

PHA Governance and Financial Management

A Training for Board Members



Pathways through the Curriculum

Lead the Way offers countless ways to complete the curriculum, to meet your individual and your board's needs. Commissioners may complete the curriculum independently as a part of their orientation to the Public Housing Agency (PHA). Boards may wish to complete the curriculum over multiple days as a full group activity, to assure completion and mutual comprehension. However you decide to complete the curriculum, *Lead the Way* provides flexibility to dedicate time to topics that are new for you and your board, and briefly review topics where you and your board may have expertise.

In this guide we offer five unique pathways for group learning as possible suggestions for completing *Lead the Way* with your board. A facilitator is not required to complete any of these pathways. However, it may be helpful to assign a coordinator, either from the board or from the PHA staff, to remind board members of their schedule and assignments through the curriculum.

Each pathway is designed to have a unique focus, and to involve a different amount of time spent as a group to complete the curriculum. Review them and see what is the best fit for the needs of your Board.

Pathway 1: All In

Designed to create the broadest knowledge base with a modest amount of meeting time

Each commissioner:

- Completes all thirteen sections including the quizzes and video case study.
- Downloads the Quick Reference Guides
- Completes the "My Board" and "Priorities at Your PHA" worksheets.

Schedule an additional board meeting where commissioners may raise any quiz questions they wish to discuss and compare and compile their "My Board" and "Priorities at Your PHA" worksheets to create a comprehensive overview of their PHA.

Estimated time to complete:

- 8 individual hours
- 60 – 90 minutes of group meeting time

Pathway 2: Apply What You Learned

Try your hand at applying your knowledge to case examples

Each commissioner:

- Completes all thirteen sections including the quizzes and video case study.

1. **Foundations: Fundamentals of Oversight**

- Introduction
- Video: What is Governance?
- Board Basics/Tools for Commissioners
- Video: Fulfilling the Mission
- Risk Management Overview

2. **Foundations: Public Housing Basics**

- Introduction
- Public Housing Guidance and Regulations
- Program Funding
- Video: Laws Regulations Policies
- Video: Budget Shortfalls

3. **Foundations: Roles and Responsibilities**

- Introduction
- Role of the Board
- Video: Effective Commissioner
- PHA Roles
- Video: Resident Commissioner Profile—Lucelia Hooper
- Video: Executive Director Profile—Doug Guthrie
- Video: Executive Directors and Commissioners Working Together
- Video: Director Planning and Policy—John King
- Video: Resident Profile—Rosalba Espinoza
- Video: Role and Responsibility of HUD Oversight

4. **Skills: Asset Management**

- Introduction
- Asset Management Business Model
- Video: The Concept of Asset Management
- Project-Based Housing
- Video: Project Based Budgeting

- Video: Project Based Management
- Video: Project Based Assessment
- Story-Led Activity: Carter Housing Authority
- Capital Planning
- Strategies for Improvement
- Story-Led Activity: Carter Housing Authority
- Video: The Importance of Property-Level Familiarity
- Disaster Resilience

5. **Skills: Housing Choice Voucher Program**

- About the Housing Choice Voucher Program
- The Payment Standard
- Story-Led Activity: Payment Standard
- Rent Reasonableness
- Housing Choice Voucher Funding
- Video: Shrinking HCV Funding and Impacts on Budgets
- Video: Implications for Reduction on Payment Standards
- Program Improvement Strategies
- Video: HQS Inspection
- Video: SEMAP
- Story-Led Activity: HCV Program Strategies

6. **Skills: Assessing Your PHA**

- Introduction
- Source of Information
- Video: Turning It Around
- Oversight
- Story-Led Activity: Denton County Housing Authority
- Performance Assessment
- Video: PHAS Scores
- Story-Led Activity: Denton County Housing Authority
- Video: SEMAP
- Story-Led Activity: Denton County Housing Authority
- Video: The Importance of PHA Assessment

7. **Skills: Ethics**

- Introduction
- Public Housing Regulations
- Video: Overview of Public Housing Conflicts of Interest
- Video: Board Overstepping Bounds
- Story-Led Activity: Procurement
- Story-Led Activity: Nepotism
- Housing Choice Voucher Program Regulations
- Story-Led Activity: HCV Conflict of Interest
- Video: Rubber Stamping
- Hatch Act

