirements for KPIs: a. 73% satisfaction top two score, or b. 30 Net Promoter Score
ADVOCACY
8. Establish and realize annual PAC fundraising goal for PAC or other related entity
9. Organized meetings/events to engage members in Advocacy programs/initiatives around legislative and regulatory issues
10. Total of all local affiliates NAA PAC contributions in aggregate meet and exceed NAA PAC Fund Our Future fair share goals for the State.
AFFILIATE SUPPORT
11. Affiliate support plan that includes: a. Assistance with resources if needed for local affiliates to meet NAA Performing Standards b. Outreach and support for affiliate board leadership and engagement
12. AE involvement initiatives which include: a. Ongoing communication on program updates and/or governance activities b. State-wide AEC or other AE meet ups to problem-solve, plan and coordinate schedules c. Offer, promote or provide resources for six (6) or more hours of professional development opportunities for AEs annually and a majority of local full-time/paid AEs participate

Dues Structure and Membership Reporting

New Dues Structure for Categories Not Previously Adopted: With the exception of dues or licensing fees for International Association or Members, the Assembly of Delegates, after receiving a 30 days-notice of a special meeting, may establish a dues rate for category not

previously adopted. If passed, the dues rate will be effective immediately unless otherwise directed by the Assembly of Delegates. The Assembly of Delegates has delegated the power to establish initial dues or licensing fees for new International Associations to the Board of Directors.

Changes to Dues Structure

Changes in the dues structure must be approved by the Assembly of Delegates no later than six months prior to January 1st of the year in which the dues rate change will take effect. The Assembly of Delegates will be notified of the proposed change 30 days prior to a meeting of the Delegates to vote on the proposed changes. The current due's structure is contained in Appendix 2.

Membership Reporting Frequency

Membership revisions (add & drops) shall be submitted not less than monthly. A complete listing of all required information shall be submitted to NAA not less than semiannually. The dates of reporting will be communicated by the Affiliate and Member Engagement Department by May 1 and October 1. If the Affiliates database is connected to NAA, these requirements may be waived provided the information is transmitted in a satisfactory manner.

Failure to Comply with Reporting Requirements

Failure will result in: (i) withholding of payments due to Affiliates by NAA; and/or (ii) termination of all services and privileges.

Audit

NAA reserves the right to audit the membership roster of any affiliate at any time to ascertain whether the Affiliate is accurately reporting all the respective required information, and that the Affiliate is operating in compliance with the NAA Bylaws and Policies & Procedures.

The membership reporting requirements are contained in Appendix 3.

Annual Certification by Affiliates

Each Affiliate will be required to submit the following documentation certified by their Board of Directors of the Affiliated Association: Membership Service Pledge Appendix 4.

Education Courses

Each Affiliate that conducts educational courses must promote NAAEI education courses but may use additional noncompetitive educational courses. No educational material will be made available to an affiliate if there is an outstanding delinquent balance on the account of any Affiliated Association.

Communications

In addition to any communication by NAA to its members, each Affiliate, where feasible shall distribute to members, communications sent to the association by the NAA.

Publications

The publications and other suitable printed materials, i.e., letterhead, membership certificates, etc., of each affiliated local association shall designate membership in NAA using the style and format established and provided by NAA and place the NAA logo on their publications and mailing materials.

Governance

NAA's governance structure is designed to encourage participation from all members of its network. Our leaders are geographically diverse and bring professional management experience from smaller owner managed businesses, regional companies, and large national companies. Supplier members are represented, as are the association executives of affiliated associations. Each group works closely with the NAA professional staff.

NAA is governed by its Board of Directors and the Assembly of Delegates with input from the various Committees and Councils that report to the Board, Affiliated Associations and the NAA staff. NAA has divided its membership into geographic regions to ensure that each area is represented. These regions elect delegates who serve in the Assembly of Delegates and Regional Vice Presidents who serve on the Board of Directors. Members from each region meet as a group at each of NAA's national meetings.

Assembly of Delegates

The Assembly of Delegates approves the dues structure, elects the officers of the association, amends the bylaws, and may reconfigure the regions as circumstances dictate. The Assembly also hears appeals from charter revocations. The Assembly is required to meet each November but may convene at other times as enumerated in these Policies and Procedures. Delegates are expected to attend the Assembly of Delegates Meeting and are strongly encouraged to attend the NAA national meetings at Advocate and Apartmentalize, however, when regions are electing Regional Vice Presidents (RVPs) during Apartmentalize, delegates are expected to attend the regional meetings held in conjunction with Apartmentalize. *Regional elections are staggered every other year.

Each represented state may appoint one (1) alternate for each of its delegates. International members are not eligible to serve as a delegate. The procedure for allocating, selecting, replacing, and reporting delegates and alternates is contained in Appendix 5 and the delegate replacement form is contained in Appendix 5A.

Qualifications

All persons appointed to serve as delegates and alternates shall be employees of owner members, or supplier members in good standing, whereas delegate alternates may also include staff of affiliated associations in good standing. An individual may be a delegate or alternate for

only one (1) State. Whenever possible, a member, who is not currently serving on the NAA Board of Directors, should be chosen. However, if a region has limited availability in selecting delegates, a member of the NAA Board may be chosen.

Meetings

The Assembly of Delegates is required to meet at the Assembly of Delegates meeting each November. Special meetings of the Assembly of Delegates may be called by the Chair of the Board, one-third (1/3) of the members of the Board of Directors or shall be called upon written request of not less than one-third (1/3) of the delegates. The Chair of the Board shall set the time and place of such special meeting within fourteen (14) days of such action. Notice of a special meeting shall be mailed at least thirty (30) days before the time appointed for the meeting with a statement of time and place and information as to the subject to be considered; provided, however, that such thirty (30) day period may be waived by a determination of the Chair of the Board, that an emergency exists. The Assembly of Delegates may meet in person or electronically.

Minutes

Draft minutes of Assembly meetings will be available no later than thirty (30) days after any meeting.

Voting

The “affiliated association” shall provide credentials for one (1) or more persons to attend the meeting as a delegate or alternate empowered to vote. Delegates may cast only one (1) vote on any one issue.

In the absence of a delegate, an alternate should be selected to replace the absent delegate.

Where a State Affiliated Association Exists – State President or their designee should select an alternate from the same local affiliate to replace the delegate. If an alternate from that affiliate is not available, any alternate from the state may be selected.

Where No State Affiliated Association Exists – Local Affiliate President or their designee should select an alternate from the same local affiliate to replace the delegate. If an alternate from that affiliate is not available, any alternate from the state may be selected.

The NAA staff, under the direction of the Secretary, shall inspect credentials and determine the total number of votes entitled to be cast on any question to be voted upon and preside over voting procedures. Any disputes regarding voting rights will be resolved by an ad hoc committee. This committee will include the Secretary and two members of the Board of Directors appointed by the Chair of the Board. Upon achieving a quorum, a majority of the authorized votes cast by those present shall govern any action, except where the Bylaws or Robert’s Rules of Order specifically require supermajority, including but not limited to Bylaws Amendments, Dissolution of Association, and Changes to Regions.

Monetary Commitment

Delegates and Alternates are responsible for all expenses to attend the three scheduled meetings.

Board of Directors

Authority

Subject to the limitation of the Articles of Incorporation, and the Bylaws, the Board of Directors shall exercise all corporate powers and shall direct and control the business and affairs of the NAA including approval of the Policies & Procedures.

Duties and Responsibilities

The Board's duties and responsibilities are contained in Appendix 6.

Meetings

The Board of Directors will meet at governance meetings held in conjunction with the Advocate, Apartmentalize, and Assembly of Delegates. They will also meet at two (2) stand-alone meetings in the winter and fall. Special meetings of the Board may be called at any time by the Chair, or by notice signed by a majority of the Board and mailed to members of the Board not less than ten (10) days preceding the scheduled time of the meeting. The Board of Directors may meet in person or electronically.

Minutes

Draft Minutes of Board of Directors' meeting will be available to affiliated associations, Delegates, Alternates, and the Board of Directors no later than thirty (30) days after any meeting.

Reporting

The Board shall receive a draft copy of all Executive Committee Minutes containing all actions taken in the Boards absence within 15 days of the meeting. The Board shall also receive progress reports on all ongoing projects at each in person meeting of the Board.

Voting

Each voting member of the Board shall be entitled to one (1) vote. The member of the Board must be present to vote. No proxies will be allowed.

Attendance

Board members are expected to attend all regularly scheduled meetings of the Board of Directors. If a Board Member is unable to attend a meeting, they must notify the NAA Chair or his/her designee stating the reason for such absence. The Chair of the Board shall have the sole authority to excuse absences by Board Members subject to review by the Board of

Directors. Any Board member who fails to attend two regular Board meetings in a calendar year without approval may be removed from the Board.

Monetary Commitment

Except for the NAA President, members of the Board of Directors shall serve without compensation. Board Members will assume the responsibility for all expenses not reimbursed by NAA to attend the five scheduled meetings. The portions of the expenses that are paid for by NAA are outlined in the NAA Reimbursement Policy in Appendix 7. NAA currently reimburses certain expenses incurred by Directors for affiliate travel within their region.

Executive Committee

Authority

Subject to the limitation of the Articles of Incorporation, and the Bylaws, the Executive Committee shall be responsible for the coordination and management of the affairs of the Association between meetings of the Board of Directors.

The Executive Committee, without prior approval of the Board of Directors, may authorize additional unbudgeted spending up to 3% of the annual budget, per year in aggregate, in circumstances deemed necessary for the operation of the Association. Any spending so authorized will be reported to the Board of Directors within three (3) days after granting such authorization.

Duties and Responsibilities

The Executive Committee duties and responsibilities are as follows:

The actions of the Executive Committee shall at all times be consistent with the Bylaws and Policies & Procedures of the Association and are subject to review and approval by the Board of Directors.

- Coordination and management of the affairs of the Association between meetings of the Board of Directors.
- Upon discovery that an affiliated association has operated in violation of the Association's Bylaws and/or Policies & Procedures, the NAA President and the Executive Committee shall communicate with the affiliate to attempt to bring the affiliate into compliance. If that effort is unsuccessful, the matter will be referred to the NAA Board of Directors for action.

Meetings

The Executive Committee meets at the call of the Chair of the Board or by request of at least two members of the Executive Committee.

Quorum

A quorum at any Executive Committee Meeting shall exist when the number of members present at a meeting equal at least fifty-one percent (51%) of the total number of voting members.

Minutes

The Board shall receive a draft copy of all Executive Committee Minutes containing all actions taken in the Boards absence within 15 days of the meeting.

Voting

Each voting member of the Executive Committee shall be entitled to one (1) vote and must be present to vote. No proxies voting will be allowed. When, in the judgment of the Chair, it is inexpedient to call a special meeting, the Chair may authorize a vote by mail, email, other electronic means or telephone. The question presented shall be determined according to a majority of the votes received within 5 days after such submission to the Executive Committee; provided that in each case, votes of at least fifty-one percent (51%) of the number of Executive Committee members shall be received.

Elections

Officers

New officer candidates may self-nominate and are required to complete the NAA Officer Application for consideration. If a current officer wishes to remain on the executive committee and is seeking to move up to the next officer position, they may complete the Officer Declaration Form.

Officer Qualifications

- An individual must have served for two (2) full calendar years as Regional Vice President, at-large member of the Board of Directors or Chair of a Committee
- Each officer must be either an owner, developer, builder, or operator currently serving in a senior level capacity in the rental housing industry who is employed by or a representative of a member in good standing.

The Nominating Committee shall recommend a slate of Officers in accordance with the procedures in Appendix 8, officer application and officers declaration form.

Once the Nominating Committee has convened its first meeting, no person who served on the committee for that year may be considered for nomination.

Regional Vice Presidents (RVPs)

New candidates for Regional Vice Presidents may self-nominate and are required to complete the NAA Regional Vice President Application for consideration. If a current RVP is running for re-election, they may complete the RVP Declaration Form.

The Regional Vice Presidents of NAA are specified in the Bylaws and serve as members of the Board of Directors. Each region shall elect one RVP. The status of additional Regional Vice Presidents will be reviewed annually based upon the previous year's dues paid (as outlined in the Section for calculating the number Delegates per Region). If there is a reduction in RVPs for a Region, the non-voting RVP shall automatically be terminated from such office effective December 31 and the most junior RVP shall become the non-voting member. In cases where equal seniority exists, the region shall determine the method by which the voting and non-voting member shall be determined. If there is an increase in RVPs for a Region, the non-voting RVP shall automatically be elevated to a voting member effective January 1 and an election will be held to fill the vacant position.

If a Regional Vice President (RVP) who is currently serving as a voting RVP is elected to the office of NAAEI President, the RVP will relinquish their voting status. The Alternate RVP for that region will become the voting RVP.

*Dues received from international members will not be used in the calculation to determine Regional Vice President positions.

RVP Qualifications

- All nominees must be either an owner, developer, builder, or operator currently serving in a senior level capacity in the rental housing industry.
- All nominees must be employed by or a representative of a member company in good standing.
- All nominees must be knowledgeable, experienced, and demonstrated commitment to NAA through service to NAA's Board of Directors, Assembly of Delegates, committees and/or affiliates.
- All nominees must have prior participation in NAA committees and/or local affiliated associations.
- All nominees must have been in leadership roles at NAA or at the state and/or local level or relevant professional experience or volunteer experience. No Regional Vice President (Voting or Non-Voting) shall be eligible for election after serving eight (8) years.

RVP Applications and Elections

RVP applications and elections shall be in accordance with the procedures outlined in Appendix 9. Except for the replacement of an RVP, the Election of RVPs shall be conducted by the regions at their regional meeting held in conjunction with the Apartmentalize conference. Odd numbered regions will elect their RVPs to begin their term on January 1 of odd calendar years. Even numbered regions will elect their RVPs to begin their term on January 1 of even calendar years.

Serving Partial Terms

Partial terms of service on the NAA Board will not count against the currently established cap of an 8-year term of service.

Voting

The affiliated association shall provide credentials for one (1) or more persons to attend the meeting as a delegate or alternate empowered to vote. Each voting member shall be entitled to one (1) vote per available position and must be present to vote. No proxy voting will be allowed. If a vacancy occurs for a Regional Vice President, the Region may hold a special election and electronic voting may be permitted. In the absence of an appointed delegate, an alternate delegate from the state or affiliate may vote. In special elections to replace RVPs, the region may vote by mail, email, other electronic means, or telephone. The election shall be determined according to a majority of the votes after five days after such submission to the Region; provided that in each case, votes of at least fifty-one percent (51%) of the Delegates shall be received.

Vacancies

If, during their term of office, the member employing the Regional Vice President is no longer in good standing or the Regional Vice President is not employed by a member in good standing, the Regional Vice President will be automatically terminated from such office unless, within one hundred twenty (120) days, such Regional Vice President becomes a member or is employed by an owner/operator member in good standing. If the Regional Vice President relocates outside the Region (based on where they work), they will be automatically terminated from such office.

When a voting Regional Vice President resigns, moves outside the Region, or their term terminates under the Bylaws, the Non-voting RVP will automatically become the voting RVP for the unexpired term.

Installation of the Board of Directors

NAA Board of Directors elected or appointed must be members in good standing at the time of installation, complete a conflict of interest and confidentiality agree with NAA and sign the pledge of office.

Installation of officers will take place each November for the term beginning January 1 of the following year.

Committees, Task Forces and Working Groups

NAA uses committees to allow greater discussion and analysis of issues where time restraints would limit discussions in meetings of the Board of Directors.

Committee Charter Review

NAA committee charters shall be reviewed as needed, but not less than once every three years. Committee charters may be reviewed by the committee, and revised charters are subject to approval by the NAA Board of Directors.

A listing and description of duties of all Committees, Task Forces and Working Groups can be found in Appendix 10.

Committee Chair and Vice Chair

Subject to the exceptions listed below, the NAA Chair of the Board shall appoint the Chairperson and Vice Chairperson of each committee. No paid staff employee of NAA or any Affiliated Association may serve as a Chairperson of any committee or Task Force.

Exceptions

- Nominating Committee – Immediate Past Chair
- Governance – Immediate Past Chair
- Budget and Finance Committee – Treasurer
- Conference Committee – Appointed by the Chair for the Conference held during their term.
- Hall of Fame Selection Committee – Immediate Past Chair
- Lifetime Achievement Award Selection Committee – Immediate Past Chair

Committee Members

Committee members will be appointed in accordance with Appendix 11.

Authority

Subject to the limitation of the Bylaws or Policies and Procedures and actions by the Nominating Committee or Award Selection Committees, any action taken by any Committee, Task Force or Working Group shall be subject to review and approval by the Executive Committee and/or the Board of Directors.

Meetings

Committees, Task forces or Working Groups will meet at the call of the Chair of the Committee, Task force or Working Group.

Quorum

A quorum at any group shall exist when the number of members present at a meeting equal at least fifty-one percent (51%) of the total number of voting members.

Minutes

Draft Minutes of their meetings will be available to the members, Executive Committee and Board of Directors no later than thirty (30) days after any meeting.

Voting

Each voting member of the group shall be entitled to one (1) vote. The member of the group must be present to vote. No proxy voting will be allowed. In the absence of an appointed committee member, an alternate may vote. When, in the judgment of the Chair, it is inexpedient to call a special meeting, the Committee may authorize a vote by mail, email, other electronic means or telephone. The question presented shall be determined according to a majority of the votes after five (5) days after such submission to the Committee; provided that in each case, votes of at least fifty-one percent (51%) of the number of Committee members shall be received.

Study Groups

The Chair of a Committee may appoint a group made up exclusively of member of their committee to study an issue and make recommendations to the full committee.

Outreach

NAA shall maintain a list of all committees on the Website. In July, the staff shall email all Delegates, Alternates, existing Committee Members, Association Executives, Local Leaders and Board Members to inform them of the committees that will be utilized for the following year. The email will direct them to indicate their interest in serving on a committee and request that they complete a committee volunteer form.

Attendance

Committee Members, task forces and working groups are expected to attend all regularly scheduled meetings of their committee. (One each in conjunction with the Advocate, the Apartmentalize and the Assembly of Delegates Meeting and any specially called meeting by the Chairperson of the Committee). If a Committee Member is unable to attend a meeting, they must notify the staff liaison stating the reason for such absence. The Chairperson of the Committee shall have the sole authority to approve absences by Committee Members subject to review by the Board of Directors. Any Committee member who fails to attend two meetings, whether in person or by conference call, without approval, may be removed from the Committee by the Chair of the Board for excessive absences. Notice of attendance by current committee members will be provided to the Regional Vice Presidents along with the names of interested volunteers for the upcoming year.

Councils, Institutes, and Boards

NAA has the following Councils, Institutes and Boards

- National Supplier Council (NSC)
- Association Executives Council (AEC)
- NAA Education Institute (NAAEI)
- NAAPAC Board of Trustees

Creation

Councils, Institutes, and Boards or any other such entities may be established only by majority vote of the of the NAA Board of Directors. These entities must provide appropriate policies and bylaws, which are subject to the approval of a majority of the Board of Directors of NAA.

