

Learning Activity 1-1: Corporate Culture Survey

Take the survey and then discuss in group. There is a more in-depth “Self-Assessment Tool” on NMA’s website resources page for this seminar.

Corporate Culture	
Put a number in the Answer box, based on the following options: 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree	
Answer (number)	Question
	People are flexible and adaptable when changes are necessary.
	People have a clear idea of why and how to proceed through the processes of change.
	People believe they can influence and affect their work place through their ideas and involvement.
	People believe that their concerns and anxieties during periods of change are heard and taken into consideration.
	People feel that most change is the result of pressures imposed from higher up in the organization.
	People believe that change happens too quickly and causes too much disruption.
	Individuals and teams have clearly defined goals that relate to the goals and mission of the business.
	Individuals and teams are measured and rewarded according to how well goals are achieved.
	Individuals and teams participate in defining specific goals.
	We constantly stretch our goals in order to continuously improve.
	Individuals, teams and functional areas often have incompatible goals.
	People believe in teamwork—the “what’s in it for us” approach rather than the “what’s in it for me.”
	People know what’s expected of them and understand their impact on other people, teams and functions.
	People believe in working together collaboratively, preferring cooperation over competition.
	Managers at all levels work together as a team to achieve results for the organization.
	Teams often lack the authority needed to get the job done effectively.
	People lack the interpersonal and technical skills they need in order to work effectively in teams.
	People value and make use of one another’s unique strengths and different abilities.
	Everyone knows and understands our business objectives and priorities.
	Business decisions are most of the time made on the basis of facts, not just perceptions or assumptions.

Section 5: Organizational Management

Corporate Culture Put a number in the Answer box, based on the following options: 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree	
Answer (number)	Question
	People have access to timely and accurate information about what's really happening in the organization and why.
	Everyone strongly believes in a shared set of values about how people should work together to solve common problems and reach mutual objectives.
	People sometimes compromise policies or principles to reach operational goals.
	We give the highest priority and support to meeting the needs of customers (applicants and families) and to resolving their questions.
	Our policies and procedures help us to provide the service our customers want and need.
	People are always looking for new ways to better serve customers.
	Employees who do the best job of serving customers are likely to be recognized or rewarded.
	When customers have problems with the products or services they receive, those problems are always considered by the agency and almost always resolved.
	People often see customer and client problems as someone else's responsibility.
	TOTAL

Score of 130-145	Your PHA's culture appears to be very good to excellent. Your PHA appears to be committed to its employees and customers.
Score of 100-125	Identify the areas in which you scored your PHA with a "3" or under. Address your analysis in the questions below.
Score of less than 100	Address the questions below. Some in-depth analysis of strengths and weaknesses may be necessary. You may decide to take the more in-depth "Self-Assessment Tool" on NMA's reference page for this seminar.

1. What do you feel your PHA is doing very well?

2. What changes to the culture would you make if given the authority, and how would you do it?

CHAPTER 1 INDIVIDUAL COMPETENCY DEVELOPMENT PLAN

As with your agency, you are more likely to achieve something if it's written down and you plan for it. At the end of some of the chapters in this book, you will find this planning tool. You should identify at least one knowledge area or skill you plan to develop.

- **Personal mission statement:** What gives you meaning at work? How do you want to see your best self?

- **Knowledge:** Regarding the material covered in this chapter, what do you want to study or learn more about in order to gain knowledge?

- List some specific references you will study:

Section 5: Organizational Management

- **Skills:** What skills (what I know how to *do*) relevant to this chapter do I need to work on or develop? These could be technical or soft (behavior, attitude) skills.

- **Abilities:** What abilities relevant to this chapter do not come “naturally” or easily to me? How can I develop them? Be creative and don’t be afraid to think out of the box.