8. **Skills: Budgets**

- Introduction
- Cost Principles and Procurement
- PHA Budgets
- PUM Examples
- Video: PUM—Income
- Video: PUM—Utility Expenses
- Video: PUM—Maintenance Expenses
- Video: PUM—Total Expenses
- Video: PUM—Income and Expense Comparison
- Video: Reading Budgets
- Financial Reporting and Monitoring
- Video: Pitfalls of Budgeting
- Video: Role of Budgeting in Oversight

9. **Skills: Priorities at Your PHA**

- Introduction
- Homelessness
- Fair Housing
- Know Your PHA
- Video: Know Your PHA Overview

10. **Skills: Introduction to Risk Management at Public Housing Agencies**

- Introduction
- Introduction to the Office of the Inspector General
- Video: Message from the Inspector General
- Video: The OIG Audit Process
- Identifying and Controlling Risks
- Video: Identifying and Controlling Risks Overview
- Video: What is Risk Management?
- Standards for Internal Controls: Green Book
- Risk Management at Public Housing Authorities
- Video: Risk Identification
- Case Study Activity: Risk Assessment and Controls
- Monitoring
- Video: Monitoring Executive Staff Reports
- Exercise: Monitoring Executive Staff Reports

11. **Skills: PIH Lumberton Case Study**

- Introduction: The Players
- Chapter I: HUD Reviews the Lumberton Housing Authority
- Video: Risk Case Study Lumberton Part 1
- Chapter II: An Interim Executive Director and the Board Addresses Findings
- Video: Risk Case Study Lumberton Part 2
- Chapter III: Lessons from Lumberton
- Video: Risk Case Study Lumberton Part 3

12. **Skills: Development**

- The Development Process and Things to Consider
- Standard Development Options
- Common Tools to Finance Development
- Downloads the Quick Reference Guides
- Downloads the following Story-Led Activities (found in the associated section resources):
 - Asset Management
 - Housing Choice Voucher Program
 - Assessing Your PHA
 - Ethics
 - Introduction to Risk Management at Public Housing Agencies

Schedule an additional board meeting to review the questions and answers within the activities and see if you can agree on your responses.

Estimated time to complete:

- 8 individual hours
- 90 minutes of group meeting time

Pathway 3: Just the Facts

Covers basic information with a modest amount of meeting time

Each commissioner:

- Completes the following sections or designated subsections, including the quizzes:

1. **Foundations: Fundamentals of Oversight**
 - Board Basics/Tools for Commissioners
 - Risk Management Overview
2. **Foundations: Public Housing Basics**
 - Public Housing Guidance and Regulations
 - Program Funding
3. **Foundations: Roles and Responsibilities**
 - Role of the Board
 - PHA Roles
4. **Skills: Asset Management**
 - Asset Management Business Model
 - Project-Based Housing
 - Capital Planning
 - Strategies for Improvement
 - Disaster Resilience
5. **Skills: Housing Choice Voucher Program**
 - The Payment Standard
 - Rent Reasonableness
 - Housing Choice Voucher Funding
 - Program Improvement Strategies
6. **Skills: Assessing Your PHA**
 - Source of Information
 - Oversight
 - Performance Assessment
7. **Skills: Ethics**
 - Public Housing Regulations
 - Housing Choice Voucher Program Regulations
 - Hatch Act
8. **Skills: Budgets**
 - Cost Principles and Procurement
 - PHA Budgets
 - Financial Reporting and Monitoring
9. **Skills: Priorities at Your PHA**
 - Homelessness
 - Fair Housing
 - Know Your PHA
10. **Skills: Introduction to Risk Management at Public Housing Agencies**
 - Identifying and Controlling Risks
 - Standards for Internal Controls: Green Book
 - Risk Management at Public Housing Authorities
 - Monitoring
11. **Skills: PIH Lumberton Case Study**
 - Chapter I: HUD Reviews the Lumberton Housing Authority
 - Video: Risk Case Study Lumberton Part 1
 - Chapter II: An Interim Executive Director and the Board Addresses Findings
 - Video: Risk Case Study Lumberton Part 2
 - Chapter III: Lessons from Lumberton
 - Video: Risk Case Study Lumberton Part 3