Governance

These entities are governed by their own bylaws and policies and procedures, which are subject to the approval of a majority of the Board of Directors of NAA. The NAA Board of Directors shall have the authority to modify the policies and bylaws of these entities.

Authority

Subject to the limitation of the NAA's bylaws or policies and procedures, any action taken by any Councils, Institutes, Boards, Societies, and Foundations shall be subject to review and approval by the Board of Directors.

Management of the Association

President

The Board of Directors shall employ a salaried Chief Executive Officer who shall be titled President and whose terms and conditions of employment shall be specified by the Board of Directors. After the initial hiring of the President, the Board of Directors delegates the authority for performance reviews, compensation reviews and oversight to the voting members of the Executive Committee.

Duties of President

The President shall be responsible for the management of the Association in accordance with the budget, programs, and Policies & Procedures established by the Board of Directors. The President shall employ all staff members and direct the activities of the staff and shall perform such other duties as directed by the Board of Directors.

Contracts

It shall be the Policies of the National Apartment Association (NAA) for the President, or their designated representative, to sign all contracts for NAA. Contracts that: (i) Create strategic alliances (ii) extend for a period beyond three years including renewals; (ii) involve an exclusive arrangement with a Member; or (iii) include an endorsement by NAA shall be reviewed by the General Counsel and presented to the Executive Committee for review and approval. It is not the intent to require routine business contracts (such as for office equipment, office systems or services, speakers, meetings, etc.) to be reviewed or approved by the Executive Committee unless they exceed any operating or capital expenditure budget for such items.

President's Compensation

The Board of Directors shall establish budgetary guidelines for the hiring of the President.

Bonus Program

Annually, the President may develop a bonus and incentive program for all employees that shall be approved by the voting members of the Executive Committee.

Succession Plan

If the President position is vacant, the Chair of the Board will invoke the NAA President and CEO Succession Plan attached as Appendix 12.

Termination

A decision to terminate the President will be made by the Board of Directors in accordance with the procedure outlined in the NAA President and CEO Succession Plan.

Financial

Fiscal Period

The fiscal period of the Association shall be January 1 through December 31.

Budget

The Board of Directors shall adopt, in advance of the next fiscal year, annual operating and capital budgets. The annual budgets shall be presented to the Board of Directors at the Assembly of Delegates meeting in November for approval. The budget may be adjusted during the year only if approved by the Board of Directors, with the following exception: The Executive Committee, without prior approval of the Board of Directors, may authorize additional unbudgeted spending up to 3% of the annual budget, per year in aggregate, in circumstances deemed necessary for the operation of the Association. Any spending so authorized will be reported to the Board of Directors within three (3) days after granting such authorization.

Collection

NAA shall have the right to suspend the delivery of products or services if there is an outstanding delinquent balance on the account of any Affiliated Association over 60 days in accordance with the Bylaws. Failure to remit sums due to NAA, within ninety (90) days after the same shall become due will result in charter termination upon written notice thereof without the necessity of conducting a vote by the Board of Directors. The Board of Directors, by majority vote, may waive the termination of membership for up to two (2) additional consecutive ninety (90) day periods.

Audit

The financial statements of the Association shall be audited annually by a certified public accountant who shall provide an audited financial statement to the Board of Directors.

Reimbursement

Reimbursements for travel expenditures will be made in accordance with the Reimbursement Policies in Appendix 7.

Special Funds

The NAA Board of Directors may authorize the establishment of Special Funds by a majority vote. When funds are established, the Board shall set forth the rules for accessing such Funds. The Funds the Board has established are listed in Appendix 13.

Reporting

The organization shall prepare financial reports monthly. All reports are finalized no later than 15 days after the close of the prior month with the exception of December financials and delivered monthly to the Executive Committee and Budget and Finance Committee and quarterly to the Board of Directors.

Reserves

The Association shall maintain reserves as identified in the Reserve Policies attached in Appendix 14.

Investment Policy

The Association has established a policy for governing their funds. All funds shall be placed or invested in accordance with the policies contained in Appendix 15 and Appendix 15A.

Disaster Response Plan

The NAA Board of Directors approved a disaster response plan in accordance with the policies contained in Appendix 16.

IRS Form 990

The Board of Director directs the Executive Committee to review and approve a copy of the IRS Form 990 before it is filed.

Communications

Logos

State and local affiliates may use the NAA Logo on their letterhead, envelopes, business cards, magazine, applications, brochures, newsletters, trade show booths and display materials.

Any member in good standing may use NAA's trademark logo on their business stationery, cards, or other business material indicating their membership in NAA (e.g., "Proud Member of NAA or "Member NAA"). No member shall use NAA's logo in any way that would imply NAA's endorsement of the member or its products or services. Any abuse or violation of this Policies will result in revocation of this license.

Data Use and Sharing Policies

The data collected by NAA is to be used to augment communications efforts within the industry. This would include current, past, and potential members. Additionally, the information obtained would be used to aid in the development of industry best practices as well as research. The Data Use and Sharing Policies is contained in Appendix 17.

Communication with Current and Potential Members

NAA may use current and past membership data to communicate with current and potential members of NAA consistent with its purposes and objectives.

Miscellaneous

Government Action and Litigation

Any notice of material action by a governmental agency or material potential litigation against the Association shall be reported to the Executive Committee.

Conflicts of Interest

All employees and members of the Board of Directors are expected to use good judgment, to adhere to high ethical standards, and to act in such a manner as to avoid any actual or potential conflict of interest. A conflict of interest occurs when the personal, professional, or business interests of an employee or Board member conflict with the interests of the organization. Both the fact and the appearance of a conflict of interest should be avoided.

Upon or before hire, election, or appointment each employee and Board member must sign a Conflict-of-Interest Form disclosing all direct or indirect financial interests that could potentially

result in a conflict of interest. Examples include employer, business, and other nonprofit affiliations, and those of family members or a significant other. This written disclosure is shown in Appendix 18 and will be kept on file and will be updated annually and as needed.

Employees and Board members must disclose any interests in a proposed transaction or decision that may create a conflict of interest. After disclosure, the employee or Board member will not be permitted to participate in the transaction or decision should there be any dispute as to whether a conflict of interest exists: (i) The President shall determine whether a conflict of interest exists for an employee and shall determine the appropriate response. (ii) The Executive Committee shall determine whether a conflict of interest exists for the President or a member of the Board and shall determine the appropriate response.

Policies Required

NAA shall continue to maintain the following policies:

- Accounting procedures manual.
- Privacy policies.
- Data security policies.
- Document destruction policies.
- Whistle blower policies.
- Key employee compensation policies, and
- Any other policies as required by the IRS for 501C-6 corporations.

Review of Bylaws and Policies and Procedures

NAA shall review the Bylaws and Policies and Procedures as needed, but not less than once every 3 years.

Robert's Rules of Order

Unless otherwise prohibited by these bylaws, Robert's Rules of Order shall govern the conduct of all meetings of the National Apartment Association and its' related entities.

Awards & Recognition

Hall of Fame Award

NAA has established the Hall of Fame Award to recognize owner/managers from the Rental Housing Industry for their long-term history of exemplary national service and accomplishments to both the National Apartment Association and the industry. The process for selecting Hall of Fame recipients is contained in Appendix 19.

Lifetime Achievement Awards

NAA has established the Lifetime Achievement Awards to recognize the contributions of our supplier partners and our association staff for their long-term history of exemplary national service and accomplishments to both the National Apartment Association and the Rental

Housing Industry. The process for selecting Lifetime Achievement Award recipients is contained in Appendix 20.

Excellence Awards

NAA's Excellence Awards, or Excels, recognize excellence and leadership in the rental housing industry. Excels celebrate communities, industry professionals and affiliated apartment associations who make unique contributions to the industry. For the winners, receiving an Excels award represents milestones and outstanding achievement. Individuals and companies can enter from eight award categories: Affiliate; Anthony V. Pusateri; Best Places to Work; Diversity & Inclusion; National Supplier Achievement; Individual Achievement; and Innovation. The winners will be formally recognized at the Apartmentalize Excellence Awards Reception. The call for entries is held in December, with a deadline submission in January. For each category of awards, the judges are industry experts. Criteria for all categories is reviewed annually and is subject to change.

Past Chair and Emeritus Director

NAA has established a recognition category titled Past Chair of the Board to recognize the contributions of individuals who have served as Chair of the National Apartment Association.

NAA has established a recognition category titled Emeritus Director to recognize individuals who have served on the Board of Directors for eight (8) or more years. Appendix 21

Appendix 1: Criteria and Procedures for Granting Charters

Local

To qualify for charter status, a local association shall submit the necessary fees and a formal written application to the NAA, signed by the president of the applying association, and attested to by the secretary of such applying local association as having been approved by its local Board of Directors, and certifying:

- That the jurisdiction requested by such association does not conflict with the jurisdiction of an existing chartered local association or state association;
- That the applying association will submit to NAA, a membership list including all members of any category for which the local affiliate will remit dues to NAA. Such lists shall be submitted to NAA semiannually. Membership lists shall include each member's contact name, management-company, and property name, as appropriate, address, telephone and fax number, email address, number of units owned or managed, and classification of membership. Such membership lists shall not be used by the NAA, its staff, officers, or contractors in any way other than official mailings of NAA unless otherwise authorized by a two-thirds (2/3) vote by the Board of Directors;
- That such local association represents the rental housing industry in the jurisdiction applied for, and is comprised of not fewer than twenty (20) members in good standing of which at least ten (10) shall be owners, builders, or developers of rental housing property, or companies that manage rental housing property;
- That an opportunity be given to all present members of the NAA within the requested Jurisdiction to become members of such local association, provided such members meet the membership requirements of such local association;
- That the bylaws of the applying association do not conflict with the aims and purposes of NAA. Copies of the applying local association's bylaws shall be forwarded to NAA for its prior approval;
- If a chartered state association exists in the state of the applying local association, NAA shall consult with the state association prior to any consideration by the NAA Board of Directors. If a charter is granted by NAA, the new affiliate shall agree to
- become a member of the currently chartered state affiliate within one (1) year after the charter is granted; and (2) become a member within one (1) year after NAA charts any future state association.
- That a completed application and corresponding materials are received from the applying association, in addition to a non-refundable \$250 charter application fee.
- That the local affiliate will comply with the terms of the NAA Member Service Pledge.
- That such local association agrees to promote NAA goods and services to members and encourage member participation in NAA.

- The territory assigned to any chartered Local Affiliate may be revised by NAA at any time. The chartered State Association may request the NAA Board of Directors to conduct this revision or to review its decision.
- Increases or reductions in the area of jurisdictional rights regarding membership in NAA, approved by a majority vote of the Board of Directors of NAA, shall be binding upon the chartered local association provided a minimum of at least thirty (30) days-notice of the proposed change has been given the chartered local association and said association has had an opportunity to comment or protest the pending action before the NAA Board of Directors.

Communications

Each Affiliate, where feasible, shall distribute to members for whom they pay dues, communications sent to the association by the NAA.

Education Courses

Each Affiliate that conducts educational courses must promote NAAEI education courses but may use additional noncompetitive educational courses. No educational material will be made available if there is an outstanding delinquent balance on the account of any Affiliated Association.

Membership Lists

Member Lists shall be submitted to NAA semi-annually. Revisions shall be submitted monthly. Membership lists shall include each member's contact name, management- company and property name, as appropriate, address, telephone and fax number, email address, number of units owned or managed, and classification of membership. Such membership lists shall not be used by the NAA, its staff, officers, or contractors in any way other than official mailings of NAA unless authorized by a two-thirds (2/3) vote by the Board of Directors.

Member Service Pledge and Compliance Checklist

State and local associations affiliated with the National Apartment Association are required to submit the *Member Service Pledge* and *Compliance Checklist* form on an annual basis. NAA agrees to also submit the Compliance Checklist on an annual basis and provide it to its affiliated associations. (*Membership Pledge included*).

Roster Reporting Form

Twice per year, NAA affiliates are required to submit a roster reporting form, identifying the number and classification of members.

Failure to comply with submitting the semi-annual affiliate roster will be handled in the same manner as failure to pay dues in Article V Section 3 of the NAA Bylaws.

NAA reserves the right to audit the membership roster at any time to ascertain whether the Affiliate is accurately reporting all the respective required information, and that the Affiliate is operating in compliance with the NAA Bylaws and Policies & Procedures.

Publications

The publications and other suitable printed materials, i.e., letterhead, membership certificates, etc., of each Affiliated Local Association shall designate membership in NAA using the style and format established and provided by NAA and place the NAA logo on their publications and mailing materials, if appropriate.

State

To qualify for charter, the state association shall submit to NAA a formal written application, together with charter fees and other applicable fees, signed by the President and Secretary of the applying association, and certifying:

- a. That the state association's board of directors has approved the application.
- b. That the bylaws of the applying state association do not conflict with the Bylaws of NAA.
- c. Copies of the applying state association's bylaws shall be forwarded to NAA for its prior approval.
- d. That the State Affiliate must be incorporated or registered with the state.
- e. That existing NAA Affiliates within the state either already are or will become members of the new state association within one year, as evidenced by a letter written by the existing Affiliate's Board of Directors.
- f. That the state association would meet at least once each year either in person or telephonically (virtual meeting).
- g. That the state affiliate will comply with the terms of the NAA Member Service Pledge.
- h. That the state association agrees to promote NAA goods and services to members and encourage member participation in NAA.

A new Affiliate cannot apply for a state charter during the first year of membership with NAA.

Other associations may be accepted in an area or any portion thereof upon submission to the NAA of an instrument in writing signed by the president and secretary and approved by the board of directors of the existing chartered state or local association in the area specifically waiving their exclusive jurisdiction over that area or any portion thereof with regard to a specific applicant association. All such applications must have the approval of a majority of the Board of Directors of the NAA.

Communications

Each chartered state association, where feasible, shall distribute to members for whom they pay dues communications sent to it by the NAA.

Education Courses

Each chartered state association that conducts educational courses must promote NAAEI education courses but may use additional noncompetitive educational courses. No educational material will be made available if there is an outstanding delinquent balance on the account of any Affiliated Association.

Membership Lists

In the case where any member is only a member of the State Affiliate, the state association shall include such members on a membership list and shall be submitted to NAA semiannually. All directives required by Affiliates are also required of state affiliates with members who are not represented by local Affiliates.

Such membership lists shall not be used by the NAA, its staff, officers, or contractors in any way other than official mailings of NAA unless authorized by a two-thirds (2/3) vote by the Board of Directors.

Member Service Pledge

State and local associations affiliated with the National Apartment Association are required to submit the *Member Service Pledge*, Appendix 4 on an annual basis.

Publications

The publications and other suitable printed materials, i.e., letterhead, membership certificates, etc., of each chartered state association shall designate membership in NAA using the style and format established and provided by NAA and place the NAA logo on their publication and mailing material, if appropriate.

International

To qualify for charter, the international association shall submit to NAA a formal written application, together with charter fees and other applicable fees as outlined below:

International Associations representing rental housing companies can join NAA as an "International Affiliate" and pay an application fee of \$250 USD.

The applying association must submit all the required documentation outlined on the Affiliate Charter Application. The International Affiliate must pay the base dues rate, as established by the Assembly of Delegates, for management company, property, supplier/vendor or other member. There is no per unit fee charged, but the total number of units represented must be reported by the association.

International Affiliates will be assigned a region by the Membership Committee at the time the charter is approved. The Affiliate will not be assigned a delegate and will not have representation at the Assembly of Delegates, beyond that of the Regional Vice President.

Appendix 2: Dues and Licensing Fees

Dues payment by State and Local Affiliates paid to NAA for owners, developers, and property managers (“Industry Members”) will be paid on all rental-housing units that are owned or managed by that member. There will be no per member fee paid in concert with the per unit fee. The per unit fee for Industry Members will be \$0.54 per rental housing unit in 2025.

Changes to Dues Structure

Changes in the dues structure must be approved by the Assembly of Delegates no later than six months prior to January 1st of the year in which the dues rate change will take effect. The Assembly of Delegates will be notified of the proposed change 30 days prior to a meeting of the Delegates to vote on the proposed changes.

Inside the United States

The Assembly of Delegates has established the following due’s structure.

Local Affiliates	
Industry Members	<p>The following due’s structure, effective January 1, 2026, and continuing through January 1, 2031, are the dues owed per rental housing unit for that year and thereafter. Commencing in 2032, there will be a 3% annual increase, subject to a review and approval by the NAA Budget and Finance Committee and Board of Directors.</p> <p>Dues will be paid on all such units without regard to local affiliate dues caps.</p> <ul style="list-style-type: none"> • 2026 \$0.63 per rental housing unit • 2027 \$0.72 per rental housing unit • 2028 \$0.81 per rental housing unit • 2029 \$0.90 per rental housing unit • 2030 \$0.99 per rental housing unit • 2031 \$1.08 per rental housing unit
Associate Members (Suppliers)	<p>January 1, 2025 the base supplier dues rate is \$31.00 annually. Commencing in January 1, 2027, a 3% increase for Supplier dues, with an evergreen policy of 3% annually thereafter, subject to the review and approval by the Budget and Finance Committee and the Board of Directors.</p>
State Affiliates	
<p>Where Local Affiliate pay dues, there will be no dues collected for membership. Where membership dues are not paid by Local Affiliates, see below.</p>	

Industry Members	<p>The following due's structure, effective January 1, 2026, and continuing through January 1, 2031, are the dues owed per rental housing unit for that year and thereafter. Commencing in 2032, there will be a 3% annual increase, subject to a review and approval by the NAA Budget and Finance Committee and Board of Directors.</p> <p>Dues will be paid on all such units without regard to local affiliate dues caps.</p> <ul style="list-style-type: none"> • 2026 \$0.63 per rental housing unit • 2027 \$0.72 per rental housing unit • 2028 \$0.81 per rental housing unit • 2029 \$0.90 per rental housing unit • 2030 \$0.99 per rental housing unit • 2031 \$1.08 per rental housing unit
Associate Members (Suppliers)	<p>January 1, 2025 the base supplier dues rate is \$31.00 annually. Commencing in January 1, 2027, a 3% increase for Supplier dues, with an evergreen policy of 3% annually thereafter, subject to the review and approval by the Budget and Finance Committee and the Board of Directors.</p>
Direct Members	
Industry Members	<p>January 1, 2025 the dues rate is \$125.00 per member and \$0.75 per rental housing unit, owned or managed.</p> <p>Effective January 1, 2026 the dues rate is \$135.00 per member and \$1.00 per rental housing unit, owned or managed.</p> <p>Commencing January 1, 2027, there will be a 3% annual increase on the member cost and 3% on the per unit cost; subject to the review and approval by the Budget and Finance Committee and Board of Directors.</p>
NSC Member	<p>\$1,700.00 per member. Dues shall be paid annually in advance, directly based on anniversary date.</p>

Outside the United States

The Assembly of Delegates has delegated the power to establish initial dues or licensing fees for new International Associations to the Board of Directors.

