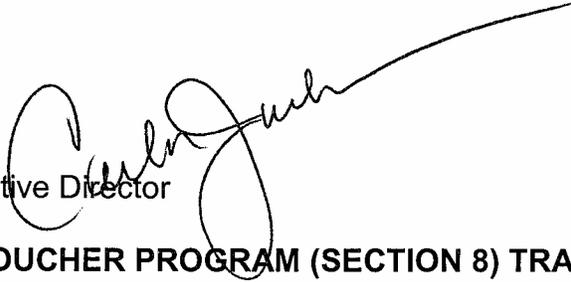


Housing Authority - County of Los Angeles

November 8, 2007

To: Each Supervisor

From: Carlos Jackson, Executive Director



SUBJECT: HOUSING CHOICE VOUCHER PROGRAM (SECTION 8) TRAINING

This is a follow-up to my October 17, 2007 Monthly Board Report on the Section 8 Program. In that report, I informed you that as part of the activities in the Corrective Action Plan (CAP) the Board of Commissioners of the Housing Authority are required to participate in a formal training course on the Section 8 program. **In addition, based on the CAP, the Housing Advisory Commissioners and Board deputies who are assigned to work with the Housing Authority are required to participate in this training.**

After a review of available formal training resources that could accommodate your business schedules, the Housing Authority recently executed a contract with Housing Telecommunications, Inc. (HTI) to provide this training through a web-based, self-paced program. The training is offered through the Internet and it can be accessed any time for your convenience. Furthermore, the focus of this training is the role and responsibilities of a Housing Authority Commissioner, which is required in the CAP as approved by your Board on August 21, 2007. **Our final CAP report, which will include information regarding the scheduled training, will be submitted by November 17, 2007. Hopefully, all of the training can be completed shortly thereafter.**

The Housing Authority will make all the arrangements for your participation and share them with your appropriate staff. A cursory review of the training is provided in the Attachment. The training, which consists of 12 classes, each for ½ hour, will focus on responsibilities of being a Commissioner. Some of the topics are general operations of a Public Housing Authority; working with residents and the executive rector; funding; HUD reviews and other issues facing Commissioners. An examination will be given after each class and participants will receive certification upon completion of all classes.

I will contact your staff to schedule a meeting to provide training materials and access instructions. HTI requires that I submit in advance the names of those participating in the training, and I intend to submit the names provided on Attachment B. Please identify others you wish to register for the training as soon as possible. Please call me if you have any questions.

CJ:ML
Attachments

c: William T Fujioka, Chief Executive Officer
Lari Sheehan, Deputy Chief Executive Officer
Each Deputy
Housing Advisory Commissioners



Commissioner Development Certification

About the certification

All classes in this 12-part seminar are 30 minutes each, and the entire certification is six hours long. Courses can be taken anywhere and at anytime – basically, 24/7! If you can not view an entire class, no problem. Just exit the class by closing the window: the system will then “book mark” the point where you left off, thus allowing you to continue any course later.

The cost for this certification is \$425 and you will receive:

- Access to all 12 classes
- Course binder (and all supporting materials)
- Online exam
- Presentation Certificate
- CEUs (Continuing Education Units)

(Certificates will be sent to you so be sure to complete all address information required when you register. Allow six weeks for delivery.)

About the supporting materials

It is highly recommended that you have a 3 1/2 or 4-inch binder in which to place all 12 chapters of the CDC Supporting Materials or **Course Handout**. Be sure to include 12 tabs to organize the chapters. Print each **Course Handout**, which is usually a PDF file, before the start of every class, as the instructor may cross-reference prior course materials during a program.

(NOTE: In addition to the **Course Handout** for Part 1, there is also a **Cover Package** that should be printed as well. The Cover Package includes: (a) CDC Cover (to be placed in outside binder cover); (b) student Welcome Letter; (c) Table of Contents and; (d) Program Descriptions, which should be placed before the first tab.)

About the CDC exam

Classes do not have to be watched in sequence, but you must watch every class in its entirety before you will have access to the online exam. You can take the exam only once: multiple times are not permitted. Once you hit SUBMIT, you can not reopen the exam or change your answers. You should try to answer all questions because incomplete answers will count toward your final score. There are 99 questions on the exam and the passing score is 70%.

Objective of seminar

To assist new and existing Commissioners with the essential skills needed to be an effective advocate and leader.