12. **Skills: Development**

- The Development Process and Things to Consider
- Standard Development Options
- Common Tools to Finance Development
- Download all Quick Reference Guides
- Completes the “My Board” and “Priorities at Your PHA” worksheets

At a regular board meeting, commissioners raise any quiz questions they wish to discuss, and compare and compile their “My Board” and “Priorities at Your PHA” worksheets to create a comprehensive overview of their PHA

Estimated completion time:

- 6 individual hours
- 1 – 2 hours of board as a group

Pathway 4: “Financial Management of PHAs 201”

Covers more in-depth content with a moderate amount of meeting time

Each commissioner:

- Completes the following sections:

1. **Foundations: Public Housing Basics**

- Public Housing Guidance and Regulations
- Program Funding

2. **Skills: Asset Management**

- Asset Management Business Model
- Project-Based Housing
- Capital Planning
- Strategies for Improvement
- Disaster Resilience

3. **Skills: Housing Choice Voucher Program**

- The Payment Standard
- Rent Reasonableness
- Housing Choice Voucher Funding
- Program Improvement Strategies

4. **Skills: Budgets**

- Cost Principles and Procurement
- PHA Budgets
- PUM Examples
- Financial Reporting and Monitoring

5. **Skills: Introduction to Risk Management at Public Housing Agencies**

- Identifying and Controlling Risks
- Standards for Internal Controls: Green Book
- Risk Management at Public Housing Authorities
- Monitoring

6. **Skills: Development**

- The Development Process and Things to Consider
- Standard Development Options
- Common Tools to Finance Development

Designate a board meeting, or schedule additional meetings for commissioners to review their observations and share their questions regarding these sections. The board may invite PHA staff members or HUD staff to these discussions.

Estimated completion time:

- 4 individual hours
- 2 – 3 hours of board as a group

Pathway 5: My Board/My Team

Allows each Commissioner to choose their own pathway and then brings the board together to review quizzes and worksheets.

Each Commissioner:

- Chooses to complete one of the following pathways listed above depending their experience and prior knowledge:
 - All In
 - Just the Facts
 - Financial Management of PHAs 201

As a group, the board completes the following sections, including quizzes:

- Ethics
- Assessing and Your PHA
- Priorities at Your PHA (which includes completing the “Priorities at Your PHA” worksheet)
- Introduction to Risk Management at Public Housing Agencies (which includes the Monitoring Executive Reports activity)
- Development

Suggested Meeting Formats for My Board/My Team:

Option 1: The Fast Track

Preparation

- Schedule a time to meet for an extended session of 4 hours
- Assign for a facilitator to help the group stay on track. This may be a PHA staff member, the executive director, a training consultant, or other volunteer.
- Ask one commissioner to download and copy all of the Quick Reference Guides and the “Priorities at Your PHA” and “My Board” worksheets for each board member.

At your Meeting

- Take turns summarizing the key points of each section they reviewed
- Share and discuss quizzes answers
- Ask one commissioner to compile the board’s answers on the “Priorities at Your PHA worksheet”
- Review and complete the My Board worksheet as a group. Ask a second commissioner to make notes on the “My Board” worksheet about individual areas of expertise of each commissioner

Option 2: Slow but Steady

Preparation

- Add an additional hour to each of your monthly board meetings over the course of 7 months
- Ask two commissioners to review each of the following sections and be prepared to lead discussion during these additional hours
 - Ethics
 - Assessing Your PHA
 - Priorities at Your PHA

At each meeting, complete the following:

Month 1: Review “All In” pathway, led by the commissioner that completed that pathway. Ask a second Commissioner to make notes on the My Board worksheet about individual areas of expertise of each commissioner.

Month 2: Review “Just the Facts” pathway, led by the commissioner that completed that pathway

Month 3: Review “Financial Management of PHAs 201” pathway, led by the commissioner that completed that pathway

Month 4: Review “Ethics” led by the 2 commissioners that completed this section

Month 5: Review “Assessing Your PHA” led by the 2 commissioners that completed this section

Month 6: Review “Priorities at Your PHA” led by the 2 commissioners that completed this section. Ask one commissioner to compile the board’s answers on the “Priorities at Your PHA worksheet”

Month 7: Review Introduction to Risk Management at Public Housing Agencies and Development led by the 2 commissioners who completed this section.

For quizzes, share and discuss your answers