International Members	
Industry Members	<p>The following due's structure, effective January 1, 2026, and continuing through January 1, 2031, are the dues owed per rental housing unit for that year and thereafter. Commencing in 2032, there will be a 3% annual increase, subject to a review and approval by the NAA Budget and Finance Committee and Board of Directors.</p>

	<p>Dues will be paid on all such units without regard to local affiliate dues caps.</p> <ul style="list-style-type: none"> • 2026 \$0.63 per rental housing unit • 2027 \$0.72 per rental housing unit • 2028 \$0.81 per rental housing unit • 2029 \$0.90 per rental housing unit • 2030 \$0.99 per rental housing unit • 2031 \$1.08 per rental housing unit
Associate Members (Suppliers)	<p>January 1, 2025 the base supplier dues rate is \$31.00 annually. Commencing in January 1, 2027, a 3% increase for Supplier dues, with an evergreen policy of 3% annually thereafter, subject to the review and approval by the Budget and Finance Committee and the Board of Directors.</p>
Direct Members	
Industry Members	<p>January 1, 2025 the dues rate is \$125.00 per member and \$0.75 per rental housing unit, owned or managed.</p> <p>Effective January 1, 2026 the dues rate is \$135.00 per member and \$1.00 per rental housing unit, owned or managed.</p> <p>Commencing January 1, 2027, there will be a 3% annual increase on the member cost and 3% on the per unit cost; subject to the review and approval by the Budget and Finance Committee and Board of Directors.</p>
NSC Member	<p>\$1,700.00 per member. Dues shall be paid annually in advance, directly based on anniversary date.</p>

Appendix 3: Membership Reporting

All rental housing units owned or managed by an owner, developer, or property manager (Industry Members), that are members of an Affiliate, will be reported to the National Apartment Association and dues will be paid on all such units without regard to local affiliate dues caps.

All communities owned or managed by Industry Members that employ on-site administrative staff will be reported to the National Apartment Association. Affiliates will report the name of the property, address, phone, fax, and email information to the extent known. This information will be utilized in order to provide a copy of Units magazine and other NAA information to each of these locations.

The owner, property management-company, key personnel, and regional manager for rental housing units for which dues have been paid to NAA will all be members of the NAA with regard to services provided to such units. Affiliates should report the name, address, phone, fax, and email information to the extent known. This information will be utilized in order to provide a copy of Units magazine and other NAA information to each of these individuals.

All Associate Members (suppliers), who are members of a State or Local Affiliate, will be reported to the National Apartment Association.

Information to be Provided

Unit Count: All number of rental housing units owned or managed by an owner, developer, or property manager (Owner Members) without regard to all local affiliate dues caps.

Membership Counts: NAA affiliates are required to submit a roster reporting form, identifying the names and business addresses, phone numbers, fax numbers and emails addressees and classification of the members.

Properties: Affiliates will report the name and number of units of all communities owned or managed by Members that employ on-site administrative staff and their address, phone, fax, and email information to the extent known.

Employees: Affiliates should report the names and business addresses, phone numbers, fax numbers and emails addressees to the extent known.

Supplier Members: Affiliates should report the names of all Supplier Members, who are members of a State or Local Affiliate, will be reported to the National Apartment Association and their address, phone, fax, and email information to the extent known.

Appendix 4: National Apartment Association Member Service Pledge

Both the National Apartment Association on a national level and [Affiliated Association's Name] on a [State/Local] level commit to provide goods and services to our members in a professional manner to assist them in advocating, communicating and education for the apartment industry

What our members can expect from NAA

NAA agrees to assist our members by providing, as requested, in a manner consistent with NAA's Bylaws and Policies & Procedures, the following services:

- a. Legislative and regulatory information and advocacy.
- b. National public relations activities and information.
- c. Association governance and leadership support.
- d. Assistance in developing and presenting educational programs.
- e. Current information about industry issues.
- f. Liaison with HUD, the Internal Revenue Service, the Federal Election Commission, or other Federal agencies desired by the Affiliated Association.
- g. Membership development assistance.
- h. Access to all programs and products of the National Apartment Association Education Institute including the designation programs of CAM, CAMT, CAPS, CAS, NALP as well as non-designation education products.
- i. The use of the name and any and all trademarks or service marks, which NAA owns to assist the affiliated association's representation of our members.

What our members can expect from Affiliated Associations

- a. Development and delivery of valuable products and services to meet the needs of local members.
- b. The Affiliated Association shall take all appropriate action to sustain and promote membership growth.
- c. The Affiliated Association shall develop procedures to ensure that the interests of its members are represented.
- d. Delivery of NAA/NAAEI products and services, as well as other locally administered continuing education programs.
- e. Compliance with NAA's Bylaws and Policies & Procedures.
- f. Collection of member dues and accurate reporting to NAA according to the NAA dues formula.
- g. Provide basic monitoring and advocacy on government activities in their jurisdictions to the extent possible.
- h. Encourage member involvement in the political process on behalf of the industry. The Affiliated Association shall regularly share with NAA, state and local government activities to the extent possible.

What our members can expect from NAA and [Affiliated Association's Name]

- a. An organizational structure that facilitates delivery of goods and services.
- b. Financial Integrity, maintenance of books and records available for inspection by our members.
- c. Insurance policies designed to protect our members and the assets of our respective organizations, as appropriate.
- d. Compliance with all applicable laws and regulations.

Relationship of the Parties

- a. The Affiliated Association shall remain in good standing and in compliance with NAA Bylaws and Policies & Procedures.
- b. NAA and the Affiliated Association are not and shall not be considered joint ventures, partners, legal representatives, or agents of each other. At no time shall either party represent itself to be acting in any of these capacities. Except as provided in this Pledge, the Affiliated Association shall conduct its business and activities according to its sole judgment and discretion.
- c. Neither NAA nor the Affiliated Association shall have the right to obligate the other party in any manner and shall not make or represent that it has the power to make any agreement, express or implied on behalf of the other.
- d. Neither NAA nor the Affiliated Association shall be liable for any act or omission, or for any debt or other liability of the other.

Association Obligations

- a. To ensure that each National, State, and Local organization is meeting its obligations to our members, NAA and the [Affiliated Association's Name] agree to certify annually that it continues to operate in compliance with NAA's Bylaws and Policies & Procedures.
- b. Upon failure to submit an annual compliance checklist or if the responses are incomplete, NAA, upon request of the NAA Board of Directors, may contact the Affiliated Association to ask if they are experiencing problems and to offer assistance with any issues and/or challenges they may have.

IN WITNESS WHEREOF, the parties hereto have caused this Pledge to be executed by their duly authorized representative.

NATIONAL APARTMENT ASSOCIATION

By: _____
DATE
(AFFILIATED ASSOCIATION)

By: _____
DATE

Appendix 5: Allocation, Selection, Replacement, and Reporting of Delegates and Alternates

Allocation of Delegates

Each year during Apartmentalize, the delegate allocation will be announced for the next calendar year.

Number & Allocation of Delegates

The total Number of Delegates will be two hundred and fifty (250).

1. Each state is entitled to one delegate plus one delegate for the District of Columbia.
2. Additional Delegates. The remaining one hundred and ninety-nine (199) delegates will be allocated based on the following formula:
 - a. States will be allocated additional delegates based upon the percentage of national dues actually billed and paid for the period of May 1st of the previous year through April 30th of the current year.
 - b. Only dues billed and received prior to the end of the twelve-month period ending April 30th will be counted;
 - c. Dues payments received for other billing periods will not count towards the calculation;
 - d. All national dues paid by an affiliate or direct members will be attributed to the state in which the affiliate is chartered by the formula approved when the charter was issued or where the direct member's property is located.
 - e. International members will not receive any delegates, and as such, dues paid by international members will not be used in the calculation of delegates.
3. An alternate may be appointed for each voting delegate.
4. An individual may be a delegate for only one (1) association.

Selection and Reporting

Delegates and Alternates shall be reported to NAA by **December 1** (*if names are not received by December 1, a loss of delegates for that state and subsequently the region will occur-approved June 2019*) of each year for the following year using the following selection process:

1. Where State Affiliated Association Exists. The State Affiliated Association shall inform all local affiliated associations of the number of delegate positions available for the state. Each state may establish a process for apportioning their delegates and alternates within their boundaries. Absent a process, the delegates and alternates will be chosen by each State Affiliated Association.

2. Where No State Affiliated Association Exists. NAA shall apportion the delegates to the Local Affiliated Associations based on the dollar amount of dues paid by each Local Affiliated Associations within the State.
3. Where No State Affiliated or Local Affiliated Associations Exists. The NAA Chair of the Board shall appoint a direct member employee (from within the state) to represent the state.

Replacement of Delegates and Alternates

Any delegate or alternate may be replaced by completing a Delegate / Alternate Replacement Form as shown in **Appendix 5A**. The replacement of Delegates and Alternates must be approved by the following individuals:

- a. Where State Affiliated Association Exists- State President or their designee.
- b. Where No State Affiliated Association Exists- Local Affiliate President or their designee.
- c. Where No State Affiliated or Local Affiliated Associations Exists- NAA's Chair of the Board.
- d. Regional Vice Presidents shall be notified of all changes. If replaced, the new Delegate or Alternate is ineligible to vote until thirty (30) days after the receipt of the form by NAA.

Additional Delegate Duties

- a. Encouraged to attend the meetings held in conjunction with the governance meetings at Advocate, Apartmentalize and are required to attend the Assembly of Delegates;
- b. Report regional activities to the Regional Vice Presidents.
- c. Actively support and promote all NAA programs, products, meetings and conferences;
- d. Assist NAA's efforts to grow membership within their area;
- e. Familiarize themselves with issues of importance and communicate these issues to NAA members in their respective area;
- f. Bring questions and/or concerns from their area to the Board of Directors;
- g. Support the NAA Bylaws and Policies & Procedures;
- h. Assist in finding members from their area to serve on Committees and leadership positions; and
- i. Respond to member questions and needs.

Both the National Apartment Association on a national level and [Affiliated Association's Name] on a [State/Local] level commit to provide goods and services to our members in a professional manner to assist them in advocating.

Appendix 5A: Delegate Replacement Form



Delegate Replacement Form

Date: _____

Region #: _____

Requested by:

Name: _____

Title: _____

Association: _____

Current Delegate/Alternate Name: _____

Delegate Alternate

New Delegate/Alternate Name: _____

Company Name: _____

Delegate Alternate

Approved by:

Association President: _____

Regional Vice President: _____

Date: _____

Appendix 6: Duties and Responsibilities of NAA Board of Directors

Board members have the responsibility and authority for the governance structure of the association. By agreeing to serve, Board Members have the following duties and responsibilities:

1. A fiduciary duty to NAA, including duties of care, loyalty, and obedience.
2. Required to act reasonably, prudently, and in the best interests of NAA; to avoid negligence and fraud; and to avoid conflicts of interest;
3. Read material that is sent and be prepared to discuss items at meeting;
4. Attend all board meetings;
5. Review and approve minutes of meetings;
6. Actively support and promote all NAA programs, products, meeting and conferences;
7. Approve the NAA Policies & Procedures;
8. Assist in efforts to grow membership;
9. When requested, attend local affiliate meetings as a representative of NAA;
10. Bring questions and/or concerns from members, their region, or other parties to the Board of Directors;
11. Support the NAA Bylaws and Policies & Procedures;
12. Respond to member questions and needs.

Additional Duties for Regional Vice Presidents

1. Assist Association Executive regional liaison in obtaining affiliate reports for regional report;
2. Preside over all regional meetings at the 3 National meetings;
3. Appoint one owner/manager member to serve on the Nominating Committee with a minimum of 3 years' national volunteer experience with the National Apartment Association (preferably with prior service on the NAA Board or the Assembly of Delegates);
4. Make all regional appointments to committees in a timely manner;
5. Assist NAA affiliates within the region in reporting members and units appropriately and encourage affiliates to submit dues on a timely basis;
6. Attend local affiliate meetings as a representative of NAA, attempt to visit each affiliate in the region at least once during a two-year period;
7. Assist in finding new members within the region to serve in the NAA leadership;
8. Recruit persons to participate in NAA activities.

Appendix 7: Board Member Expense Reimbursement Policy

Normal and reasonable expenses for travel to the five annual NAA Board of Directors meetings will be reimbursed for the following members of the NAA Board:

1. Executive Committee (*Officers, Immediate Past Chair*)
2. Regional Vice Presidents (*voting and non-voting*)
3. Other Board Members (*Standing Committee Chairs, at-Large appointments and the NSC Chair and AEC President*)

Additionally, travel expenses for the NAA Chair's spouse (to attend the five Board meetings) are also reimbursable up to \$5,000 annually. A 1099 will be issued for spousal airfare reimbursed by NAA.

Allowable Expenses

- a. Transportation Expenses – Airline tickets (Economy unless otherwise approved in advance), train tickets (Economy unless otherwise approved in advance), bus tickets, cabs, rental cars, privately owned vehicle (POV) mileage at IRS approved rates, parking, etc. *21-day advance purchase
- b. Lodging Expenses – Room, tax, parking, non-optional charges (e.g. resort fees). NAA will notify each Board Member on the number of nights NAA will pay when they receive notice of the meeting. Any hotel nights for Board Members who must arrive early or depart late because of the meeting schedule or location will also be paid. Any hotel nights and expenses in excess of the time frame established above will be the responsibility of the Regional Vice President or Board member.
- c. Other Expenses – Meals not provided by NAA and other out-of-pocket expenses during the duration of the meeting
- d. Meeting Expenses – Registration fees, out of pocket presentation costs

Travel requests that officers receive from affiliates or industry groups should be referred to the designated staff liaison who will seek approval of the travel in accordance with the Association's budget and outreach strategy. (*See below travel policy for Regional Meetings*)

Expense Reimbursements

Itemized receipts (copies or pictures of the receipts are acceptable) must be submitted for individual charges in excess of \$25 and must contain the names of the attendees applicable to that receipt. Itemized charges submitted without documentation (tips and other expenses) should not exceed \$100 in aggregate. If you are using Concur, and are missing a receipt, a Missing Receipt Affidavit must be completed in Concur. Please see "Receipts" tab pulldown and click on Missing Receipt Affidavit. Itemized receipts should be attached separately to each expense line item. Please do not attach a summary document that shows all receipts to each

line item as this may delay the processing of the report. Each expense line should have only the applicable receipt attached.

***Important:** A copy of your credit card statement does not suffice as a receipt for your expense, you must submit the itemized receipt or file the Missing Receipt Affidavit.

All requests for reimbursement including receipts should be submitted no later than 30 days after the meeting/event. Requests for reimbursement will be reviewed and approved by the President (or the person designated by the President) as well as the Chief Financial Officer.

Regional Meetings (Regional Vice Presidents Only)

Normal and reasonable expenses associated with affiliate visits are eligible for reimbursement. Such expenses include:

- a. Transportation Expenses – Airline tickets (Economy unless otherwise approved in advance), train tickets (Economy unless otherwise approved in advance), bus tickets, cabs, rental cars, privately owned vehicle (POV) mileage at IRS approved rates, parking, etc.
- b. Lodging Expenses – Room, tax, parking, non-optional charges (e.g., resort fees)
- c. Other Expenses – Meals not provided by NAA and other out-of-pocket expenses not to exceed \$100 daily
- d. Meeting Expenses – Out of pocket presentation costs

Travel requests that Regional Vice Presidents receive from affiliates should be coordinated with the designated staff liaison. An allowance per region will be established yearly during the budget approval process. All contemplated expenses in excess of the allowance should be discussed with the designated staff liaison, who will seek approval of the travel reimbursement in accordance with the Association’s budget and outreach strategy. The designated staff liaison will notify the Regional Vice President if the reimbursement request will be approved.

Expense Reimbursements

Itemized receipts (copies or pictures of the receipts are acceptable) must be submitted for individual charges in excess of \$25 and must contain the names of the attendees applicable to that receipt. Itemized charges submitted without documentation (tips and other expenses) should not exceed \$100 in aggregate. If you are using Concur, and are missing a receipt, a Missing Receipt Affidavit must be completed in Concur. Please see “Receipts” tab pulldown and click on Missing Receipt Affidavit. Itemized receipts should be attached separately to each expense line item. Please do not attach a summary document that shows all receipts to each line item as this may delay the processing of the report. Each expense line should have only the applicable receipt attached.

***Important:** A copy of your credit card statement does not suffice as a receipt for your expense, you must submit the itemized receipt or file the Missing Receipt Affidavit.

Requests for reimbursement will be reviewed and approved by the President (or the person designated by the President) as well as the Chief Financial Officer.

An RVP Affiliate Visit Form must be submitted with the Expense Reimbursement Request Form detailing the purpose of the visit(s).

Appendix 8: Nomination Process for NAA Officers

Revised: 3/27/26

1. The Nominating Committee will be appointed as described in **Appendix 11** and announced at the January Board meeting. After the Nominating Committee convenes its first meeting, no member of the Nominating Committee may be nominated for that year's slate of Officers by the committee. The Nominating Committee will have their first scheduled meeting no later than Advocate/March each year.
2. **Outreach:** At the Board of Directors meeting, held in conjunction with Apartmentalize, the Chair of the Nominating Committee shall explain the nominating process. On or before July 1, NAA staff shall email all Delegates, Alternate Delegates, and members of the Board of Directors to inform them that Applications for officer positions are available.
3. **Application & Nominations:** All new individuals wishing to be considered for an officer position will complete an application and submit it to NAA no later than July 31. ***No applications will be accepted after that date.** Current Officers who wish to remain on the Executive Committees shall complete a Declaration by Current Officers Form. The Chair-Elect automatically becomes Chair of the Board the following year; nominations will not be accepted for Chair of the Board.
4. **Nominating Committee Authority:** The Nominating Committee has the sole discretion to decide what information is pertinent to the decision-making process provided it is consistent with the Bylaws and Policies and Procedures. They may request information from either staff or the candidates. They may also set or limit the type of information that will be reviewed, including but not limited to resumes and letters of recommendations.
5. **Announcement of Applicants:** Delegates will be notified of all applicants for officer positions no later than August 31st of each year.
6. **Review and Recommendation by Nominating Committee:** The Nominating Committee will review all applications and recommend a slate of officers.
 - a. The Committee may reject any applicant that does not meet the qualifications.
 - b. The Committee will conduct personal interviews for all applicants that are not rejected.
 - c. The Committee will use the following guidelines in establishing a recommended slate:
 - i. Candidate's prior participation in NAA and/or their local affiliate.
 - ii. Candidate's recognized role in NAA, the industry and Civic/Social activities.
 - d. Members of the Committee are expected to attend each meeting and participate in the interview and nomination process.
 - e. Candidates selected must have a two-thirds majority to be appointed to the slate of officers. No proxy votes will be allowed.

