



GUIDELINES FOR NATIONAL OFFICE CAMPAIGNS

Adopted 1989. Amendments: 1994, 1997, 2006, 2010 (twice), 2019, and 2023

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I. APPLICABILITY OF GUIDELINES

These Guidelines for National Office Campaigns (Guidelines) shall apply to and shall govern the conduct of campaigns and elections for the offices of President and Senior Vice-President of the National Association of Housing and Redevelopment Officials (NAHRO). These Guidelines should be interpreted in tandem and consistency with NAHRO's diversity, equity, and inclusion statement.

Campaigns may commence in even-numbered years (see Sec. IV (B)). Elections are held in odd-numbered years. Questions regarding these Guidelines should be directed to the Chair of the Nominating & Election Committee (N&E Committee) and the N&E Committee's designated staff liaison. Questions will be reviewed by the N&E Committee, and answers will be provided to all campaigns.

II. DEFINITIONS

(Please note: these definitions are provided for reference in this document. Every effort has been made to ensure that they do not conflict with other NAHRO documents. Insofar as such conflicts may arise, the superior document approved by the NAHRO Board of Governors and adopted by the NAHRO membership, such as the NAHRO Constitution, governs.)

Campaigning (including "Campaign activities")

Engaging in public campaigning after becoming a declared candidate.

Declared candidate

Any Member of NAHRO who has complied with Section III of these Guidelines.

Letter of Reprimand

An official announcement to all NAHRO members from the Chair of the N&E Committee concerning any relevant facts or conditions of this type of sanction, specifying the identified violation(s) of the Guidelines by candidate(s), campaign manager(s), and/or representative(s) and the sanction(s) imposed by the N&E Committee.

Member

Any Associate or Allied Individual Member of NAHRO.

Outside entity

Exclusive of NAHRO Business Partners Council Members.

Public

Distribution of any print media, website, social media (or other forms or methods of distribution of information) content seeking formal support, financial support, and/or endorsement(s) outside of candidate's region.

Public Campaigning

Distribution of campaign material, campaign paraphernalia, delivering campaign speeches, making campaign announcements via social media, or seeking endorsements by a formally declared candidate.

Written Warning

An official announcement to all NAHRO members from the N&E Committee describing any relevant facts or conditions of the sanction(s) issued to a candidate, campaign manager(s), and/or representative(s) and imposed by the N&E Committee subject to these Guidelines.

Quorum

The quorum is half-plus-one of the current members of the N&E Committee.

Social Media

Digital media technologies that facilitate the creation and sharing of information or participation in online networking through virtual communities and networks.

Website

A collection of published, online web pages on the NAHRO website or a website and domain name address sponsored and controlled by a candidate or designee.

In-kind

For purposes of these Guidelines, the term "in-kind contributions" shall mean a contribution or donation of goods, services, or anything of value, other than money or its equivalent, to candidate or the campaign of a candidate free of charge or for less than fair market value.

In-kind contributions include sums spent or liabilities incurred by a person in cooperation, consultation or in concert with, or at the request or suggestion of a candidate or a candidate's campaign. In-kind contributions do not include the value of time spent by unpaid volunteers engaging in campaign activities on a candidate's behalf.

III. DECLARATION OF CANDIDACY

Any member of NAHRO may seek the office of NAHRO President or Senior Vice-President. NAHRO encourages all members interested in national office to explore the possibility of a campaign.

Members considering running for office may discuss or inquire about their potential candidacy,

including these Guidelines, prior to declaring or publicly announcing their candidacy, subject to Sec. IV (A) and (B).

Candidates are discouraged from seeking the national elected office of NAHRO President or Senior Vice-President for the same term of office when they would also be serving in a same or similar leadership position for another national housing or community development organization.

Candidates and their campaign managers must sign a Certification Statement (prepared by the N&E Committee staff liaison, which confirms that the candidate and campaign manager(s) have received, read, understand, and will abide by the Guidelines. The Certification Statement must be signed and filed with the NAHRO CEO before a candidate and campaign managers engage in campaign activities. Acknowledged receipt by the NAHRO CEO (or designee) of the signed Certification Statements confirms the candidacy.

All of the requirements in this section must be complied with prior to any public announcement of a campaign or engaging in campaign activities as described in Section IV.B.

