



Commissioner Development Certification

Objective of seminar: To assist Commissioners with the essential skills needed to be an effective advocate and leader.

Registration: To register, go to <http://htvn.maplelearn.com>

About the courses: Students must attend and watch all twelve classes, and pass the online exam to earn their certification. All classes are 30 minutes each and the entire certification is six hours long. Courses can be taken at anytime.

About the exam: The passing score is 70. A certificate will be awarded to students who have passed the exam and will be sent directly to them. Allow six weeks for delivery.

Supporting materials: It is recommended that students 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. Students should print the **Course Handout**, which is usually a PDF file, before the start of each 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.)

Who should attend: New and existing Commissioners.

COURSE LISTINGS

Part 1: General Operations of a PHA

Part 2: Working with Residents

Part 3: Working with the Executive Director

Part 4: Role of the Executive Director & Board

Part 5: Funding & the Board's Policies

Part 6: Ethics & the Board of Commissioners

Part 7: Procurement of Services

Part 8: Construction & Legal Services

Part 9: Board Meetings

Part 10: Avoiding Problems

Part 11: Other Issues Facing Commissioners

Part 12: Financial Issues & HUD Reviews

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 and defines terms, documents required by the Board, managing and operating a PHA efficiently, plus FAQ by Commissioners.

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. Mr. Mcinnish 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. 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.