- f. The Committee will announce the recommended slate of Officers to the Assembly of Delegates 30 days prior to the Assembly of Delegates meeting.
7. **Additional Nominations:** Any Delegate can nominate an eligible candidate that meets the qualifications for an officer position on the NAA Board of Directors, except nominations will not be accepted for the position of Chair of the Board. This can be done after the officer slate is reported to the Delegates. To nominate a candidate, the Delegate must submit a written petition signed by at least ten voting Delegates to the Chair of the NAA Board of Directors and the NAA Director of Governance, at least 10 days before the annual meeting. Nominations from the floor are not allowed.

Duties and Responsibilities of Officers/Executive Committee

The Executive Committee duties and responsibilities are as follows:

- a. The actions of the Executive Committee shall at all times be consistent with the Bylaws and Policies & Procedures of the Association and are subject to review and approval by the Board of Directors.
- b. Coordination and management of the affairs of the Association between meetings of the Board of Directors.
- c. The Executive Committee, along with the NAA President, is responsible for addressing any violations of the Association's Bylaws or Policies by an affiliated association.

Appendix 9: Nominations & Election Process for Regional Vice President (RVP)

Revised: 9/23/24

Election Officials

Election Officials and designated NAA staff will oversee all Regional Elections. The Election Officials will be represented as follows:

1. Chair of the Governance Committee- will act as Chair of the Election Officials
2. *At-Large Governance Committee members
3. RVP representatives on the governance committee that are not currently holding elections

*If an At-Large Governance committee member is a current RVP of a region holding elections, the RVP will recuse themselves from participating as an Election Official and the Chair of Governance may appoint an alternate.

Odd numbered regions will hold elections at Apartmentalize on even number years. RVPs will serve two-year terms starting January 1 of the following odd numbered year.

For Example: RVP Elections in 2024 will be held for regions 1,3, 5, 7, 9 and elected RVPs will serve a two-year term beginning January 1, 2025 thru December 31, 2026.

Even numbered regions will hold elections at Apartmentalize on odd number years. RVPs will serve two-year terms starting January 1 of the following even numbered year.

For Example: RVP Elections in 2025 will be held for regions 2, 4, 6, 8, 10 and elected RVPs will serve a two-year term beginning January 1, 2026 thru December 31, 2027.

At the regional meeting held in conjunction with Advocate, each region that will be conducting an election will:

Make an Announcement. The current RVPs will explain the election process and announce that an election will take place.

Choose a Method for Selecting RVP

The Delegates of the Region will be responsible for determining the method by which the Region will elect their RVPs. The default method for selecting an RVP is by majority vote. However, a Region may select geographical representation.

For the purpose of the election process, the definitions are listed below.

- a. **Majority Vote:** The nominees receiving the largest number of votes will be the selected Regional Vice Presidents with no consideration to where they are from, provided they are located in the Region; or
- b. **Geographical Representation:** Elections where RVPs are elected in a manner that no state in the Region can have more than one RVP and all states in the region must have a designated RVP representative and an equitable distribution of the states must be shared among the RVPs.
- c. **An RVP may be required to represent more than one state.** If geographical representation is selected by a region, a plan for the representation of each state must be filed with NAA by April 1st of the year during which the scheduled Region election will occur. If a plan is not filed, the election in the region will default to majority vote.

Between the Advocate conference and May 5th, the following will occur:

- a. **Notification of Election (by April 1st).** A notification that elections will be held and call for applications will be sent by NAA staff to all Delegates, alternates, local and state affiliate presidents, and local association executives.
- b. **Applications for Consideration (by April 30th).** Current RVPs who wish to run for re-election will submit a declaration of re-election electronically to NAA no later than April 30th. Any new applicant wishing to run for an RVP position will submit an application electronically to NAA no later than April 30th.
- c. **Vetting of Applicants (by May 5th).** NAA staff will vet all applicants for RVP positions based on criteria outlined in the NAA Bylaws, the Policies and Procedures, and will transmit all eligible applications and declaration forms to the Governance Committee, current RVPs, and Delegates no later than May 5th.

Prior to Apartmentalize, NAA staff will create the Region's ballots.

- a. If a majority vote was chosen, nominees will be listed in alphabetical order by last name.
- b. If geographical representation was chosen, the Ballot will be divided by the state the applicant is representing and then list the nominees in alphabetical order by last name.

NAA staff will establish the designated location and time of elections at Apartmentalize. NAA staff will:

- a. **Conduct the Election.** NAA staff will notify the Election Officials, Delegates, current RVPs and candidates of the location and time of the election by June 1st. Only the current RVPs, voting Delegates, candidates, election officials, and NAA staff are allowed to be in the established voting location.

Candidate remarks. Candidates may give a statement before the Delegates prior to the vote.

- b. **Distribute Ballots.** Ballots will be distributed by NAA staff. Only Delegates that are confirmed eligible may vote. If a Delegate is absent, an alternate that is approved eligible may vote in the absent Delegate's place. Alternates that replace absent Delegates should be selected on the following preferences: (i) same affiliate as absent Delegate they are replacing; then (ii) same state as absent Delegate they are replacing. If geographical representation was chosen a ballot for each state will be created.

- c. **Oversee Delegate Voting.** Write-in votes will not be counted. Delegates may not cast multiple votes for one applicant.

- I. If a majority vote was chosen, each person voting may cast a maximum of one vote for each available position but no more than one per applicant. (Example: 1 voting RVP & 1 non-voting RVP = 2 votes, 3 voting RVP & 1 non-voting RVP = 4 votes).
- II. If geographical representation was chosen, each person voting may cast a maximum of one vote for each available position but not more than one vote for a nominee in a state and no more than one per applicant. (Example: 1 voting RVP & 1 non-voting RVP = 2 votes but no more than one per state, 3 voting RVP & 1 non-voting RVP = 4 votes but no more than one per state).

- d. **Count the Votes.** The results will be tallied by NAA staff and announced immediately at the end of the voting period. In all cases, regardless of the method of voting, the nominees receiving the largest number of votes will be the selected Regional Vice Presidents. The person(s) receiving the most votes will automatically become the voting Regional Vice Presidents; and the other person selected will automatically become the Region's non-voting RVP.

In the event of a tie vote:

To determine RVP: A revote will be conducted for tied positions. Each person voting will cast a maximum of one vote. (Geographic Representation-not more than one vote for a nominee in a state).

To determine voting v. non-voting: The person(s) receiving the most votes will automatically become the voting Regional Vice Presidents; and the other person selected will automatically become the Region's non-voting RVP. If there is another tie after the revote, a coin will be flipped to make the determination by the regional election committee chairperson or committee designate.

Challenges & Election Results

Challenges must be received within five calendar days of the election for consideration by the Election Officials.

After the vote, NAA's Director of Governance will confirm that no challenges have been made to the election. After this confirmation, the election results will be reviewed and certified by the Election Officials.

The Chair of the Election Officials will report the results of the election to the Board of Directors at the September board meeting. The newly elected RVPs will be installed at the November Assembly of Delegates meeting.

An election result can be challenged if there is evidence of fraud, misconduct, error, or irregularity that may have affected the outcome.

A challenge can be initiated by a candidate who participated in the election, a voting delegate within the region who was present and cast a ballot, or an Election Official. The challenge must be submitted in writing to the Director of Governance within five calendar days of the announcement of the results, per the process outlined below. The election officials will review the challenge and decide whether to uphold or reject it. If the challenge is upheld, the election officials may order a recount, a revote, or a nullification of the election, depending on the circumstances.

The challenger should submit a letter to NAA's Director of Governance via email stating the grounds for the challenge and providing the evidence. The letter should include the following information

- a. The name and contact details of the challenger (candidate or election official)
- b. The name and date of the election

- c. The name of the candidate or the issue being challenged.
- d. The specific reasons for the challenge and how they may have affected the outcome.
- e. The evidence supporting the challenge, with references to the sources and if applicable, attachments.
- f. The remedy sought by the challenger, such as a recount, a revote, or a nullification.
- g. The signature and date of the challenger

Election Officials will convene within ten calendar days of receipt to review and consider the challenge. If necessary, the Election Officials may request additional information, conduct interviews or rule on the challenge. Once the Election officials convene, they have 15 calendar days to render a decision. The decision of the Election Officials is final.

If it is ruled that a revote is to occur, the revote must be done within 30 calendar days of the final decision. The revote will be conducted electronically and the results will be announced within two calendar days.

The Chair of the Election Officials will report the results of the revote to the Board of Directors at the September board meeting. The newly elected RVPs will be installed at the November Assembly of Delegates meeting.

Appendix 10: Listing of Committees, Task Forces and Discussion/Forum Groups

Revised 1/23/24, 9/1/24, 6/11/25, 12/15/25, 3/27/26

This list will be adjusted annually based on committees that are established by the Board of Directors.

Fiduciary Committees: Fiduciary committees assist the Board of Directors in carrying out the fiduciary responsibilities of the Association and provide for regional representation through the appointment of members to the committee by the Regional Vice Presidents. The chair of these committees will have a voting seat on the Board of Directors. The committees will be led by a chair and vice chair, hold virtual and in-person meetings at the three national meetings as directed by the committee chair, record minutes from said meetings, and have the ability to put forth a recommendation to the Board of Directors to act on policy matters.

Budget & Finance Committee

The Budget and Finance Committee oversees the Association's financial management, financial reporting, and overall financial performance. The Budget and Finance Committee reviews and approves the Association's annual budget and reviews and accepts monthly financial statements and the annual audit. In addition, the committee approves the Association's accounting policies and procedures, develops and implements the Association's investment and reserve policies and selects the Association's outside auditing firm.

Executive Committee

Subject to the limitation of the Articles of Incorporation, and the Bylaws, the Executive Committee shall be responsible for the coordination and management of the affairs of the Association between meetings of the Board of Directors.

Governance Committee

The Governance Committee operates under the direction of the Board of Directors to ensure that the National Apartment Association's (NAA) governing documents are consistently

aligned with all actions and decisions made by the Board. This committee is tasked with the continuous review and update of policies, procedures, and Bylaws, to reflect the evolving needs and strategic objectives of the organization. By doing so, the Governance Committee supports the integrity and coherence of the Association's governance framework, fostering a transparent and effective decision-making process.

The Committee's review shall encompass the NAA Bylaws and the NAA Policies & Procedures. The review is limited to assessing the adequacy, effectiveness, and compliance of these documents. The Committee is not authorized to implement changes, create new policies, or engage in activities beyond the scope of its review responsibilities.

The Committee is expressly prohibited from making any changes to existing policies or procedures. Any recommendations for changes must be submitted to the NAA Board of Directors for consideration and approval.

The Committee does not have the authority to create new policies or procedures. Its role is strictly limited to the review and assessment of existing governance documents. However, if the Committee identifies ideas or information that could be relevant to future policy development, it may submit these materials to the Board of Directors for review and consideration.

Nominating Committee

The Nominating Committee is responsible for evaluating candidates for the open NAA officer positions. Open officer positions include Chair-Elect, Vice-Chair, Treasurer and Secretary. Candidate interviews are conducted annually, in September. Members serving on the committee from each region must be an owner/manager with a minimum of 3 years national volunteer experience with the NAA, preferably having served on the NAA Board or the Assembly of Delegates. The members of the Nominating Committee will be announced to the Board during the January Board meeting and will have its first scheduled meeting no later than the Advocate meeting each year.

Operating Committees:

Operating committees work with a defined scope and charge that are tied to advancing the strategic plan of the Association. The chair of these committees will have a non-voting seat on the Board of Directors. The committees will be led by a chair and vice chair, hold virtual and in-person meetings at the three national meetings as directed by the committee chair,

record minutes from said meetings, and have the ability to put forth a recommendation to the Board of Directors to act on policy matters.

Advocacy Committee

The Advocacy committee is the focal point for deliberations on NAA's public policy agenda. Its members represent all of NAA's respective regions and constituencies and discuss trending federal, state and local issues, recommend advocacy actions, content or member resources for NAA to pursue and propose official industry positions on important topics. The committee, in collaboration with the Affiliate Staff Advisory Committee, reviews all requests for advocacy support through the Housing Affordability Program. There are two subcommittees within the Advocacy Committee: Legislative Policy and Regulatory Issues, and Advocacy and Engagement. The former manages the policy development process, and the latter helps to recruit grassroots advocates and promote the engagement of all NAA members in advocacy efforts.

Membership Committee

The Membership Committee evaluates NAA's current membership and affiliate benefits and advises on the development of new programs and services. Committee members actively promote the value of NAA involvement, and partner with staff in establishing membership related strategies that support growing membership at all levels of the federation. The Committee evaluates and approves all affiliate charter, Affiliate Assistance Fund, and Global Affiliate Assistance Fund applications after NAA staff have provided documentation and recommendations. The Committee assists staff in establishing membership-related strategies that support growing the NAA membership.

Independent Rental Owners Committee

NAA defines an Independent Rental Owner (IRO) as an individual or individuals who own or manage rental properties, and are actively involved, from an ownership perspective, in the management of their properties. The Independent Rental Owners Operating Committee (IROOC) shall serve as the voice and advocate for Independent Rental Owners (IROs) within NAA. The IROOC, will focus on enhanced engagement and promoting membership among Independent Rental Owners (IROs), addressing both opportunities and barriers to expanding this membership segment.

The committee will advise NAA on methods to evaluate the needs of the IRO membership segment and offer feedback on the resources this target market requires and values.

Participating members of this committee should have a working understanding of acquiring and operating rental property. They must also be an active member of the Independent Rental Owners' special interest committee.

Special Interest Committees: Special interest committees foster membership based on relevant topics and expertise. Discussions are guided by the interests of members and participants. These discussions may lead to the formation of projects and task forces. These committees will be led by a chair and vice chair, hold virtual or in-person meetings as directed by the committee chair, record minutes from said meetings, and have the ability to put forth a recommendation to the Board of Directors to act on policy matters.

Affordable Housing Committee

The Affordable Housing Committee serves to provide education, engagement and continued support to members working within affordable, mixed-income and workforce housing real estate development and operations. The committee works to evaluate federal, state, and local initiatives impacting the range of publicly and privately funded affordable housing (including, but not limited to, HUD assisted, Low Income Housing Tax Credit, USDA/Rural and naturally occurring affordable housing, etc.); advocate for greater affordable housing supply; review and share best practices within affordable real estate development and operations; as well as highlight innovations within the field. Ultimately, the committee is committed to ensuring the Association is enriching the experience for all NAA members and audiences with a vested interest in affordable housing.

Independent Rental Owner Committee (IRO)

NAA defines an Independent Rental Owner (IRO) as an individual or individuals who own or manage rental properties, and are actively involved, from an ownership perspective, in the management of their properties. The IRO Special Interest Committee (IRO-SIC) will serve as an open forum to focus on the unique needs of the Independent Rental Owners (IROs). The IRO-SIC is dedicated to a collaborative environment where anyone with an interest in IRO issues is welcome. The committees will serve as vehicles to network, educate, exchange valuable insights, develop content and solutions that serve the IRO professional.

Marketing & Communications Committee

The Marketing & Communications Committee serves to provide expertise and examine current trends in marketing and communications as they apply to the apartment housing industry. They advise on promoting existing and upcoming initiatives, programs and content within NAA. The committee works to ensure the Association is enriching the experience for its members, potential

members, suppliers, leadership and other key NAA audiences, and presenting itself as the industry's thought leader and excellence in customer service. It will also provide an annual forum for Marketing Directors to gather and share best practices and new ideas.

NAA Voices

The NAA Voices Committee will design, recommend and facilitate initiatives, resources, and education that advance the equity and inclusion of NAA's diverse membership. This Committee will advise and support other committees to ensure NAA and NAAEI are inclusive organizations that meet the needs of our diverse stakeholder community.

NAAPAC Ambassadors Committee

PAC Ambassadors shall be nonvoting members of the NAAPAC Board of Trustees. PAC Ambassadors shall serve as an advocate for the NAAPAC by promoting the NAAPAC events at the three NAA meetings: Advocate, Apartmentalize and the Assembly of Delegates. PAC Ambassadors shall also promote fundraising for NAAPAC to the local affiliates and will be responsible for assisting their region in making their Fair Share Goal.

NextGen Committee

NEXT GEN is defined as NAA members in mid- to upper-level leadership positions in their 20s to early 40s looking to become more involved and engaged in NAA through Leadership, Community Involvement, peer-to-peer socials and education.

Operations Committee

The Operations Committee focuses on current and emerging operations issues of concern to NAA members. The committee identifies "hot button," concerns impacting the broad spectrum of entities in our industry who operate in varying markets and within different segments of rental housing, including affordable, conventional, military, and student. Based on these issues, the committee develops resources, educational materials, best practice recommendations, and other reference information to support the day-to-day business of NAA members as well as the educational efforts of NAA affiliates on operational issues. The goal of the Operations Committee is to act as a forum for discussion and a source for solutions on operational concerns.

Privatized Military Housing Committee

The Privatized Military Housing Committee focuses on the specific needs of this segment of the rental housing industry. The committee serves as a forum for members who provide privatized military housing as part of the Military Housing Privatization Initiative. With the assistance of NAA,

members communicate with Congressional and military representatives on how best to serve the needs of military families and the industry.

Technology Committee

The Technology Committee focuses on current and emerging technologies and issues that concern or hinder our members. The committee will identify and prioritize high profile, high risk and high value technologies affecting all or a subset of entities in our industry. Based on this list of priorities, the group will work with NAA staff to develop documents and other tools, such as white papers, best practices, and recommendations to keep NAA affiliates and members informed on these issues. The committee may also work with vendors to implement new systems or changes to existing systems to benefit NAA affiliates and members. The goal of the committee is to keep NAA affiliates and members apprised of the latest issues and trends, so they can safely and effectively implement and use technology solutions.

Task Forces and Work Groups May be established by the NAA Board of Directors, to address specific issues facing the Association. A Task Force will have a defining charter to include the scope, focus, charge, timeline and if applicable estimated budget. Work Groups are charged by the Board of Directors to time-limited projects with a clear scope and deliverable(s)

Work Groups:

Apartmentalize

Apartmentalize's primary role and responsibility is attendee acquisition – the marketing and promotion of the conference to their members, customers, employees and prospective customers and members. The Co-Chair(s) of Apartmentalize Committee are selected by that year's NAA Chair of the Board.

#NAA Gives

#NAAGives was created to track and promote the charitable efforts of the rental housing industry. The #NAAGives Committee will develop an annual survey to track industry giving, create a toolkit for members and affiliates and coordinate charitable activities at all NAA Conferences.

NAAEI Committees:

See NAAEI Policies and Procedures.

Appendix 11: Committee Member Selection Process

Revised 1/23/24, 9/1/24, 6/11/25, 12/15/25, 3/27/26

Except where noted, the NAA Chair of the Board shall appoint all committee chairs and members of committees, Task Forces and Work Groups.

Additionally, with the approval of the Chair of the Board, the Association Executive Council (AEC) and National Suppliers Council (NSC) may also appoint one non-voting member to NAA committees: except the Executive Committee, Governance Committee, Nominating Committee, Past Chair's Committee, Award Selection Committees.