IV. CAMPAIGN ACTIVITIES

A. Endorsements

NAHRO members considering running for national office may seek support from their own Regions and/or Chapters/State Associations prior to declaring their candidacy in accordance with Section III of these Guidelines. Regional Councils and Chapters/State Associations are prohibited from formally acting, including endorsing (by vote or announcement of any kind) until such time as the members announce their candidacy in accordance with Section IV.B.

Candidates must refrain from seeking or using endorsements of entities outside of NAHRO.

NAHRO staff are prohibited from endorsing any candidate.

The NAHRO Board of Governors, committees, task forces, or ad hoc groups are prohibited from endorsing any candidate.

Individual members of the Steering Committee and N&E Committee members are prohibited from endorsing or serving on a campaign.

B. Public Announcement of Campaign

NAHRO members for national office who have fully complied with Section III of these Guidelines may publicly announce their candidacy at the opening of on-site registration at the National Conference and Exhibition in even-numbered years.

C. Distribution of Campaign Literature

Candidates and others acting on their behalf are prohibited from distributing campaign literature or campaign-related materials, from making announcements and from conducting campaign activities:

- 1) within any professional conference session, committee meeting, or other organized meeting of NAHRO;
- 2) while delivering training or technical assistance for NAHRO, NAHRO Regional Councils, Chapter/State Association;
- 3) during conferences at any time before the opening of on-site registration at NAHRO's National Conference and Exhibition in even-numbered years; and
- 4) at any exhibit booth in a NAHRO conference exhibit hall, except a booth purchased by the candidate. Should NAHRO assess any exhibit fee, such fee must be counted against the candidate's campaign expense cap. NAHRO may at its discretion offer exhibit hall booths to candidates at no fee.

D. Exposure of Candidates by National NAHRO

All candidates shall be given equal exposure to the NAHRO membership even if there is only one candidate for an office.

1) Conferences and Symposiums

NAHRO will provide a program opportunity for candidates at each national conference beginning with the National Conference & Exhibition in even-numbered years. Therefore, candidates will have at least three events to address the NAHRO membership: National Conference & Exhibition in even-numbered years and at other NAHRO conferences or symposiums held in the election year.

NAHRO will provide equitable space to the campaigns, if available, for candidates at NAHRO conferences and symposiums. Support provided to the candidates by NAHRO staff shall be provided equitably to all campaigns.

If provided by the candidates, programs for the National Conference & Exhibition and for other NAHRO conferences or symposiums may feature candidates' photo, brief bio, and campaign statements. National NAHRO may record (by any means) candidate forums or events at the other NAHRO conferences or symposiums for posting on the NAHRO website. Links will be provided to regions and chapters for their use.

2) Print Media

NAHRO will feature election news in the *NAHRO Monitor* and the *Journal of Housing and Community Development*. The *NAHRO Monitor* and/or the *Special Election News Monitor* will feature candidates' campaign statements and biographical information. Publication dates will be determined by NAHRO staff.

NAHRO staff will provide each candidate with up to two lists of current members upon request. However, lists will not contain e-mail addresses nor phone numbers. Candidates are prohibited from sending e-mails to the entire membership. They may request that the designated NAHRO staff send one e-mail per period (periods are October-December, January-March, April-June, July-August, and September-October) to all members entitled to vote. Candidates' emails will be transmitted by staff in the order they are received; however, staff will transmit only one such email on any given business day.

3) Website

NAHRO will provide each candidate with a separate page on the NAHRO website. Pages may contain candidates' photo, bio, campaign statement, list of endorsements, and answers to monthly questions from May to August. NAHRO staff is responsible for posting material on candidates' web pages. Additional materials may be included, so long as the opportunity to do so is equitably available to all candidates and does not pose an undue burden on NAHRO staff. Any costs for candidates to include additional material or customizations to their web pages beyond those listed will be counted against the candidate's campaign expense cap.

Candidates are prohibited from setting up their own or using an existing website for the election. NAHRO staff should consider and implement other technological means of communication, if feasible, subject to approval of the N&E Committee.