Who should attend

New and existing Commissioners

How to Access Commissioner Development Certification (CDC)

1. Click on HTVN's Home Page at <http://htvn.maplelearn.com/site/HTVN/>
2. Select [View Certifications](#) from left menu.
You will be prompted to sign-in.
 - If you've *already set-up a student account*, simply input your e-mail and password.
 - If you *don't have a student account*, you will need to create one by inputting your name, address, e-mail, etc. Assign yourself a unique password. You will use this e-mail address and password to login each time you want to access a HTVN online course.
3. You will see [Commissioner Development Certification \(CDC\)](#) listed.
Under it are three boxes labeled: [Open](#) [Details](#) [Supporting Materials](#)
 - a. Click [Open](#) to [pay for CDC](#). (Payment is required to access the certification, which is \$425 per student.)
 - b. Select **Purchase** and it will launch a *Select Payment* page.
To pay by credit card:
 - Select **Credit Card** and input all information.
 - Click **Purchase** again. Credit card payments are processed automatically, and a *Confirmation Email* is sent immediately, **giving** you access to CDC.
 - c. Click [Details](#) for [Course Descriptions](#).
 - d. Click [Supporting Materials](#) for [CDC course materials](#). Materials are available to download once payment has been approved. You will need to have a 3^{1/2} or 4-inch binder for all materials. Don't forget to print out the supporting material before each class.

Part 1 – 12 Course Descriptions

Part 1: General Operations of a PHA

[Support Materials for CDC101: (1) Course Handout, (2) By-Laws and, (3) Cooperation Agreement]

Part 1 looks at the general operations involved in public housing, HUD, and the state statutes that govern PHAs. The program analyzes the legal basis behind low-rent housing, by-laws and the cooperation agreement. Students learn about the members of a PHA including the Board, Executive Director and staff, along with the departments such as Finance, Section 8 and Public Housing. The instructor examines, in depth, samples of a PHA By-law and a Cooperation Agreement.

Part 2: Working with Residents

[Support Materials for CDC102: (1) Course Handout]

In Part 2, participants learn what they will need to know as Commissioners and how best to serve the residents in the PHA. It explains what information Commissioners need about residents like income, criminal and credit history, and third-part verification. The course outlines what steps are involved in working with residents which includes admissions, continued occupancy, lease, as well as grievance, re-certifications, and policies.

Part 3: Working with the ED

[Support Materials for CDC103: (1) Course Handout]

Part 3 explores how a Commissioner works with the Executive Director. It begins by explaining the Board's orientation and defining whether the Board's role is as a leader, critic or supporter. It continues by describing how to be a team leader, and ways to build a team and work effectively in one. The program also explains the role of the Board and what is considered good Board practice such as how to balance the responsibility of leading and delegating. Further, the course discusses what the Board monitors such as vacancies, modernization, Section 8 utilization, and resident programs. Part 3 concludes by explaining briefly how to develop policy.

Part 4: Role of the ED & Board

[Support Materials for CDC104: (1) Course Handout]

Part 4 first defines the role of the Executive Director, which is to help the Board do their job. The program outlines the day-to-day responsibilities of the ED which includes implementing policy, preparing budgets, overseeing assets, and reporting results to the Board. *Rules and Chain-of-Command* are emphasized, and how to resolve any problems that arise starting first with the lowest level. The class then looks at meetings, the importance of cooperating with all members, working toward a consensus, and adhering to an agenda. Participants also learn the best way to evaluate the Executive Director, along with why the Board should also evaluate itself and each other.

Part 5: Funding & the Board's Policies

[Support Materials for CDC105: (1) Course Handout]

Part 5 begins by examining the funding process which includes subsidy, rents, grants and project-based management. It emphasizes the importance of resident participation and funding. The program discusses policies such as Section 8 administration, lease and grievance, and personnel investments. It concludes by exploring annual plans and budget, and the Board's action in the performance review of the Executive Director.

Part 6: Ethics & Board of Commissioners

[Support Materials for CDC106: (1) Course Handout, (2) ACC Guide and, (3) Ethics Reference Manual]

Part 6 looks at HUD *Forms 53012A and B* of the ACC (*Annual Contributions Contract*) *Guide*. The instructor explains *Form A*, which includes the mission of HUD, Cooperation Agreement(s), operating budget, pooling of funds, insurance and employer requirements, and conflicts of interest. The program continues by examining *Form B* which involves "Debt Forgiveness Requirements," "Special Requirements for Turnkey III Homeownership," and "Special Interim Requirements for Development Projects." This class also discusses HUD's *Ethics Reference Manual* which explains conflicts of interest, "The Common Rule," tenant and project-based assistance, and *The Hatch Act*.

Part 7: Procurement of Services

[Support Materials for CDC107: (1) Course Handout, (2) Instructions to Offerors (Non-Construction) and, (3) Procurement/Disposition Policy]

Part 7 examines procurement policies in addition to small purchases, the RFP process and sealed bidding. It discusses how to award a contract and what is involved in sole source problems. Students learn how to use the *Instructions to Offerors* which includes preparation, submission, amendments, responsibilities, plus late submission and withdrawal of offers. The instructor also explains a sample *Procurement/Disposition Policy*, which contains procurement methods, competitive proposals, code of conduct, cost analysis and cancellation of solicitations.