Position Descriptions:

Chair: Except where noted, the committee chair will be appointed by the NAA Chair. The committee Chair maintains control of the meeting and leads the committee through the process of planning, implementing, and evaluating the work of the committee. The Chair works with the NAA staff liaison to develop the meeting agenda and determine the committee work and assigns various tasks to the committee members ensuring the committee member's engagement. The Chair is responsible for bringing any action items or reports before the NAA Board of Directors. The Chair is expected to attend all committee meetings. The Chair is appointed by the NAA Chair and unless noted in the committee charter will serve a one-year term as committee chair.

Vice Chair: Except where noted, the committee chair will be appointed by the NAA Chair-elect. The Vice Chair will fulfill the role of Chair if the Chair is unable to perform their duties or is unable to attend a meeting. As acting Chair, the Vice Chair has the authority to make decisions regarding committee issues after discussing and receiving feedback from the committee members. The Vice Chair is expected to attend all committee meetings and will support the Chair and staff liaison in the work of the committee. The Vice Chair is appointed by the NAA Chair-Elect and unless noted in the committee charter will serve a one-year term as committee vice chair before succeeding to the position of committee chair.

Committee Member: Committee members are expected to attend all meetings; be prepared to serve on subcommittees and work in conjunction with the Chair and other

committee members to advance the work of the committee through engagement and participation.

Volunteer Application for Committees:

Members wishing to be considered for a committee appointment must submit a NAA volunteer application for the specific committee(s) of interest by September 1st. Members can select up to two Fiduciary or Operating Committees and two Special Interest or Work Groups for consideration.

Vetting Applications: NAA staff will vet all applicants for committee appointments based on criteria outlined in the NAA Bylaws, and the Policies and Procedures, and will transmit all eligible applications to Committee Chairs, Regional Vice Presidents and Association Executives.

Volunteer Qualifications: Any person serving on a committee for the National Apartment Association must be employed by a member in good standing. In certain cases where a region is not served by an affiliate, a direct member may also serve. If, during their term as volunteer, the member employing the volunteer is no longer in good standing or the volunteer is not employed by a member in good standing, the volunteer will be terminated from committee service unless, within one hundred twenty (120) days, such volunteer becomes a member or is employed by a member in good standing.

Chair Approvals & Appointments: The Director of Governance will submit committee appointments and recommendations to the NAA Chair for approval. The Chair may provide additional appointments as they see fit. The Director of Governance will communicate the committee approvals to Committee Chairs and send a notification to committee members.

Committee Notifications: Committee Chairs with the assistance of NAA staff will send formal notification and request for commitment of service to the committee members. Committee rosters will be finalized by December 31 each year. Names presented after that date will be placed into consideration for the following year.

Fiduciary Committees:

With the exception of the Executive Committee, Regional Vice Presidents will appoint one committee member selected from vetted applicants to represent their region, The Chair of the Board may appoint additional members as noted in the committee composition below.

Budget and Finance Committee

The NAA Treasurer will serve as chair of the committee. Committee member appointments are made as defined above and regions with more than one voting Regional Vice President may appoint one additional representative. Regional Vice Presidents may also appoint one alternate member. The Chair of the

Executive Committee

The Executive Committee is elected by the Assembly of Delegates from a slate of officers proposed by the Nominating Committee.

Governance Committee

The Immediate Past Chair will serve as chair of the committee. Regional Vice Presidents shall appoint one (1) Regional Vice President to represent their region. The Chair of the Board may appoint two) at large members to the committee.

Nominating Committee

The Immediate Past Chair will serve as chair of the committee. Regional Vice Presidents shall appoint one representative from their region who shall be an owner/manager with a minimum of 3 years national volunteer experience with the National Apartment Association. Committee members must also currently serve or have previously served on the NAA Board of Directors in one of the following roles.

- Regional Vice President or Alternate,
- At – Large Board Member,
- Chair of a committee represented on the Board of Directors,
- NAAPAC Chair,
- NAAEI Board President

Three Past Chairs, selected by the Nominating Committee Chair, shall serve on the committee as voting members. The NAA Chair Elect shall serve as a non-voting member of the committee. The Chair Elect shall participate in the dialog but excuse him/her - self during the voting process. Once the Nominating Committee has convened its first meeting, no person who serve on the committee for that year may be considered for nomination.

Operating Committees

Committee Chairs may select members from vetted applications and submit a recommended roster of members to the Director of Governance. The NAA Chair may appoint additional members and will have final approval of the committee membership.

Advocacy Committee

Chair and member appointments are made as defined above. Additional members of the Advocacy Committee include:

1. Immediate Past Chair of the Advocacy Committee
2. Legislative Policy Chair and Regulatory Issues Chair
3. Advocacy and Engagement Chair
4. NAA Political Action Committee Board of Trustees (NAAPAC) Chair
5. The NAA President will also serve as a voting member of the Legislative Committee.

Membership Committee

Chair and member appointments are made as defined above.

Independent Rental Owners Committee

Chair and member appointments are made as defined above.

Special Interest Committees

Any employee or representative of a member in good standing, that has completed a volunteer application is eligible to participate in a Special Interest Committee. The NAA Chair may appoint additional members to the committee. Member appointments are made as defined above for the following committees:

Affordable Housing Committee

Independent Rental Owners Committee

Marketing and Communications Committee

NAA Next Gen Committee

NAA Voices Committee

Operations Committee

PAC Ambassadors Committee

Privatize Military Housing Committee

Technology Committee

Work Groups

Work Group chairs are appointed by the NAA Chair of the Board. Any member in good standing that has completed a volunteer application and is an employee of a member in good standing is eligible to participate. The NAA Chair may appoint additional members and will have final approval of the Work Group membership. Chair and member appointments are made as defined above for the following Work Groups:

Apartmentalize

#NAAGives

The following committees are independent and not subject to the selection or appointment perimeters noted above.

Past Chair's Committee

All NAA Past Chairs willing to serve.

Hall of Fame Selection Committee

The committee will be comprised of 11 members:

1. The five (5) most recent Hall of Fame recipients willing to serve.
2. Immediate Past Chair of NAA
3. Chair-Elect of NAA
4. Most recent Past Chair of NAA willing to serve who is not the Chair
5. The committee chair will appoint three (3) voting RVPs from the NAA Board of Directors who have served at least one (1) full term.

Lifetime Achievement Selection Committee:

The committee will be comprised of 15 members:

1. All members of the Hall of Fame Selection Committee
2. Immediate Past Chair of the NSC and past President of the AEC
3. The most recent Association Staff recipient willing to serve
4. The most recent Supplier recipient willing to serve

NAAEI Committees:

See NAAEI Policies and Procedures.

Appendix 12: CEO Succession Plan

Revised 12.15.25

Preamble: To avoid confusion and disruption of NAA activities, it is prudent to have a succession plan in place in the event of the untimely death, disability, involuntary separation, or voluntary departure of NAA's President and CEO. The existence of established procedures will more likely lead to continued daily functioning of the organization and to the selection of a qualified successor. This will provide time for volunteers to carefully consider the skills of candidates matched with the objectives of the organization.

The President & CEO is a contract position and serves at the pleasure of the Board of Directors. This document lays out specific recommendations for the selection of the President & CEO if such office becomes vacated. Once approved by the Executive Committee, it will become a permanent part of the official Policies & Procedures of the Association and will be reviewed and updated by the Executive Committee as needed.

Search Committee: The Chair of the Board shall appoint, with the concurrence of the Executive Committee, a Search Committee. The Search Committee shall be composed of eleven members; the composition of the Search Committee shall be as follows:

1. Three current Officers
2. Three Regional Vice Presidents
3. Three Past Chairs
4. One representative from the National Suppliers Council
5. One representative from the Association Executive Council

The current Chair of the Board shall appoint the Chair from the Search Committee members.

The composition of any Search Committee named shall not change unless a member voluntarily resigns from the Committee or from the Association. The Search Committee shall determine and engage a third-party search firm to assist the Committee and the Board of Directors in identifying qualified candidates, if it chooses. The Board of Directors will approve a budget for the search process. The Board of Directors will approve a budget for the search process. The Search Committee will be responsible for interviewing candidates and will negotiate salary and benefits and other terms with the candidate within the budgetary guidelines established by the Executive Committee, and to make a final recommendation to the NAA Board of Directors for approval.

Voluntary Resignation: The President may choose to voluntarily resign to accept another position.

1. Upon the President & CEO's decision to resign and accept another position, the Association expects that the President & CEO will give notice to the Board of Directors at least three months prior to taking the new position.
2. In the case of the President & CEO resigning to accept another position, the Search committee shall be appointed and shall meet in person or virtually within two weeks of the voluntary resignation of the President & CEO.

Retirement of President & CEO: The President & CEO may choose to retire from his/her position at the Association.

1. Upon the decision to retire from the Association, the Association expects the President & CEO to give at least 9 months to one year's notice to the Board of Directors. At the appropriate time, the Chair of the Board shall inform the affiliated local and state associations of the intentions of the President & CEO.
2. The members of the Search Committee shall be appointed and the Search Committee convened at least nine months before the effective date of the President & CEO's planned retirement or within two weeks upon the President & CEO's notice of intent to accept another position.
3. The President & CEO will work with the Search Committee (and the search firm if one is engaged) to identify internal or external candidates with the intent to have a successor candidate selected and, on the job, no later than one month before, or earlier if possible, before the departure of the President & CEO.
4. The retiring President & CEO may continue to serve during any overlapping time period. The President & CEO may also serve for a longer period, either as an employee or as a consultant, in whatever capacity the Board of Directors may determine in its sole discretion.

Involuntary Departure of President & CEO: Should the Board of Directors decide to terminate or request the resignation of the President & CEO (hereinafter collectively referred to as "termination") the following procedure should be followed:

1. The Chair of the Board should review the reasons for the proposed termination and consult with the NAA General Counsel, (or in the event of a conflict of interest, with another legal counsel with employment law expertise), to confirm the proposed action's compliance with applicable laws.
 - a. The Chair of the Board should advise the Board of Directors of the results of the consultation with the employment legal counsel, seek approval of the Board of Directors to proceed with the termination, and obtain any guidelines for negotiating the President & CEO's departure.
 - b. After a decision to terminate has been made by the Board of Directors, the Chair of the Board has the responsibility of notifying the President of the Board's decision and confirming the terms of departure under the guidelines established by the Board of Directors.
 - c. The Chair of the Board will appoint NAA's Executive COO, after consultation with the Executive Committee to act as interim President until such time the

Search Committee has chosen a successor. The Chair will notify the Board of Directors of the interim appointment.

- d. In the event there is no COO, the Executive Committee will appoint another staff member as interim President & CEO.
 - e. The Chair of the Board shall meet with the staff to advise them of the departure of the President & CEO, announce the interim President & CEO and outline the steps in selecting the new President & CEO.
2. After the Board of Directors and staff have been notified, the Chair of the Board shall notify the affiliated local and state associations of the decision to terminate the President & CEO and the selection of the interim President & CEO.
 3. The Chair of the Board may appoint the interim President & CEO as an ex officio member of the Search Committee, unless the interim President requests to be considered for the President & CEO position, in which case the Chair of the Board, with the concurrence of the other Officers, may select another senior-level staff member to serve as an ex officio member.
 4. The Search Committee shall meet in person or virtually within two weeks of removal of the President to set the parameters and timetable for the search.

Disability of President: Should the President be unable to continue to perform the job duties and functions of the President & CEO due to a disability, the following procedure should be followed:

1. The Chair of the Board should review the President's long-term disability policy and benefits under that policy. The Chair of the Board shall confer with the NAA General Counsel (or in the event of a conflict of interest, with another legal counsel with employment law expertise) to provide advice to the Board of Directors on decisions regarding the President & CEO's disability.
 - a. The Chair of the Board and Board of Directors, after consultation with the President, his/her family or representatives, and the employment legal counsel, shall determine the likelihood and date of the President & CEO's being able to return to work. If it is determined that the President is not able to resume performing the duties and functions of the position within a reasonable time period, under applicable law the Board of Directors shall proceed with the search process.
 - b. The Chair of the Board will appoint NAA's Executive COO to act as interim President until such time the Search Committee has chosen a successor. The Chair will notify the Board of Directors of the interim appointment.
2. The Chair of the Board should apprise affiliated local and state associations and NAA staff of the selection of the interim President & CEO.
3. The Search Committee shall meet in person or virtually within two weeks of the determination of the President & CEO's inability to continue to serve.

Death of President: Should the President die while employed by the Association, the following procedure should be followed:

1. The Chair of the Board shall apprise the NAA staff, Board of Directors, and affiliated local and state association of the death.

2. The Chair of the Board will appoint NAA's COO to act as interim President until such time the Search Committee has chosen a successor. The Chair will notify the Board of Directors of the interim appointment.
3. The Chair of the Board shall meet with the staff to advise them about the interim President & CEO and the next steps in selecting the new President & CEO.
4. After the staff has been notified, the Chair of the Board shall notify affiliated local and state association of the selection of the interim President & CEO.
5. The Search Committee shall meet in person or by telephone within two weeks of the President & CEO's death.

Appendix 13: NAA Special Funds

Revised 09/21/23, 12/14/23

Strategic Growth and Standards Support Fund:

Purpose and Eligible Activities

The purpose of the NAA Strategic Growth and Standards Support Fund (SGSSF) is to assist NAA- affiliated associations with a market penetration rate of 50 percent below in their territories to grow their membership. Examples of items for which SGSSF funds may be used include but are not limited to membership recruitment and retention campaign to strengthen the association's brand, build awareness, attract new members, and increase member retention; develop a public relations campaign to promote the association and provide value to members by promoting the industry and spotlighting members; validate membership lists; outreach efforts.

This Fund is also available to those affiliates who demonstrate a need for NAA financial support in order to meet one or more of the requirements of the NAA Affiliate Performance Standards. [naa final approved standards 08nov19.pdf](#). A key instrument to ensure consistent member experience was the introduction, and adoption of, affiliate performing standards. By introducing a set of affiliate standards, every state and local apartment association will be aligned to leverage the common goals and mission of the affiliate network. The goal of the standards is to ensure that every member is provided with the services they deserve and that every Affiliate is contributing to the strength of the NAA network.

Application Process and Requirements

Requests for SGSSF funding must be submitted by an NAA-affiliated association. All applications will be reviewed and considered by the NAA Membership Committee before being forwarded with a recommendation, to the NAA Board of Directors for review at its next scheduled meeting. Applications must be received a minimum of thirty (30) days prior to a regularly scheduled NAA Board of Directors meeting.

To be considered, the application must be completed in full, including a strategic growth or Standards plan, a detailed budget, goals for the eligible activities and timelines associated with the goals.

Submitting an application does not guarantee that NAA will fund a request. Funding from NAA will be based on one or more of the following: an affiliate's financial investment, direct benefit for achieving a Standard goal, level of commitment by the affiliate, potential unit growth, use of innovative membership campaigns/outreach, and anticipated return on investment.

Funds will be awarded based on availability. Applying affiliates must be in good standing with NAA, including compliance with dues and reporting. Affiliates must meet the following criteria:

1. For Affiliate Standards Support

- a. A description of the Affiliate's overall standards status including any requirements that remain unmet to be compliant with the Performing status. The Achieving and Excelling requirements may not be supported by this fund as the fund is limited and should be available to those affiliates at risk of falling out of compliance or losing good standing status.
- b. Identified and itemized resources required that are not otherwise available within the affiliate's current budget and resources.

2. For Membership Growth

- a. A strategic growth plan must be submitted with the application, which must include:
 - i. SMART goals (specific, measurable, attainable, realistic, and timely)
 - ii. Clear strategies for ongoing sustainability
 - iii. The activities must target an area with less than 50 percent membership penetration.
 - iv. Identified and itemized resources that are not otherwise available within the affiliate's current budget and resources.
 - v. No funds will be approved to pay for the establishment of local programs when that program/service is already supplied (or is in the process of being supplied) by NAA or NAAEI.

3. Distribution of SGSSF Funds

- a. If approved, SGSSF funds will only be distributed upon NAA's receipt of a formal invoice, receipt, or similar documentation.
- b. The affiliate needs to provide proof that the invoice to a vendor was paid, through a copy of a canceled check or similar document.
- c. Funding can be sent to organizations other than the applying affiliate with appropriate documentation.
- d. Approved funds will be earmarked within the SGSSF for the period outlined in the approval. After this time unused dollars will be returned to the fund's general balance.
- e. For each element of the project, NAA will reimburse up to the amount approved.
- f. In the opinion of the Membership Committee if the affiliate changes its priorities or extenuating circumstances render the project moot, any unspent allocated funds shall be withdrawn, and any unspent distributed funds must be returned to NAA.

4. Monitoring & Follow-up

- a. The applying affiliate is solely responsible for any and all reporting requirements, which may apply as a result of receiving monies from the SGSSF for taxation and/or other purposes. In addition, the affiliate agrees to provide all relevant information that may be needed for NAA to comply with any reporting requirements which may apply as a result of distributing monies from the SGSSF.
- b. All applicants agree to the following requirements as a condition of receiving funding from the SGSSF:

- a. Quarterly Reporting: Affiliates will be required to submit a written report to NAA one month after the end of each quarter during the life of the project. The report must state what funds have been expended by the affiliate and the status of the measurable goals identified in their plan.
- b. Membership Committee Meetings: NAA staff will update the NAA Membership Committee during each regular meeting during the life of the project, based on the quarterly reports provided.
- c. Completion Of Plan: Within two months of completion of the Plan, a final report must be submitted to NAA including evaluation of the project's success, a final budget statement and a project summary.

5. Termination of Funding

- a. Any affiliate that fails to meet quarterly reporting requirements shall not receive further funding until reporting requirements are satisfied.
- b. NAA may terminate funding to any affiliate that fails to meet the goals established in the plan upon a recommendation by the NAA Membership Committee and approval by the NAA Executive Committee.

6. Subsequent Funding

- a. The NAA Board of Directors will determine the amount of money to be allocated to the Strategic Growth and Standards Support Fund each year based on recommendations from the NAA Membership and Budget and Finance Committees. Each year the Membership Committee will review the demand for funds and will make a recommendation to increase the amount of the total fund should the demand warrant and increase. The NAA Board reserves the right to grant partial funding and/or to refuse funding at their sole discretion.

Questions

Any questions regarding the SGSSF guidelines or application process can be directed to the NAA Association Resources team; their contact information can be located in the AE Clubhouse.

Legal Advocacy Program Application Process and Requirements

Purpose

The purpose of the Legal Advocacy Program (LAP) is to help protect the multifamily industry by addressing critical industry issues in courtrooms across the nation.

This program will complement the NAA Legislative Advocacy Program. By engaging in strategic legal advocacy, NAA can advocate for its members by bringing awareness to the challenges owners and operators face, and ensuring the voice of the industry is heard.

LAP Committee Representation is made up of

1. Two (2) Immediate Past Chairs
2. Current NAA Chair
3. Chair of Legislative Committee

4. NAA Staff
5. President/CEO
6. SVP, Government Affairs
7. General Counsel

Program Application Process and Requirements

Applications for LAP funding must be submitted by NAA staff or an NAA-affiliated association or member on the proper LAP Application form (see Appendix 15).