4) Social Media

Candidates may use their own social media accounts while campaigning for a NAHRO office. Candidates and campaign managers are prohibited from tagging NAHRO on any social media accounts. Candidates shall direct the originators of any social media supporting their candidacy to indicate that the posting or transmission of information is neither authorized nor endorsed by NAHRO.

NAHRO will provide information on the candidates' NAHRO web pages to inform members of the availability of candidates' social media sites. NAHRO staff shall refrain from campaigning or showing preference for any candidate via social media. NAHRO reserves the right to publish, broadcast, re-broadcast, or promulgate ("tweet," "retweet," or "like") news or material from or by any of its members, including candidates.

E. Exposure of Candidates by Regions and Chapters/State Associations

NAHRO encourages Regions, Chapters/State Associations to provide coverage of candidates' platforms in conference programs, newsletters, and websites (e.g., link candidates' NAHRO web pages on their websites). Regions and Chapters/State Associations should provide candidates with publication deadlines and specifications for submitting material for their newsletters and websites.

NAHRO also encourages Regions and Chapters/State Associations to invite, and where feasible, fund candidates' travel expenses. At any meeting attended by the candidates, the Region or Chapter/State Association shall provide a forum where candidates may present their views and positions and answer questions. Candidates may be invited to participate in other conference events/sessions, in addition to the event designed especially for candidates. Provide a table, and campaign space in the vicinity of the registration area for candidates if available.

If a Region, Chapter/State Association extends an invitation to a candidate for National President or Senior Vice-President, it must also extend the same invitation to all declared candidates for the same office. Candidates must be invited with equity in terms of role.

If candidates are unable to attend events outside their region, their campaign representatives may distribute campaign materials on their behalf, provided all candidates for the same office are invited to the event.

F. Payment of Travel Expenses by Regions and Chapters/State Associations

If a Region, Chapter/State Association invites candidates it **may** elect to pay their travel expenses and provide lodging but shall not be **required** to do so. However, if the Region, Chapter/State Association does elect to pay travel expenses, it must do so for all candidates for the same office, who must also be invited.

If a Region, Chapter/State Association has not elected to pay candidates' travel expenses, but wishes to invite the candidates, it must invite all candidates for the same office. Candidates may attend at their campaign expense regardless of whether any other candidate for the same office has elected to attend. Any additional expenses incurred by candidates opting to extend their stay at the meeting shall be campaign expenses and must be counted against that candidate's campaign expense cap. Regions, Chapters/State Associations are prohibited from paying candidates a per diem.

G. Limitations on Travel

Candidates must agree to limit their election-related travel to only national NAHRO conferences, symposiums, and meetings, unless the organization inviting them invites all candidates for the same office (see section IV. E). Candidates may travel and campaign throughout their own region without limitation at their campaign's own expense.

H. Participation in other NAHRO Activities

Candidates may carry out activities of their respective positions within NAHRO without violating the Guidelines, i.e., trainer, a member or chair of a committee, sub-committee or working group. Other than guidelines for travel relating to invitations to NAHRO conferences and symposiums, candidates are not restricted from conducting other official business of the Association.

V. FINANCES

A. Limitation on Expenditures

Expenditures by candidates for national office (President and Senior Vice-President) shall be limited to \$20,000 from cash and in-kind sources.

B. Reports

Three reports of income and expenses must be provided to national NAHRO by the candidate. Reports must record all sources and amounts of cash and the fair value of all “in-kind” contributions of goods and services. Candidates are required to keep receipts. Candidates may be required to submit receipts upon request of the N&E.

Three reports of income and expenses must be provided to national NAHRO by the candidate on a template provided by the N&E Committee.

Reports, at minimum, must record all sources and amounts of cash and the fair value of all in-kind contributions of goods and services as defined in Sec. II.

1st 90 days before the date on which ballots are to be issued;

2nd 30 days before the date on which ballots are to be issued (each report must be current within 15 days of the due date); and

3rd 6 days prior to certification of the election results.

Income: Identify cash and in-kind separately, broken down by source (*e.g.*, individual, corporation, agency, Region, Chapter/State Association). With respect to agency expenditures, NAHRO cautions candidates to consider federal and local regulations regarding the use of public funds and resources.