Part 8: Construction & Legal Services

[Support Materials for CDC108: (1) Course Handout; (2) Contract for Construction; (3) Hourly Wage Form; (4) Non-Construction Contract; (5) Representations, Certification & Other Statement of Bidders; (6) Contract for Legal Services; (7) General Conditions of the Contract; (8) Litigation Guide and; (9) Insurance Coverage Checklist]

Part 8 first explores what's involved in the construction process, the people necessary in its success, important steps and contracts to consider. It looks at the meetings needed and with whom, and the ongoing discussions that are essential during and after the completion of the project(s). The instructor looks at HUD's *Contract for Construction*, conduct of work, plus construction and administrative requirements; *Certifications and Representations of Offerors* plus *Other Statement of Bidders*; and a sample *Contract for Legal Services*. The course will also explore part of HUD's *Litigation Manual* specifically, *Responsibility of HUD Assistance Recipients* which includes a Q&A section.

Part 9: Board Meetings

[Support Materials for CDC109: (1) Course Handout]

Part 9 explains, in detail, Board meetings and how they are conducted. It looks at the reports that are usually presented at these meetings, the types of discussions to expect, and *Robert's Rule of Order*. Participants learn about the approval and voting of minutes, the importance of notifying the Executive Director of possible questions that may be asked, and who should be present from the agency's staff.

Part 10: Avoiding Problems

[Support Materials for CDC110: (1) Course Handout and, (2) Commissioners Handbook]

Part 10 explains how to avoid potential issues, and what is meant by "acts of majority = acts of the Board." It discusses ways to effectively work with the media, how to avoid "bad press" and improve the agency's image in the community. Students learn about potential reports they may receive as Commissioner, the importance of 'following the rules,' and actions on resolutions and policies. This course emphasizes why Commissioners should avoid politics, personnel matters, and being managers. It also discusses why they should avoid ambushing staff, and hiring or contracting services from personal friends. The *Commissioner Handbook* is reviewed starting with how Commissioners are appointed, their responsibilities, who selects the residents, and maintaining a notebook of various contacts and policies. It defines terms, documents required by the Board, managing and operating a PHA efficiently, plus FAQ by Commissioners. Contacts, websites and other resources are referenced in this course.

Part 11: Other Issues Facing Commissioners

[Support Materials for CDC111: (1) Course Handout and, (2) Political Activity (The HATCH Act)]

Part 11 provides an overview of the miscellaneous issues that confront Commissioners such as state ethics laws, and the *Freedom of Information Act*. It highlights where Commissioners can obtain potential training and seminars, HUD requirements, and how project-based management will impact the future of PHAs. This program discusses political activities and the *Hatch Act*, who is and who is not covered, permitted activities, and the *Office of Special Counsel*. The class also looks at *Title 5. United States Code*, "Get-Out-The-Vote" activities, and issues around partisan political activities by state and local employees. A *Dos and Don'ts* section for local housing agencies is also discussed.

Part 12: Financial Issues & HUD Reviews

[Support Materials for CDC112: (1) Course Handout and, (2) Audits: Are They Worth the Cost?, (3) Procuring an Audit, (4) GAAP Flyers, (5) sample Request for Proposals, (6) sample Evaluation Factors & ED Letter and, (7) Avoiding Embezzlement]

Part 12 helps participants understand what's involved in audits, and how to avoid fraud. It explains scores and ratings such as PHAS, SEMAP and RIM reviews. The class examines substandard government audits, procuring an audit, and GAAP Flyers. Students examine a sample RFP, evaluation factors for professional audit services, and a sample letter from an Executive Director. Resource material on *Avoiding Embezzlement of PHA Funds* is also included.

Biography of the Instructor

C. Michael ("Mickey") **Mcinnish** has been an attorney since 1981 and has been representing housing authorities since 1988. He retired in 2006 as the Executive Director of the Montgomery Housing Authority and in 2003, he was awarded Executive Director of the Year by the State Housing Association. Currently, Mr. Mcinnish is working with housing authorities to stop losses resulting from the Harvard Cost Study implementation, and assisting larger authorities on converting to project-based accounting and asset management. (He has been a member of the Negotiated Rule-making Committee (Washington D.C.) along with 17 other PHA Directors chosen to help draft regulations to implement the Harvard Cost Study.) In 1999, he was awarded the President's Award by the state president of AAHRA for work on the housing authority policy. He has done professional presentations for the State of Alabama Association of Housing and Redevelopment Authorities, PHADA, NAHRO, Housing and Development Law Institute, and many others. Mr. Mcinnish is a member of the Claims and Underwriting Committee for Housing Authority Insurance Group, SERC-/NAHRO Educational Committee, and PHADA Professional Development. He was also the past Chairman of the Education Committee for AAHRA, and a member of Montgomery Homeless Commission. Mr. Mcinnish earned his Bachelor degree from Auburn University, Masters from Southern Baptist Theological Seminary, and a Doctor of Juris Prudence from Jones Law Institute. He is a Certified Mediator and Arbitrator by the American Arbitration Association.

Attachment B

**Commissioner Development Certification
Participant List**

Each Board Member (5)

Each Housing Advisory Commission Member (5)

Nicole Englund, Board Deputy, First District

Julia Orozco, Board Deputy, Second District

Ben Saltzman, Board Deputy, Third District

Rick Velasquez, Board Deputy, Fourth District

Paul Novak, Board Deputy, Fifth District