1. Applications must include the following information:

- a. A summary of the facts of the case
- b. A copy of the substantive court documents filed by all parties including any court decisions, substantive pleadings, briefs, etc.
- c. Legal issues presented in the case
- d. Status of case at time of application
- e. Impact of case to multifamily industry

2. Legal Advocacy Support Grant

If the request is for a Legal Advocacy Support Grant (financial assistance) to help with anticipated or incurred legal costs and expenses, the application must also include:

- f. A proposed accounting of the requested amount.
- g. A list of other organizations, suppliers, or firms contributing to the effort and the status of such requests (e.g., amount requested and status of the request).
- h. An estimation of past, current, and anticipated future costs of litigation.

3. Consideration

All applications will be reviewed and considered by NAA's General Counsel before being forwarded with a recommendation to the NAA LAP Committee for review. The General Counsel's recommendation may be to approve, deny, or defer the request. Incomplete applications will not be considered for review by NAA's General Counsel or the LAP Committee. All applications, including those for financial assistance, must be received promptly to allow review and appropriate action in accordance with court filing deadlines.

To be considered, the application must be completed in full, and all required materials must be submitted at the time of application. Follow-up requests for required information will delay the review process and may lead to a denial of the request. Submission of an application does not guarantee that NAA will fund a request or grant a request for legal assistance. Assistance and funding from NAA will be based on one or more of the following application considerations:

- a. Proper and prompt application submission
- b. National significance of the legal issue
- c. Merits of case and likelihood of success
- d. Impact to the multifamily housing industry if the case is not successful
- e. Consistency with NAA's established policies and position statements

- f. If additional parties, including but not limited to NAA state and local affiliates, individual firms, or supplier companies are contributing to the legal action
- g. Opportunity to set precedent or clarify law.
- h. Level of commitment by member/affiliate
- i. Member/Affiliate financial investment

Funds and other requests for legal assistance will be awarded based on availability of funds and other staff resources. Applying affiliates and members must be in good standing with NAA, including compliance with dues and reporting.

4. Legal Advocacy Support Grant Requirements

- a. Grants will be capped at \$40,000 per request. Should there be a need for a larger amount, the request can still be made with the NAA Executive Committee authorized to review and decide to approve the higher amount.
- b. Members and affiliates receiving a Legal Advocacy Support Grant must submit detailed bills to NAA summarizing the legal work conducted on the litigation. Invoices for legal services incurred more than 60 days prior to the approval of the grant or not directly related to the application for assistance shall not be paid or reimbursed. If expenses for legal services have not been incurred at the time of application, the member or affiliate agrees to provide NAA an accounting of expenses as incurred and upon request and agrees to reimburse NAA for any use of the Grant not directly related to the application for assistance.
- c. Approved grants are issued on the express understanding that the action for which funds are granted shall be carried to a final judgment in the court having jurisdiction over the action. If a case is settled or otherwise discontinued, the LAP Committee reserves the right to discontinue payment of funds and request a refund for funds already advanced and not used.

5. Disbursement of Legal Advocacy Support Grants.

- a. Grants shall be disbursed in three (3) installments not exceeding \$14,000, along with a status update. A minimum interval of 30 days between disbursement requests is required.
- b. NAA also requires repayment (*unless waived) of some of the grant if a successful applicant is awarded attorney fees:
- c. If an applicant receives any award of attorneys' fees in the subject litigation, funding shall be returned to NAA on the following basis [(fee awarded -fees billed) × NAA grant = amount to be returned to NAA] as soon as practicable by the litigant, unless the Committee grants a waiver of this requirement.”

6. LAP Committee Decisions

- a. The LAP Committee will convene as required to review completed applications. Applicants requesting a Legal Advocacy Support Grant may be required to meet with the LAP Committee to present the request to the LAP Committee.
- b. Applicants will be notified of the Committee's decision within 5 to 7 business days after the Committee has met. NAA's General Counsel will communicate (via email or conference call) the decision of the LAP Committee to the applicant. All decisions of the LAP Committee are final.

Housing Affordability Program (HAP) Fund

The purpose of the Housing Affordability Program (HAP) is to provide advocacy support and resources to NAA affiliates to address policies that negatively impact the rental housing industry. Specifically, the HAP is intended to help the industry respond to legislative, regulatory and ballot initiatives that aim to establish policies that will inhibit a housing provider's ability to create, operate and maintain housing opportunities for a diversity of their residents.

This set of policies includes but is not limited to rent control; source of income; just cause eviction; increased notification periods; and restrictions on viewing prospective residents' criminal and eviction history. When considering HAP applications, it is appropriate for the committee(s) to prioritize applications based on these policies.

Additionally, projects supported by the HAP become part of an information repository for the use and benefit of the entire NAA affiliate network. The resulting knowledge and experience gained by successive efforts serve as a model for affiliate planning, budgeting, and execution of similarly situated advocacy efforts. As such, applications are evaluated for their potential benefit to the affiliate network.

As a dedicated resource for legislative and regulatory advocacy, the HAP *cannot* be used for the following:

- a. Policies that run contrary to NAA's own.
- b. Electioneering – political contributions or support of a political candidate.
- c. Lobbying Expenses – As the HAP is a one-time resource, it may not be used to supplement ongoing and recurring lobbying expenses; and
- d. Providing services already available through other NAA programs such as economic or market research.

1. Government Affairs and Association Executive Participation

The first layer of oversight of the HAP is the Affiliate Staff Advisory Subcommittee (ASAC), which is made up of 20 participants:

- a. 2 from each region (one state and one local from different state)
- b. Appointed by the Regional Vice Presidents
- c. Approximately one-third comprised of Association Executives, (AEs) from affiliates without Government Affairs Directors, (GADs).

Beginning in 2022, there will be one staff member from each region serving a three-year term and one serving a two-year term. Following that, the terms will be two-years, staggering participants so that half are always cycling off, bringing in fresh perspectives, but maintaining institutional knowledge with the other half. To ensure balance on the committee, an AE/CEO and GAD from the same affiliate cannot serve simultaneously.

The ASAC will have a chairperson, who will run the committee's discussion and meetings, and be the lead report to the Legislative Committee. The Legislative Committee chair would then report to the Executive Committee/BOD, with the expectation that the ASAC Chair be available to answer questions or speak to concerns.

2. Application and Approval Process

A multi-layer approval process starts with professional staff (GADs/AEs) and members of the Legislative Committee, with recommendations made to the NAA Board of Directors or Executive Committee (two rounds of meetings).

- a. Applications will be submitted by state and local affiliate staff to NAA staff for review and feedback regarding merit and campaign overview. Applications for campaigns in opposition to NAA policy or stances will not be considered.
- b. Ten members of the ASAC and ten members of the Legislative Committee would comprise a "Joint Committee," which would jointly adjudicate HAP applications. For approval of an application, a majority of each group would need to vote in the affirmative: six members of the ASAC and six members of Legislative Committee. These groups of ten would serve in six-month increments and be named in consultation with the Chairs of the Legislative Committee and the ASAC, respectively. Recommendations from this Joint Committee would then move on to the NAA Board or Executive Committee for final consideration.
 - i. Presentations should be made by NAA staff and affiliate applicants.
 - ii. Meetings to consider grant requests will need to achieve a quorum to start, then approval is a majority vote of each group comprising the joint committee. The joint committee can recommend changes to the application or reject it to fulfill program goals.
 - iii. The joint committee will consider the campaign plan and budget efficacy as well as its overall benefit to other state and local affiliates in the future.

- iv. Joint Committee members must recuse themselves from any vote on a request they or their affiliate is making;
- v. Application and funding requests will be submitted to the NAA BOD or the Executive Committee for approval, depending on timing and meeting schedules; and
- vi. Approved projects will need to provide a regular update to the Legislative Committee (at intervals contingent upon the length of the campaign), as well as a review of the campaign after its conclusion.

3. Timeline

- a. Each entity/committee will have approximately one week to review and assess applications.
- b. Applications will be submitted to NAA by the last week of every month.
- c. The joint committee will vote the second week of each month.
- d. NAA BOD/Executive Committee will vote at the next scheduled meeting.

4. Program Guidelines and Expectations/Limitations on Affiliate Access to HAP Resources

- a. No request of more than \$100,000 in budget authority will be approved, except if two thirds of the voting members of the Legislative Committee vote and recommend exceeding the cap.
- b. No affiliate may access HAP resources more than once in a rolling 12-month period.

Mutual Investment

- a. The priority of this program is to support the overall campaign effort of its affiliates and partners, as well as provide equitable opportunities for each to ask for assistance. What best serves the success of the campaign is by virtue a benefit to NAA, all affiliates, and the industry.
- b. While not a requirement of the HAP program, affiliates are encouraged to contribute to the financing of a campaign overall. The Legislative Committee may give additional consideration to what funds, in-kind support from the affiliate or coalition support, are being contributed to a campaign.

Rapid Response: 30 Day/\$10,000

For campaigns requiring low dollar, rapid response, there will be a separate process. A sub-committee of 3 Legislative Committee members and 2 ASAC members will be available to approve applications that need quick assistance; all 5 must approve (EX: Patch-Through calls targeting city council members immediately before a vote).

This committee will review the application via email consent agenda for an approval decision within 48 hours; a meeting can be called by any member wishing to discuss the request further. Campaign efforts requiring more than \$10,000 will need to go through the higher dollar request process.

Members of this sub-committee will cycle on/off every six months so that no members bear an unreasonable burden of applications year-round.

Requests for less than \$10,000 (subject to all other requirements) can be reviewed and approved by the Chair of the Legislative Committee upon the recommendation of the Affiliate Staff Advisory Committee and subject to the financial need.

7. Vendors, Training, Tools, and Resources

- a. NAA will identify a primary **VENDOR. THE VENDOR** will offer an extensive menu of options for research, data use, and outreach, and will provide affiliate education regarding the tools and resources available, to be done at ADVOCATE (March) and RHALS (July), and as needed or requested by staff.
- b. **THE VENDOR** will be utilized by state and local affiliates for all campaign activity unless circumstance necessitates use of a local vendor.

8. Reuse and Recovery of Unspent Authority

- a. If there is a change in circumstance such that an affiliate no longer needs to execute the approved campaign, NAA staff will notify the approving body (five-member subcommittee or ASAC). The affiliate will then indicate whether it wishes to retain the funds for another campaign.
- b. If the affiliate indicates that they are asking to reserve the funds for the same issues (e.g., rent control proposal before a city council) that may arise later the same year or legislative session, the approving body may informally grant the request and notify the Legislative Committee and Board of Directors.
- c. If the affiliate wished to retain the funds for a campaign that is significantly different in issue and scope, the approving body will determine whether to ask the affiliate to reapply for HAP funds or to approve the new project.
- d. In the event that the reason for the HAP request is resolved, tabled, or becomes moot for any reason prior to funding of the request, and no request is made to repurpose the remaining funds is made, payment for services rendered to that point will be made, but no more funding authority will be executed. Regardless of any approval to reserve or “hold onto” HAP grant funds, any funds not obligated within six months of the day they were granted will be swept back into the general HAP fund.

9. Reporting

- a. At the start of the year, staff will provide the Legislative Committee with an estimate of the annual amount of dues funding for the HAP program, along with an estimated timeline for receipt of such contributions.
- b. For each HAP request, staff shall provide an accounting of all HAP funds budgeted, received, and approved also with a listing of all approved HAP requests for the past three years.
- c. Staff, in conjunction with THE VENDOR, will report to the Legislative Committee annually at the Advocate conference on progress and outcomes of all HAP funding.

Appendix 14: Reserve Fund Policy

Approved 10/01/04; Revised 06/24/06, 03/10/09, 06/27/12, 06/18/14, 01/15/15, 09/21/23, 10/23/25

RESERVE FUND POLICY

The establishment of reserve fund allocations for specific designated purposes is approved by the Board of Directors of the Association. The Association shall maintain the following Reserve Funds for the purposes described herein:

Board Designated Operating Reserves

This fund would be used for any use approved by the Board of Directors.

- a. Target Fund Level: 75% (or approximately 9 months) of total expense (less depreciation expense which is a non-cash item) for the previous fiscal year. The calculation for the target fund should be based on unrestricted cash and investments.
- b. If the reserve level falls below 50%, a replenishment plan must be implemented beginning in the following fiscal year to replenish the fund back to the 75% target. The repayment schedule would appear as an expense line item in the Association's operating budget.
- c. The reserve ratio is to be calculated by the CPA audit firm on an annual basis during the annual audit.
- d. Approval to Disburse: Board of Directors, except that the Executive Committee would be authorized to access and draw upon up to \$250,000 annually to carry on the operations of the association without Board consent.

Strategic Growth and Standards Support Fund

The purpose of the NAA Strategic Growth and Standards Support Fund (SGSSF) is to assist NAA-affiliated associations with a market penetration rate of 50 percent below in major metropolitan areas to grow their membership. This Fund is also available to those affiliates who demonstrate a need for NAA financial support in order to meet one or more of the requirements of the NAA Affiliate Performance Standards.

- a. Initial Fund Level: \$108,000
- b. Approval to Disburse: Board of Directors after review and approval by the Membership Committee.

Housing Affordability Program

The purpose of the NAA Housing Affordability Program (HAP) Fund is to provide campaign services to support advocacy campaigns by NAA affiliates, specifically on housing affordability issues. Examples include, but are not limited to, rent control, rent caps, source of income "protection," just cause eviction, resident screening restrictions or exclusionary zoning. Services provided by the HAP Fund include, but are not limited to, voter research and polling, collateral development, digital or legacy media.

communications, and GOTV. All resulting information and materials from HAP Fund-supported projects become part of an information repository for the use and benefit of the entire NAA affiliate network. This knowledge and experience serve as a model for strategic planning, budgeting, and execution of similarly situated affiliate advocacy efforts.

- a. Initial Fund Level: Funded by dues special assessment for 2022-2026.
- b. Target Fund Level: \$500,000
- c. Approval to Disburse: Board of Directors or Executive Committee after review and approval by the Affiliate Staff Advisory Committee and Legislative Committee.

Legal Advocacy Program Fund

The purpose of the NAA Legal Advocacy Program (LAP) Fund is to help protect the multifamily housing industry by addressing critical industry issues in courtrooms across the nation. By engaging in strategic legal advocacy, NAA can advocate for its members by bringing awareness to the challenges owners and operators face, and ensuring the voice of the industry is heard. Forms of assistance available through the LAP fund include, but are not limited to, the development of amicus briefs (friend of the court briefs), legal advocacy support grants (financial assistance/financial aid), intervention in existing lawsuits, and direct litigation. Because negative legal precedent can spread from court to court, across state lines, and around the nation, legal advocacy can be valuable both in individual cases as well as to the entire industry. Therefore, NAA strongly encourages member companies and state and local affiliates to request appellate assistance. The LAP fund is available to NAA, NAAS, NAAEI (collectively "NAA"), NAA members, and NAA's state and local affiliates.

- a. Initial Fund Level: \$250,000
- b. Approval to Disburse: Board of Directors after review and approval by the Legal Advocacy Program Committee.

Allocation

The Budget and Finance Committee will address the allocation to the established reserve funds annually. After the audit is completed for any year, the amount to be allocated to any designated fund shall be recommended by the Executive Committee for review by the Budget and Finance Committee. Final approval is by the Board of Directors. Notwithstanding the foregoing, the HAP, LAP, and SGSSF, and any designated future allocations will be reviewed at such time as the remaining allocation for that fund is 40% or below of the initial allocation. The amount to be allocated will be determined by the Association's need for unrestricted working capital and need not be 100% of any positive operating results.

Appendix 15: NAA Funds Applications

Approved by NAA Board of Directors on January 16, 2012

*Revised October 3, 2013, March 16, 2015, June 20, 2017, March 31, 2021,
September 21, 2023*

NAA Strategic Growth and Standards Support Fund Application

Purpose

The purpose of the NAA Strategic Growth and Standards Support Fund (SGSSF) is to assist NAA-affiliated associations with a market penetration rate of 50 percent below in their defined territories to grow their membership. Examples of items for which SGSSF funds may be used include but are not limited to membership recruitment and retention campaign to strengthen the association's brand, build awareness, attract new members, and increase member retention; develop a public relations campaign to promote the association and provide value to members by promoting the industry and spotlighting members; validate membership lists; outreach efforts.

This Fund is also available to those affiliates who demonstrate a need for NAA financial support to meet one or more of the requirements of the NAA Affiliate Performance Standards.

[naa_final_approved_standards_08nov19.pdf](#). A key instrument to ensure a consistent member experience was the introduction, and adoption of, affiliate performing standards. By introducing a set of affiliate standards, every state and local apartment association is aligned to leverage the common goals and mission of the affiliate network. The goal of the standards is to ensure that every member is provided with the services they deserve and that every Affiliate is contributing to the strength of the NAA network.

Eligibility Criteria and Awarding of Funds:

To be considered, the application must be completed in full, including a strategic growth or Standards plan, a detailed budget, goals for the eligible activities and timelines associated with the goals. Submitting an application does not guarantee that NAA will fund a request. Funding from NAA will be based on one or more of the following: an affiliate's financial investment, direct benefit for achieving a Standard goal, level of commitment by the affiliate, potential unit growth, use of innovative membership campaigns/outreach, and anticipated return on investment.

Funds will be awarded based on availability. Applying affiliates must be in good standing with NAA, including compliance with dues and reporting. Affiliates must meet the following criteria:

For Affiliate Standards Support:

- a. A description of the Affiliate's overall standards status including any requirements that remain unmet to be compliant with the Performing status.
- b. The Achieving and Excelling requirements may not be supported by this fund as the fund is limited and should be available to those affiliates at risk of falling out of compliance or losing good standing status.
- c. Identified and itemized resources required that are not otherwise available within the affiliate's current budget and resources.
- d.

For Membership Growth:

- a. A strategic growth plan must be submitted with the application, which must include:
 - I. SMART goals (specific, measurable, attainable, realistic, and timely)
 - II. Clear strategies for ongoing sustainability
- b. The activities must target an area with less than 50 percent membership penetration.
- c. Identified and itemized resources that are not otherwise available within the affiliate's current budget and resources.

No funds will be approved to pay for the establishment of local programs when that program/service is already supplied (or is in the process of being supplied) by NAA or NAAEI.

NAA reserves the right to grant partial funding and/or to refuse funding at its sole discretion.

Disbursement of Funds to Affiliates

The NAA Membership Committee shall forward its recommendation to the NAA Executive Committee, for final award decisions. Funds will be disbursed by NAA once receipts of expenditures are received. Any unused portions of funds provided must be returned to NAA on a quarterly basis.