Expenses: Identify cash and in-kind separately; categorize (*e.g.*, travel, telephone, postage, printing, promotions, etc.). Costs incurred to produce any campaign videos shall be considered a campaign expense, provided it is not produced by national NAHRO. A violation of these Guidelines occurs if any candidate fails to submit a report when due.

C. Access to Reports

The N&E Committee will report in the NAHRO Monitor that it has received and reviewed candidates' final statements of income and expenses and has found that they are in order and consistent with the Guidelines for National Office Campaigns. NAHRO members who wish to receive a copy of the reports should contact the Chair of the N&E Committee or the designated NAHRO staff liaison.

VI. NAHRO STAFF

A. The Role of NAHRO Staff

NAHRO staff will provide administrative support to the N&E Committee and carry out the duties specified in these Guidelines.

B. Prohibition on Advice to Candidates

The NAHRO staff shall not give personal advice to any candidate.

C. Messages from the CEO

The NAHRO CEO will communicate frequently to NAHRO membership via e-mail, website, and NAHRO Monitor. Such messages shall convey the importance of the election and an overview of the campaign process.

VII. ELECTION PROCEDURES

A. Role of the N&E Committee

The N&E Committee carries out its duties as specified in Article VII of the NAHRO Constitution and generally oversees the campaign and election process and the implementation and enforcement of these Guidelines. The entire membership shall be given notice as to the composition of the N&E Committee via an official announcement from NAHRO. The article should clearly encourage agencies to share this information with all eligible voters on their staff.

The N&E Committee:

- Informs members of the election process and procedures.
- Encourages members to vote. Works with appropriate Regional and Chapter/State Association leadership to ensure that they provide opportunities for exposure to the election process and candidates.

To avoid any possible appearance of impropriety, members of the N&E Committee will not endorse, engage in any campaign activities on behalf of, or indicate support for, any candidate for national office or other person whom the member has reason to believe may become such a candidate.

B. Election Ballots

When the N&E Committee selects more than one nominee for a position, NAHRO must publish an official announcement, which will be sent to all NAHRO members. Members without a discrete e-mail address will receive hard copy notification.

The official announcement may include candidates' biographical information and campaign statements; the voting period; anticipated date that election ballots will be mailed and electronically transmitted; and instructions on what to do if a paper or e-ballot is not received by a specified date. The primary means of election ballot delivery shall be electronic. Paper ballots will be used as a backup for those without a discrete e-mail address on file.

For fairness to each candidate, both paper and electronic ballots will show the candidates' names in rotating order for each office. Thus, each candidate for an office will appear on each position on a ballot a fixed percentage of the time. Paper and electronic ballots will be distributed so that voters in the same zip code will receive ballots with candidates' names in evenly distributed orders.

C. Election Results

If there is not more than one nominee for a position to be filled, the N&E Committee shall certify to the NAHRO Board of Governors at the annual meeting that such nominees have been duly elected to such positions.

Results will be tabulated both nationally and for each state and will include: the total number of eligible voters, the number of votes cast in each state via both paper and electronic ballots, and the total number of ballots cast. This information will be made available upon request. Election results will be announced to candidates and their designees before any public announcement. The candidate with the highest number of votes shall be declared the winner.

VIII. ENFORCEMENT OF GUIDELINES FOR NATIONAL OFFICE CAMPAIGNS

A. Reporting of Alleged Violations

It is the responsibility of all NAHRO members who believe that a violation has occurred to report the alleged violation to the Chair of the N&E Committee, using the template provided by the N&E Committee.

B. Hearing of Complaints, Sanctions, Appeals

The N&E Committee shall have the authority and responsibility to accept, hear, and determine the merits of any complaint alleging a violation of these Guidelines by a candidate for national office (President or Senior Vice-President) or any person acting on behalf of such a candidate. The N&E Committee may also impose sanctions in connection with any determination that these Guidelines have been violated.

The actions of the N & E Committee with respect to hearings, determining the merits of complaints, imposing sanctions, and appealing a decision of the N&E Committee are governed by the provisions set forth in Exhibit A, attached hereto and hereby incorporated by reference.

Exhibit A

Violations of NAHRO Guidelines for National Office Campaigns

1. Complaints during the Campaign and Election Period

The following provisions apply to a complaint alleging violation of the Guidelines which is communicated to the Chief Executive Officer and the Chair of the N&E Committee during the period commencing on or after the first date on which announcements of candidacy for the national offices of President and Senior Vice-President may be made and continuing until the time of certification of the results of the election by the N&E Committee.

A. General

The N & E Committee shall hear and determine the merit of all complaints alleging violation of the Guidelines by a candidate for national office or any person acting on behalf of such a candidate.

B. Procedure

Any NAHRO member may file a written complaint alleging violation of the Guidelines with the Chief Executive Officer and the Chair of the N&E Committee using the template provided by the N&E Committee through the Committee's designated staff liaison.

An initial meeting of the N&E Committee for committee members to be advised of the complaint must be held within five (5) business days following receipt of any written complaint by the Chief Executive Officer and the N&E Chair. An initial meeting to be advised of the complaint may be heard in person or by teleconference or video conference, as the N&E Committee deems appropriate. The purpose of such initial meetings is for the committee to be fully advised of the complaint received and to determine whether there is sufficient basis to schedule a formal hearing. A sufficient basis includes identifying a specific section of the Guidelines that may have been violated. If a majority of the committee present at an initial meeting (a quorum having been established at the start) agree that there is sufficient basis to schedule a formal hearing, then a formal hearing must be held within fifteen (15) business days following the conclusion of the initial meeting.

The procedure for formally hearing a complaint, which must allow for presentation by both the complainant and the candidate and provide for expeditious action regarding the complaint, shall be as specified and adopted by the N&E Committee. Formal rules of evidence shall not be applicable at formal hearings, and the standard of proof shall be a preponderance of the evidence. A hearing of a complaint may be open or closed as the Chief Executive Officer and the Chair of the N&E Committee shall deem appropriate.

Any determination of violation of the Guidelines and any imposition of sanction(s) shall require the affirmative vote of a majority of the entire N&E Committee, except that removal of a candidate from the ballot shall require a two-thirds vote of the Committee.

C. Imposition of Sanctions

In determining any sanction(s) to be imposed in connection with a violation of the Guidelines, the N&E Committee will consider the seriousness of the violation, whether it is repetitive, whether it is inadvertent or willful, and such other matters as the Committee deems relevant under the circumstances. The N&E Committee may act in any one or more of the following ways:

- 1) Issue a written warning to a candidate to cease and desist from further violations, with or without a specification of future sanction in event of further violation.
- 2) Issue a letter of reprimand to a candidate, with or without a specification of additional sanction or a future sanction in event of further violation.
- 3) Suspend any or all services to be provided by NAHRO staff to the campaign of a candidate for such period as the Committee determines to be appropriate.
- 4) Bar a person who has violated the guidelines while acting on behalf of a candidate from further participation in a candidate's campaign.
- 5) Impose limitations or prohibitions on campaign activities of a candidate and/or others acting on the candidate's behalf, which the Committee determines are necessary to achieve fairness and equal treatment among candidates. Such limitations may include, but shall not be limited to, prohibiting or limiting further expenditure.
- 6) Permit other candidates to engage in additional campaign activities or make additional expenditures that the Committee determines are reasonably necessary to achieve fairness and equal treatment among candidates in the election process.
- 7) Suspend all campaign activities of a candidate for such period as the Committee determines to be appropriate.
- 8) Remove a candidate from the ballot, which may occur at any time prior to the certification of the election results by the Committee. If a candidate's name is removed after the ballot has been promulgated, all votes for the disqualified candidate shall be disregarded and the remaining candidate with the highest number of votes shall be declared the winner.

Take such other action as the Committee determines to be appropriate under the circumstances.

D. Communication of Decision

The decision of the N&E Committee that the Guidelines have been violated and any determination concerning the imposition of a sanction or sanctions must be in writing, electronically or by other means, delivered within five (5) business days of the conclusion of the formal hearing, to the candidate, the complainant, NAHRO's President, and NAHRO's Chief Executive Officer.

E. Appeal

A candidate may appeal any decision of the N&E Committee with respect to a determination of violation or the imposition of any sanction to the NAHRO Steering Committee. An appeal must be initiated by a written request using the template provided by the N&E Committee to the NAHRO Chief Executive Officer made within five (5) business days after receipt by a candidate of the decision of the N&E Committee. To assist the Steering Committee in its review, the appealing party must clearly state at least one area where they believe the N&E Committee committed an error.