Monitoring

- a. **Quarterly Reporting:** Affiliates will be required to submit a written report to NAA one month after the end of each quarter during the life of the project. The report must state what income and expenses have been received and/or expended by the affiliate in relation to the Strategic Growth Initiative and where the affiliate is in relation to the measurable goals identified in their Plan. NAA reserves the right to request more frequent reporting as it deems necessary at its sole discretion.
- b. **Completion of Plan:** Within two months of completion of the Plan, a final report, including an evaluation of its success, a final budget statement, and a project summary must be submitted to NAA.

1. Termination of Funding

NAA may terminate funding to any affiliate that fails to meet the goals established in the plan upon recommendation by the NAA Membership Committee and approval by the NAA Executive Committee.

Affiliates that fail to make their quarterly reporting requirement shall not receive further funding until such time as the reporting requirements are satisfied.

Application Date*

Affiliate name (full name, no acronyms please) *

Association Executive name *

AE Email*

Primary Contact (If not Association Executive) *

Primary Contact Email (if not Association Executive) *

Association President Name *

Association President Email *

Geographic Areas Served by Affiliate*

Purpose

Provide a statement of purpose of the growth or standards support initiative: *

2. Current Market Penetration (required if this is a growth initiative)

Current Unit Count*

Total Unit count in service area *

Market Penetration Rate

3. Total Current Number of Members

Owner / Management *

Suppliers*

Total Members

0

Does your Owner / Management count include communities?

0 Yes No

4. Growth Goals (if applicable)

Increase Unit Count by*

Over how many years *

Total Unit Increase per Year

Increase Community Count by*

5. Standards Support Goals (if applicable)

SWOT Analysis

A SWOT analysis is a strategic planning method used to evaluate the Strengths, Weaknesses, Opportunities, and Threats involved in reaching your goal. Both internal and external factors are favorable and unfavorable to achieve your objective. Please complete the SWOT Analysis below.

Strengths: What attributes are helpful in achieving the objective?

Weaknesses: What attributes are harmful in achieving the objective?

Opportunities: What internal and external conditions are helpful in achieving the objective? *

Threats: What internal and external conditions could damage the objective? *

Funding

Total strategic growth or standards initiative budget*

Budget period in months *

Affiliate's contribution to the budget *

Monetary resources requested requesting from NAA *

How will this initiative continue to be funded after NAA's funding expires? *

What additional non-monetary NAA resources are necessary to implement the association's growth or standards plan?

Exhibit A - Attach a list of targeted prospective member communities (with management companies noted) that are prospective members. * (Growth Goal Only)


 Upload or drag files here.

Exhibit B - Describe in detail your membership recruitment plan, including: 1. Membership campaign, drive, outreach initiative; and 2. Any other initiatives* (Growth goal Only)

 Upload or drag files here.

Exhibit C - Attach a copy of the detailed monthly strategic growth or standards budget. Include monthly sources of funding in the budget: 1. Affiliate's participation; and 2. Funding and the monetary resources you are requesting from NAA *



Upload or drag files here.

Exhibit D - Provide examples of your association's ability to implement programs successfully. *



Upload or drag files here.

Exhibit E - Attach a resolution statement from your association's Board approving the growth plan. * (Growth Goal Only)



Upload or drag files here.

Association President Signature *

Date

Signed *

Association Executive Signature *

Date

Signed *



Legal Advocacy Program Application for Assistance

CONTACT INFORMATION

Applicant/Association/Member Name:

NAA Member in Good Standing? Yes No N/A

Point of Contact: _____ Title:

Mailing Address:

Email Address:

Telephone Number: (____) _____

Request for Legal Assistance (check all that apply)

Request for Amicus Brief Due date for Amicus Briefs:

Request for Legal Advocacy Support Grant* in the amount of
\$ _____

Please be aware that if the applicant is an NAA affiliate, they must meet the NAA minimum standards requirements.

Other:

Has a lawsuit been filed? Yes No N/A

If yes:

In what court?

Name of Case (formal citation):

Has the case reached the appellate phase? Yes

No N/A

If No:

Do you anticipate a lawsuit will be filed? Yes

No When? _____

Complete this section if you are requesting a Legal Advocacy Support Grant

Have you previously received a Legal Advocacy Support Grant? Yes No
If yes, provide the details of your previous request (legal issue, amount, year issued):

Provide a proposed accounting of the requested Grant amount (i.e., what is the purpose of the requested funds?)

Provide a list of other organizations, suppliers, or firms contributing to the effort and the status of such request (i.e., amount requested and approval status of the request).

Provide an estimate of past, current, and anticipated future costs of litigation.

All Applicants Must Complete the Section Below

Please provide a complete response to the following questions. All questions must be answered.
Please attach all substantive court documents filed by all parties to the case, court decisions, and other relevant and supporting documentation.

Please provide a summary of the facts of the case.

Is this a case of national significance or is it a local issue?

What are the legal issues presented in the case?

What is the status of the case at time of application?

What impact does this case have on the multifamily industry?

Acknowledgement

I have read and understand the Legal Advocacy Program policies and procedures. I agree to abide by the terms and conditions of the Legal Advocacy Program.

Signature: _____ Date: _____



Housing Affordability Program Advocacy Assistance Application

Affiliate Name:
Amount Requested:

Affiliate Contact Information

First Name:
Last Name:

Title:
Contact Phone:

Contact Email:

Address:

City:

State:

Zip Code

Background Information

1. What is the issue and how is it being decided? (Legislation, Regulation or Ballot Initiative)
2. Summarize the history of the issue or policy proposal. Please detail how, when, and why the issue originated. Also, detail who (government, private sector and/or activist group) is spearheading the campaign to enact the policy proposal.
3. How has your Association been involved with this issue (e.g., lead or support)? Have the members been active in the issue?
4. What is the Association's position on the issue, and why? Does your Association have an adopted policy on the issue?
5. If it is a local association, does the state association support your position on the issue?
6. What is the end goal of your advocacy effort for this issue?

Summary of Support and Opposition

7. What organizations or groups support your position and what are their roles (e.g., advocacy, financial support)? Is there an organized coalition behind the issue?
8. What organization or groups oppose your position? What have been their actions and activities to date?

9. What information is available relating to the probability of success in achieving your goal? Please include relevant issue history such as the outcome of similar efforts, elected official positions, media reporting, as well as any research-based public opinion polling as attachments.

National Consideration

10. Why is this issue important to the apartment industry? Is this part of a nationwide trend? How will other apartment associations benefit from an investment in this advocacy effort?

Advocacy Strategy and Timetable

11. What is the timeline for the campaign? Please include start and end dates, and when HAP resources will be needed.

12. Outline the advocacy strategy (consulting, planning, research, tactics, etc.)

Advocacy Funding

13. Has the Association budgeted for this advocacy effort?

14. If a local association, have you requested financial assistance from your state association? If yes, how much financial assistance is the state association contributing to the advocacy effort?

15. If part of a coalition, how much financial assistance do you anticipate from coalition partners?

Acknowledgement/Signatures Contact Information

Association Executive Name:

Association Executive Email Address:

Attachments

Appendix 16: Disaster Response Plan

As the leading voice for the apartment industry, NAA has a responsibility to assist our members in times of disaster to help them get their businesses operational as quickly as possible to serve residents and those displaced as needed. It is important to remember that the role of NAA is to be an industry resource for our members and provide guidance on additional contributions to leverage our combined dollars. NAA should not be a source for local, first responder information (phone numbers for power companies, hospitals, etc.). We should not try to duplicate the efforts of local media or industry leaders/affiliates in the affected areas, but we should serve as an industry-specific resource in these situations. Our goal should be to broadly disseminate information to our members that they cannot get elsewhere.

Communication should flow through the appropriate channels and include members of the Disaster Response Team to maintain a single point of contact and a consistent message. NAA staff should exercise caution prior to contacting members in affected areas and always remember to balance the need for information with awareness that individuals and organizations will be tending to far more pressing needs during and immediately after a disaster.

Outgoing public communication will be centralized on a live NAA blog for large-scale disasters. The blog will feature:

- a. Information on ongoing industry relief efforts, including any NAA donations
- b. NAA statement on the situation
- c. Updates from the state affiliate of the affected area with links to its resource page
- d. Links to NAA's disaster resources page
- e. Ways to help any industry charitable efforts

Internally, all questions regarding disaster or disaster relief efforts should be directed to the NAA disaster relief team. If the media calls, do not talk to them other than to say you're transferring them to the Manager, Public Relations; Director, Communications; or SVP, Marketing & Communications.

Pre-Disaster Preparedness:

Disaster Response Team:

1. CEO – Spokesperson
2. COO
3. SVP, Marketing & Communications – Backup spokesperson
4. SVP, Member & Affiliate Services
5. SVP, Government Affairs
6. Director, Association Resources – Main point of contact
7. Customer Service Lead
8. Director, Communications – Third spokesperson/Coordinator with Director, Association Resources

Holding Statements:

Natural Disaster: “NAA is in contact with the state and local affiliates that have been impacted by (disaster). We are working with our affiliate network and members to provide them resources and information that will allow them to get their business back online as soon as possible.”

Post-Disaster Housing:

NAA is working with its state and local affiliates to help displaced residents find suitable housing. Our suppliers have developed housing portals dedicated to those affected by (disaster). More information on available housing can be found at (URL).

Terrorism/Active Shooter:

NAA is aware of the situation at (location), is in touch with its (affiliate or member) and is monitoring the situation. I refer you to (local law enforcement) for any further information.

Post-Terrorism/Active Shooter:

The National Apartment Association (NAA) and the entire apartment housing industry are deeply saddened by the senseless act of violence in (location). We mourn for the victims, their families and the entire (location) community as they deal with the aftermath of this tragedy.

Considering the ongoing nature of this investigation, we recommend you contact your (local law enforcement) for any further information.

Donation Guideline Policy:

Charitable contributions are an important part of the Cycle of Disaster Relief (CDR).

Phase 1: Safety, Rescue and Restoring Order

Phase 2: Recovery

Phase 3: Rebuilding

Phase 4: Mitigating Future Disasters

NAA will donate up to \$10,000 to an approved charity that focuses on disaster relief through all stages of recovery who has an existing relationship with the state affiliate where the disaster occurred. In cases where there is not an approved disaster relief related state affiliate charity, or when the disaster crosses multiple states, the donation will go to the American Red Cross, in its role as the single organization with a national infrastructure to put aid to immediate use. Once the donation is made, NAA will alert members via standard communication channels and provide the link for further industry assistance.

If forecasts are certain that a clear and present danger exists, and substantial damage is sure to occur, NAA may contribute to the American Red Cross in advance of the disaster which allows for immediate industry outreach to maximize assistance.

Affiliates may wish to contribute to the same charity as NAA or to their own endorsed charity. The NAA G.I.V.E.S. section of the website will list all endorsed state and local affiliate charities that have been vetted and have related missions. Criteria used in the evaluation of the donation amount will include the significant impact on the industry in the affected area and one or more of these post-event factors:

- a. State of Emergency declared by Governor
- b. Federal Disaster Area declared by President
- c. FEMA/Red Cross mobilized

In cases of terrorism/active shooters, NAA will consult with the state (or local if no state) affiliate to determine if the affected property, victim(s) or perpetrator are members and if there is an established fund for donations. Donations will be made as appropriate up to \$10,000. Anything above that will require board approval.

Natural Disaster Communication:

Pre-Disaster Plan:

Applies to: Pending disasters

Examples: Hurricanes, Blizzards,

Steps:

1. Identify the pending emergency, potentially affected areas/affiliates and notify relevant staff to fulfill their responsibilities for the below steps.

Persons responsible: SVP, Marketing & Communications; Director, Communications

2. Contact state and/or local affiliate in areas that may be affected
 - a. Determine what resources are needed
 - b. Ask what is being done to prepare
 - c. Request to be kept updated and included on any calls/status updates
 - d. Make it known NAA's resources are available
 - e. Determine when it is appropriate for NAA to act on their behalf
 - f. Provide point of contact

Person responsible for this: Director, Association Resources; Backup: Director, Communications

3. Contact all government and relief agencies NAA has already established relationship with to verify and confirm what actions will be taken if there is severe damage, who to contact, agency information, etc., and send to Editor-In-Chief, units Magazine for live blog.

Person responsible for this: SVP, Government Affairs; Communications Manager, Government Affairs

4. Mobilize Communications Efforts
 - a. Publish/make prominent NAA Emergency Preparedness webpage containing social media feeds, NAA statement, relevant resources
Person responsible: *Manager, Digital Content; Backups: Manager, Digital Media; Web Production Specialist*
 - b. Create/post prepared NAA statement
Person responsible: *Manager, Public Relations; Backup: Director, Communications*
 - c. Send broadcast email to affected members who may be affected, reflecting the same sentiment as the prepared statement above
Person responsible: *Manager, Digital Media; Backup: Manager, Digital Content*
 - d. Send brief messages to NAA social media channels to direct audience to Emergency webpage
Person responsible: *Manager, Digital Media; Backups: Manager, Digital Content; Director, Communications*

Immediate Aftermath Plan:

Applies to: Immediate (1-5 days) recovery following a disaster. Applicable to all disasters

Examples: Post-hurricanes, tornadoes, wildfires

Steps:

1. Contact affected state and/or local affiliate
 - a. See how state and local affiliates fared
 - b. Determine what needs are
 - c. Make it known NAA resources are available
 - d. Request to be included on status updates/calls
 - e. Provide point of contact

Persons responsible: *Director, Association Resources; Backup: Director, Communications*
2. Contact RVPs if affiliates not reachable
Person responsible: *Director, Association Resources; Backup: SVP, Affiliate & Member Engagement*
3. Publish blog post that will be updated with new information from:
 - a. Government agencies
 - b. Red Cross donation site
 - c. Industry members coordinating relief efforts
 - d. Housing portal information for displaced residents

Person Responsible: *Editor-in-Chief, units Magazine; Backup: Editor, Online Publications*

4. Mobilize Social Media Effort
 - a. If needed, email affiliate members for affiliate
 - b. Update social media with ways to help, NAA is helping, reminder of resources available, etc.
 - c. In the case of a large-scale disaster, like Hurricane Harvey, Superstorm Sandy, coordinate with Communications, Membership and GA departments for an update for all NAA members, including any donations to relief organizations

Person Responsible: *Manager, Digital Media Backups; Manager, Digital Content; Director, Communications*

5. Media Relations
 - a. Updated statement if necessary
 - b. Provide affiliate support for media inquiries, statements and press releases
 - c. Monitor media for any news about the industry

Person Responsible: *Manager, Public Relations; Backup: Director, Communications*

Ongoing Recovery Plan

Applies to: Ongoing recovery efforts that last longer than five days following a disaster, involve displaced residents and more than one apartment community is affected.

Examples: Joplin Tornado, Superstorm Sandy

Steps:

1. Stay in regular contact with affiliates to stay informed of recovery efforts.
Person responsible for this: *Director, Association Resources; Backup: Director, Communications*
2. Update the disaster blog with ways in which the industry and individual members or member companies can help based on the affiliates needs and organized efforts. Keep the disaster resources posted to this page, but at this point ways to help should be given greater emphasis and the resources should be given a reduced emphasis.
Person Responsible: *Editor-in-Chief, units Magazine; Backup: Editor, Online Publications*
3. Share these ways to help frequently on social media channels if the recovery efforts taking place necessitate help from others.
Person Responsible: *Manager, Digital Media; Backups: Manager, Digital Content; Director, Communications*

4. Send an all-member email updating them on what NAA is doing, what resources are available and how to contact NAA about gaps in what government agencies are doing during the recovery so that the Government Affairs team can carry that message to legislators and the appropriate agency leaders
Person Responsible: *Manager, Digital Media Backups: Manager, Digital Content; Director, Communications*

Terrorism/Active Shooter Communication

Post-incident:

Applies to: Terrorist Attack, Active Shooter

Steps:

1. Have holding statement ready in case of any inquiries and notify customer service that all calls regarding the incident should go to the communications department. **No proactive outreach should be done**
Person responsible: *Director, Communications; Backups: Manager, Public Relations; SVP, Marketing & Communications*
2. Contact state and/or local affiliates in the area where the incident occurred
 - a. Determine if property, victims, or perpetrator are members to determine the appropriate response
 - b. Gather as much background as possible
 - c. Make it known that NAA resources are available
 - d. If at a property, have affiliate coordinate with member company to get a head count on employees
 - e. If needed, send holding statement that state or local affiliate may use
 - f. Coordinate contact with affiliate to the member (or member's corporate headquarters) involved
 - g. If perpetrator is known to be in real estate, check database for activity records (Contact Database Specialist for assistance)
 - h. Provide point of contact

Person responsible: *Director, Association Resources; Backups: Director, Communications; Manager, Public Relations*

3. Refer any questions about those involved in the attack to the local authorities

Person responsible: *Director, Communications; Backups: Manager, Public & Media Relations*

4. Media relations (not proactive unless industry is specifically called out for being unsafe or exacerbating the situation)
 - a. Monitor news for significant developments involving the apartment industry
 - b. Field any incoming inquiries
 - c. Update statement as necessary
 - d. Develop talking points as the investigation develops

Person responsible: *Manager, Public Relations; Backup: Director, Communications*

Summary

Following these guidelines should ensure that NAA anticipates all disasters to the best of its ability, stays on top of current developments, supports its affiliates and the NAA membership to the best of its ability through information and financial assistance and issues clear communications through all of its digital channels. As with any disaster, protocols may change, but this plan will serve as a guide for initial action.

Appendix 17: Data Use Sharing Policy

Data Uses

The data collected by NAA is to be used to augment communications efforts with the industry. This would include current, past, and potential members. Additionally, the information obtained would be used to aid in the development of industry best practices as well as research.

Communication with Current Members

NAA will use membership data to aid in targeting members to insure messages are going out to the appropriate audience, as opposed to the membership. Targeting our marketing programs regarding industry information, grassroots mobilization, product/services promotion, etc. will allow us to create a personalized membership experience based on the unique needs of the member.

Communications with Past and Potential Members

NAA will use industry data to maintain communications with past and potential members. The goal will be to communicate the value of membership. The goal would be to convert them to become members or non-member customers of NAA products and services.

Best Practices

Information collected that would contribute to the development of potential best practices will be used to create materials that would allow our members to operate their properties as efficiently and effectively as possible.

Industry Research

Access to internal and external data sources will aid in the development industry research as well as research tools. The work product would be used to add to the value membership, promote industry knowledge, aid in public policy discussions, and increase the prominence of the industry with members of the media.

Types of Data Sharing

The following is a brief outline on the conditions under which membership data is shared and staff proposes to share information with entities outside of the NAA affiliate network.

Attendee Information with Conference Exhibitors and/or Sponsors

Goal	Cost	Data Shared	Confidentially	Staff Oversight
Benefit of Exhibiting	Apartmentalize Attendee List: \$800 Campus Connex Attendee List: \$120	<ul style="list-style-type: none"> • Name • Title • Company • Address • E-mail 	<ul style="list-style-type: none"> • None • Attendees can opt Out 	<ul style="list-style-type: none"> • None

Exhibitors of NAA conferences may be provided attendee contact information based on the information provided during the registration process. Attendees have the option to “opt out” of sharing their information during the registration process.

Data Sharing with Suppliers

Goal	Cost	Data Shared	Confidentially	Staff Oversight
Benefit of NSC Membership	\$0.10 Per Name	<ul style="list-style-type: none"> • Name • Company • Address • Phone Number 	<ul style="list-style-type: none"> • Non- disclosure with Mail House 	<ul style="list-style-type: none"> • Legal Agreement

Members, of the National Suppliers Council can purchase all or parts of the NAA membership list for use in mailings. Participants in the program must comply with the following restrictions:

- a. The membership list must be sent to a third-party mail house.
- b. The mail house must sign a non-disclosure agreement stating that they will return the list to NAA and they will not provide it to another party.

Data Sharing for the Benefit of the Members

Goal	Cost	Data Shared	Confidentially	Staff Oversight
Grow the Open-Door Program as a membership benefit and a non- dues revenue source	<ul style="list-style-type: none"> • None 	<ul style="list-style-type: none"> • Name • Address • Phone Number • Demographic Information 	<ul style="list-style-type: none"> • Standard agreement language 	<ul style="list-style-type: none"> • Legal Agreement • Staff Reviewing Messaging

In connection with targeted membership benefits programs (i.e. the participants in the NAA Open Door program), staff will be able to provide access to the membership information outlined above. This information would be for communications with the members to promote products and/or services that would directly benefit the members and to verify membership status of the people seeking access to the products and/or services.

Generally, access to such products and services would provide special, pricing, terms, or a unique value that is not generally available to individuals in the market. Access to this type of data and the use would be governed by an agreement. The sharing of membership information will be monitored by staff.

Data Sharing for the Benefit of National Apartment Association

Goal	Cost	Data Shared	Confidentially	Staff Oversight
To provide a strategic advantage to benefit NAA and its ability to serve the members	<ul style="list-style-type: none"> Negotiated 	<ul style="list-style-type: none"> Negotiated 	<ul style="list-style-type: none"> Custom Agreement 	<ul style="list-style-type: none"> Legal Agreement Staff Reviewing

Data sharing that would add to NAA’s information resources would be considered as part of ongoing strategy by the NAA to gain access to information sources. The motivation for this strategy would be to:

- c. Seek out new members.
- d. Develop a body of data that would aid in development of benchmarking activities for NAA and affiliate use.
- e. Improve our ability to initiate advocacy efforts to protect the industry.
- f. Amass sources of data that could be used to provide industry research to enhance the knowledge of rental housing.
- g. Participants in the program would be evaluated on a regular basis. Access to and use of the data would be subject to the agreement entered into by both parties.

Appendix 18: NAA Conflict of Interest Policy and Confidentiality Statement

National Apartment Association Conflict of Interest Policy

Adopted by the NAA Board of Directors 03/22/2004

It is the obligation of all employees, officers, and members of the Board of Directors of the National Apartment Association (NAA) and the National Apartment Education Institute (NAAEI) when acting on behalf of the Organization, to comply with all applicable federal, state, and foreign laws, to uphold the Principle and Purposes of the Organization, and to comport themselves in accordance with the highest standards of ethical business conduct. In furtherance of that goal, the Board of Directors of NAA has adopted the following policy in order to avoid or minimize possible conflicts between the personal interests of the persons subject to the policy and the interests of NAA/NAAEI.

Preamble

The purpose of the policy is to ensure that decisions about NAA/NAAEI's operations and the use or disposition of NAA/NAAEI's assets are made solely in terms of the benefits to NAA/NAAEI and are not influenced by the possibility of private profit or other personal benefit accruing to the persons subject to this policy who take part in the decision. In addition to actual conflicts of interest, all persons subject to the policy are obliged to avoid actions that could be perceived or interpreted as being in conflict with the NAA/NAAEI's interest.

Conflicts of interest may occur when NAA/NAAEI enters into transactions with either nonprofit organizations or for-profit enterprises. To avoid actual, potential, or even the appearance of, conflicts of interests, persons subject to the policy should disclose any connection or relationship with organizations or enterprises doing business with NAA/NAAEI and refrain from participating in decisions affecting transactions between NAA/NAAEI and the other organization or enterprise. The mere existence of a connection or relationship shall not prevent a transaction from taking place, however, so long as: (i) the relationship is disclosed; (ii) disinterested individuals make the necessary decisions; and (iii) the terms of the transaction are fair and reasonably comparable to those available in other commercial transactions where the parties are entirely independent of one another.

Policy

Employees, members of the Executive Committee, members of the Board of Directors and Committee Chairpersons (hereinafter referred to as the "Organization Representatives") of NAA/ NAAEI have a duty to be free from the influence of any conflicting interest when they represent NAA/ NAAEI or make recommendations with respect to dealings with third parties. They are expected to deal with suppliers, members, member companies, and all others doing

business with NAA/ NAAEI on the sole basis of what is in the best interest of NAA/ NAAEI without favor or preference to third parties based on personal considerations.

- a. The Organization Representatives who deal with parties doing or seeking to do business with NAA/ NAAEI or who make recommendations with respect to such dealings or pass judgment upon them, shall not own any interest in or have any personal agreement or understanding with such third parties that might tend to influence the decision of the employees with respect to the business of NAA/ NAAEI, unless expressly authorized in writing after the interest, agreement, or understanding has been disclosed.
- b. No Organization Representative shall seek or accept, directly or indirectly, any personal payments, loans or services, excessive entertainment, or travel or gifts of more than nominal value from any individual or business concern doing or seeking to do business with NAA/ NAAEI. (This provision shall not apply, however, to prevent Organization Representatives from accepting or making use of hotel rooms or entertainment provided by a hotel on a complimentary or upgraded basis in connection with a NAA conference, seminar, or school where such room or entertainment is part of the negotiations for or the overall contract with the hotel or conference facility. Such use facilitates the conduct of Organization business and thereby inures to the benefit of the Organization).
- c. No Organization Representative shall do business with a close relative on behalf of NAA/ NAAEI unless expressly authorized in writing after the relationship has been disclosed.

The requirement of freedom from conflicting interests extends to situations involving the close relatives of all Organization Representatives. Close relatives normally include spouse, parents, children, and brothers and sisters. Organization Representatives shall take reasonable steps to become informed of conflicting interests involving close relatives.

For such known actual or potential conflicts of interests involving close relatives, Organization Representatives shall, prior to NAA/NAAEI's doing business with organizations with which the close relatives are affiliated either as employees or as holders of beneficial interests in excess of five percent of the total beneficial interests, disclose in writing such conflicting interest.

With respect to all employees of NAA/NAAEI except for the President, the President has the ultimate authority to determine what remedial steps should be taken in situations involving an actual or potential conflict of interest. With respect to the President and Organization Representatives, except for employees and the Chair of the Board, the Chair has the ultimate authority to determine what remedial steps should be taken in situations involving an actual or potential conflict of interest. With respect to the Chair, the Executive Committee of NAA/NAAEI has the ultimate authority to determine what remedial steps should be taken in situations involving an actual or potential conflict of interest.

As used in this policy, Organization Representatives shall include all employees of NAA/NAAEI and members of NAA's Executive Committee, voting members of NAA's Board of Directors and all NAA Committee Chairpersons as set forth in NAA/NAAEI's Bylaws.

References to NAA/NAAEI shall, where appropriate in light of the context of the language and purposes of this policy, be interpreted to include NAA/NAAEI, a Virginia nonprofit corporation.

Conflict of Interest Compliance Certification

I have received and carefully read the conflict-of-interest policy of NAA/NAAEI.

In the event that I become aware of any situation that poses an actual, potential, or the appearance of, conflict of interest between me and NAA/NAAEI or between my close relatives (as defined in the policy) and NAA/ NAAEI, I shall promptly disclose all pertinent acts to the President, Chair of the Board, or publicly to the Board of Directors.

Signature _____ Date _____

Printed Name _____ Position with NAA/NAAEI _____

National Apartment Association Conflict of Interest Policy Addendum

Disclosure of Leadership Activities with Other Real Estate Entities

I am a voting member in the leadership of the following NAA Affiliate(s):

Affiliate Name	Position	Term
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I am a voting member in the national leadership of the following real estate industry organization:

Organization Name	Position	Term
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Disclosure of Other Known Conflicts

I am disclosing the following known conflicts:

Confidential Information

Confidential information disclosed to members of the National Apartment Association (NAA) Board or Executive Staff must be treated as confidential and not disclosed to third parties. They may not use or disclose confidential information except as authorized by NAA, and they should make their best efforts to prevent unauthorized disclosure.

“Confidential information” includes that which is marked “Confidential”, or which reasonably should be understood as expected to be kept in confidence, as well as deliberations, discussions, and debates on those matters, unless the information is available through public sources. It does not include publicly available information.

Unauthorized disclosure of confidential information could cause irreparable harm and significant injury to NAA and its members. Upon request, any confidential information will be returned to NAA.

In the event I receive or am exposed to NAA confidential information, I agree not to disclose the confidential information to any third party. Should I become unable to abide by this commitment, I shall withdraw from the body (Board, Council, Committee, Task Force) through which I received the confidential information.

Signature

Date

Print Name

Appendix 19: Hall of Fame (HOF) Selection Process

Revised 3/27/26

Hall of Fame Award

Qualifications for Consideration

1. The recipient must be a former or current member or employee of a member in good standing of NAA.
2. The recipient must be a current or former owner/manager from the rental housing industry.
3. The recipient must not have agreed to serve on the Hall of Fame Committee during the year they are being considered.

Presentation: The committee may choose a Hall of Fame recipient, but it is not mandatory. The presentation of the award will be made at Apartmentalize in June. The recipient will be notified by the current Chair of the Board of NAA prior to the June conference and will be given the opportunity to make comments at the presentation.

Committee Composition: The Hall of Fame Committee will be comprised of 11 members:

- a. Committee Chair. The Immediate Past Chair of the Board of NAA (1)
- b. Hall of Fame Recipients. The five (5) most recent Hall of Fame recipients willing to serve
- c. Most recent Past Chair of NAA willing to serve who is not the current Chair. (1)
- d. Chair-Elect of NAA (1)
- e. Voting RVPs of NAA Board of Directors. The committee chair will appoint 3 voting RVPs from the NAA Board of Directors who have served at least one (1) full term

Outreach: NAA Staff shall post on NAA's website a Call for Nominations from February 1 to March 31 of each year. A Call for Nominations for consideration to the Hall of Fame should also be announced at the Board meeting held in conjunction with Advocate.

Nomination Period: Nominations may be made from February 1 until March 31 of each year. Any member of NAA, including Hall of Fame committee members, may recommend one or more people for consideration that meet the qualifications. People recommended for Hall of Fame consideration will not be informed because of the need for confidentiality and secrecy.

Award Selection Process: The Committee will meet virtually prior to Advocate to review the policies and procedures for the Hall of Fame Committee, the selection process, and need for confidentiality and secrecy with regards to the documents and all discussions concerning potential nominees.

A second virtual meeting of the committee will take place to review all candidate nominations. Each call shall have a minimum of 7 members participating. The committee must make its

selection no later than April 30 of each year. If the committee does not meet by April 30th a recipient will not be selected for that year.

Preliminary Discussion: If a committee member recommends a candidate for consideration, they will be asked to take the lead in explaining the candidate's worthiness. If recommended by someone outside the committee, the Chair shall assign a committee member to contact the person recommending the candidate for consideration and the committee member shall take the lead in explaining the candidate's worthiness. All committee members, however, are encouraged to comment on the worthiness of any candidate.

Preliminary Consideration: At the conclusion of the discussion, the Chair shall direct members to vote electronically for all candidates they feel are worthy of further consideration. Each member may vote for one or more candidates. It is the intention of this committee that each vote by members be conducted secretly and not discussed with any other anyone outside the Committee Candidates receiving at least 5 votes will merit further consideration.

Selection Final Candidate: At the conclusion of the first round of voting, the committee shall vote electronically for the final candidate for consideration. Each committee member may vote for only one of the remaining candidates. The person receiving the most votes shall be selected as the sole remaining candidate. If there is a tie and no candidate receives more votes than the others, the committee shall re-vote for the candidates receiving the highest vote totals until a finalist is selected.

Final Selection: Once the field of persons being considered is down to one person, the Committee Chair shall direct members of the committee to vote yes or no vote directly to the designated NAA staff representative. It is the intention of this committee that each vote by members be conducted secretly and not discussed with any other committee member or the general membership. The NAA staff representative will count all the ballots and present the findings to the Committee Chair. To be selected, the final candidate shall receive 7 affirmative votes. If they do not receive 7 votes, no award shall be given.

Notification: The committee Chair will notify the NAA Chair of the Board if a nominee was selected to receive the Hall of Fame Award. The Board Chair of NAA shall personally contact the nominee within 5 days of the selection to notify and congratulate them on their selection. NAA will announce the award recipient immediately after notification by the Chair.

Changes to the Procedure: All changes to this procedure must be approved by the Board of Directors.

Appendix 20: Lifetime Achievement Award (LAA) Selection Process

Revised 3/27/26

Lifetime Achievement Award

Qualifications for Consideration

1. The Recipient must be a former or current member or employee of a member in good standing of NAA.
2. The Recipient must be:
 - a. **Association Staff Category** - a current or former Association staff member from an Affiliated Association.
 - b. **Product Service Member Category** - a current or former employee or a supplier member from the Rental Housing Industry.
3. The Recipient must not have agreed to serve on the Lifetime Achievement Selection Committee during the year they are being considered.

Presentation: The committee can select a recipient for the Lifetime Achievement Award but is not required to select one every year. The presentation of the award will be at the Assembly of Delegates meeting in November. The recipients will be notified by the current Chair of the Board of NAA prior to the Fall Board Meeting and will be given the opportunity to make comments at the presentation.

Committee Composition: The Lifetime Achievement Selection Committee will be comprised of 15 members:

1. Committee Chair. The Immediate Past Chair of the Board
2. All members of the Hall of Fame Selection Committee
3. Immediate Past President of the AEC
4. Immediate Past Chair of the NSC
5. The most recent Association Staff recipient willing to serve
6. The most recent Supplier willing to serve

Outreach: NAA Staff shall post on NAA's website a Call for Recommendations from June 15 to July 31 of each year. A call for recommendations for consideration for Lifetime Achievement Awards should also be announced at Apartmentalize

Recommendation Period: Recommendations may be made until July 31 of each year. Any member of NAA, including Lifetime Achievement Selection Committee members, may recommend one or more persons for consideration that meets the qualifications. Persons recommended for Lifetime Achievement consideration will not be informed because of the need for confidentiality and secrecy.

Award Selection Process: Meeting – The Committee will meet virtually prior to Fall Board Meeting to review the policies and procedures for the Lifetime Achievement Selection Committee, the selection process, and need for confidentiality and secrecy with regards to the documents and all discussions concerning potential nominees. They will review all persons recommended for consideration as recipients of the Lifetime Achievement Award. Each call shall have a minimum of 9 members participating. The committee must make its selection no later than September 10 of each year.

Preliminary Discussion: Prior to the meeting, the Chair of the Committee shall assign a member the duty of presenting the case for the person recommended for the award. The members assigned this task should endeavor to learn about the candidate and may wish to contact the person recommending the candidate for consideration and this committee member shall take the lead in explaining the candidate's worthiness. All committee members, however, are encouraged to comment on the worthiness of any candidate.

Preliminary Consideration: At the conclusion of the discussion, the Chair shall direct members to vote electronically for all candidates they feel are worthy of further consideration in each category. Each member may vote for one or more candidates. It is the intention of this committee that each vote by members be conducted secretly and not discussed with any other anyone outside the Committee. Candidates receiving at least 6 votes will merit further consideration.

Selection of Final Candidate: At the conclusion of the first round of voting, the committee shall vote electronically for the final candidate for consideration. Each committee member may vote for only one of the remaining candidates. The person receiving the most votes shall be selected as the sole remaining candidate. If there is a tie the committee shall re-vote for the candidates receiving the highest vote totals until a finalist is selected.

Final Selection: Once the field of persons being considered is down to the one person per category, the Committee Chair shall direct members of the committee to vote yes or no vote directly to the designated NAA staff representative. It is the intention of this committee that each vote by members be conducted secretly and not discussed with any other committee member or the general public. The NAA staff representative will count all the ballots and present the findings to the Committee Chair. To be selected, the final candidate shall receive 9 affirmative votes. If they do not receive 9 votes, no award shall be given.

Notification: The committee Chair will notify the NAA Chair of the Board if Lifetime Achievement Awards recipients are selected. The Board Chair of NAA shall personally contact the nominee by September 30th. NAA will announce the Award Recipient immediately after notification by the Chair.

Changes to the Procedures: All changes to this procedure must be approved by the Board of Directors.

Appendix 21: NAA Past Chair of the Board and Emeritus Director – Recognition

Revised 12/15/25

NAA Past Chair Qualifications

The person has served as Chair of NAA.

Recognition and Benefits: Person attaining this status shall be entitled to:

1. Free Registration to all NAA conferences for themselves and their spouse or significant other.
2. Preferred seating at NAA conferences.
3. Invitation to attend Board meetings and Board receptions at NAA meetings.
4. NAA staff assistance in reserving hotel rooms for NAA events. NAA will cover the cost of room and tax for hotel stays associated with NAA Board meetings. The number of room nights covered will be consistent with the number of nights provided for in the board members' compensation policy. Past Chairs will be responsible for all other travel expenses.
5. Other benefits approved by the Executive Committee.

Emeritus Director Recognition Qualifications

The person has served on the Board of Directors for eight or more years

Recognition and Benefits: Person attaining this status shall be entitled to:

1. Invitations to board receptions
2. Preferred seating at general sessions of national NAA meetings
3. Discounted registration rates at NAA meetings enjoyed by current NAA board members.

This classification is an honorary recognition and does not grant any rights or privileges as a board member nor does it entitle the Emeritus Director member to attend or be a part of the current board.

Appendix 22 – Installation of Officers

Installed Officers

Installation of the elected or appointed NAA Board members, NAAEI Board of Directors, NAA Services Board of Directors, Association Executive Council Officers, and National Supplier Council Officers will take place each November at the Assembly of Delegates (AOD) meeting for the term beginning January 1 of the following year. The site for AOD will be established in the home state of the Chair-elect.

Elected or appointed officers must be members in good standing at the time of installation, complete a conflict of interest and confidentiality agree with NAA and sign the pledge of office prior to the installation ceremony.

Installation Ceremony

The installation ceremony will take place in conjunction with the Assembly of Delegates meeting each November.

All members of the current Board of Directors and board-elect members will receive one complimentary ticket to the installation. Executive Officers & Past chairs will receive two complimentary tickets to the installation. The Chair - Elect has at their disposal \$5000 to allocate toward dinner tickets and hotel accommodations for guests.

The Chair-elect shall appoint the installation officer to preside over the installation ceremony. NAA will cover the cost of flight, hotel expenses per NAA Travel Policy. Complimentary tickets are provided for the installation officer and their guests.