Any action of the N&E Committee shall be stayed pending an appeal. If notice requesting an appeal is not sent within the five (5) business-day period required, the decision of the N&E Committee shall be final and conclusive.

Upon receipt of the written request to appeal, the Steering Committee will consider any appeal within fifteen (15) business days. The Steering Committee will review the N&E Committee's determination and sanction to determine:

- 1) if the N&E Committee's actions were in accordance with these Guidelines and
- 2) that the N&E Committee did not exceed the scope of the sanctions available. Should the Steering Committee determine that the N&E was clearly in error or that it exceeded or deviated from the available sanctions, then within five (5) business days following the appeal hearing the Steering Committee will reverse the N&E's determination and remand the matter back to the N&E Committee with clear, written explanation and guidance on the nature of the error and how the N&E must proceed.

Any decision to reverse and remand or affirm a decision of the N&E Committee requires the affirmative vote of a majority of Steering Committee members present, a quorum having been established, except that affirmance of a decision to remove a candidate from the ballot requires a two-thirds vote of Steering Committee members present.

Following any reversal and remand by the Steering Committee, the N&E Committee must meet within fifteen (15) business days to act in accordance with the instructions provided by the Steering Committee and correct the error(s) identified. The meeting may be heard in person or by teleconference or video conference, as the Committee deems appropriate. Following the meeting of the N&E Committee to remedy the errors identified by the Steering Committee, the

N&E Committee will communicate in writing their final determination and decision to the Steering Committee within five (5) business days.

Upon receipt of the N&E Committee's written determination and decision on remand, the Steering Committee must review the N&E Committee's decision to confirm and validate that the Steering Committee's instructions were followed, and any errors previously identified corrected.

Should the Steering Committee determine that the N&E Committee failed to correct the errors previously identified, then the Steering Committee will return the matter with additional instructions on the same schedule noted above. Once the Steering Committee affirms the N&E Committee's decisions and sanctions then the determination is final and conclusive, the stay of the matter lifted, and any sanction imposed in accordance with these Guidelines.

F. Public Notice

Any final action determination by the N&E Committee or the Steering Committee (if an appeal is brought) shall be conspicuously posted on the NAHRO website and communicated electronically to the NAHRO membership.

II. Complaints Made Subsequent to Election Certification

A complaint alleging violation of the Guidelines which is brought forward after the time at which the N&E Committee certifies the result of an election, shall be governed by the following provisions:

A. Filing and Preliminary Determination

The complaint shall be communicated in writing to the Chief Executive officer. The Chief Executive Officer shall immediately determine if the complaint:

- 1) alleges a violation of the Guidelines that, if proved, is of sufficient seriousness that the fairness of the election or the fitness of the candidate for office may reasonably be in question and is based on information discovered at a time at which the filing of a complaint prior to the election certification by the N&E Committee would have been impossible or impracticable. In making these determinations, the Chief Executive Officer may confer with the outgoing National President (whose term is then expiring or has most recently expired, as the case may be) and any one or more other past National Presidents.

B. Consideration of Complaint

If the Chief Executive Officer determines that the complaint satisfies both requirements described in paragraph II. A., the Chief Executive Officer shall immediately convene a special meeting of the NAHRO Board of Governors to hear and consider the complaint. At such meeting, the NAHRO Board of Governors shall determine the merits of the complaint and prescribe such

action, if any, as it shall in its sole discretion determine to be appropriate. The outgoing National President (whose term is then expiring or has most recently expired, as the case may be) shall preside at any special meeting held to consider the complaint. The meeting may be held in executive session if the NAHRO Board of Governors determines such action to be appropriate. The decision of two-thirds of those present, there being a quorum, shall be required with respect to any determination or action taken regarding the complaint. The complaint shall be heard and decided according to such procedures as the NAHRO Board of Governors shall determine to be appropriate.

C. Confidentiality

The Chief Executive Officer, and any person with whom he or she confers concerning the complaint, shall regard the complaint as confidential until the NAHRO Board of Governors has considered the matter alleged therein. Thereafter, the NAHRO Board of Governors shall determine all matters relating to the release of information concerning the complaint.