CHAPTER 1 REVIEW QUESTIONS

1. State legislation is required to create local public housing authorities in the following states:
 - a. New York, Massachusetts, Connecticut
 - b. Florida, California, Nebraska, and Michigan
 - c. All states in the New England corridor
 - d. All states
2. Housing authorities do not pay tax to the jurisdiction in which it is located. Instead, PHAs pay a Payment in Lieu of Taxes (PILOT). The document that establishes this provision is called:
 - a. Housing Act of 1934
 - b. Cooperation Agreement
 - c. Annual contributions contract
 - d. Lease
3. Asset management oversight includes:
 - a. Monitoring the physical and financial condition of the portfolio
 - b. Monitoring the SEMAP scores for the portfolio
 - c. Day-to-day management of the property
 - d. Ensuring that all services to the property are in the best interest of the central office cost center (COCC) regardless of the property's best interest
4. Congress contracts with PHAs to administer housing programs.
 - a. True
 - b. False
5. A PHA can help to prevent lawsuits by assuring that PHA policies are up-to-date and approved by the board:
 - a. True
 - b. False
6. The contract between HUD and the PHA is:
 - a. The Cooperation Agreement
 - b. Code of Federal Regulations
 - c. The Annual Code Contract
 - d. The Annual Contributions Contract
 - e. The ACOP
7. The board's fiduciary responsibility is:
 - a. To see that the organization is well-managed and its assets properly cared for
 - b. Implement policy
 - c. Seek bids and make recommendations for final selection
 - d. Determine activities to be carried out, level of staffing, and what staff will actually do
8. The property management function involves all the following except:
 - a. Competent property managers
 - b. Overseeing the day-to-day management of the property
 - c. Ensuring that units are filled and rents are collected
 - d. Competent supervision of site staff by the property manager
 - e. Mortgaging and demo/dispo decisions by the property manager

9. The operating subsidy calculation results in:
 - a. Aggregate and centralized accounting
 - b. Aggregate and centralized budgeting
 - c. More accountability at the property/project level
 - d. More funding for the central office
10. Each public housing project (formerly known as Asset Management Projects, or AMPs) has its own financial reports, budget, and management team
 - a. True
 - b. False
11. All the following vacant units receive operating subsidy except:
 - a. Units undergoing casualty loss settlement
 - b. Units vacant due to state or federally declared disasters
 - c. Vacant units if the project has a five percent or less vacancy rate
 - d. Units vacant due to HUD-approved capital improvement schedule
 - e. All of the above vacant units receive operating subsidy
12. The asset management function includes all of the following tasks except:
 - a. Long-term capital planning
 - b. Monitoring the physical and financial condition of each project and the portfolio
 - c. Managing the project
 - d. Overseeing property managers
 - e. Making strategic decisions for the portfolio
13. The job description for a public housing director is an important tool for identifying qualified people for the role and documenting written expectations.
 - a. True
 - b. False
14. Moving to Work (MTW) PHAs are given the ability to administer programs and funds more flexibly in order to realize cost savings, implement economic self-sufficiency strategies for residents, and provide more housing choices.
 - a. True
 - b. False

Section 4: Director Functions, Competencies, and Activities

Learning Activity 2-2: Behavioral Tendencies for Your Staff

Write the initials of your colleagues (your boss, other managers/directors, the people you supervise, etc.) at the top of the column. Make a check mark under the initials for each person beside each itemized tendency for each style that you think fits the person.

Then look at the number of check marks you made under each tendency heading (High D, High I, etc.). Can you clearly see which tendency each fits into?

	Initials				
Enter Initials of Colleagues					
<i>High D Behavioral Tendencies</i>					
High “sense of personal worth”					
Task oriented—needs results					
Motivated by directness					
Getting immediate results					
Accepting challenges					
Making quick decisions					
Questioning the status quo					
Solving problems					
TOTAL					
<i>High I Behavioral Tendencies</i>					
Optimistic					
People-oriented					
Motivated by social recognition					
Being articulate					
Creating a motivating environment					
Generating enthusiasm					
Entertaining people					
Bringing people together					
TOTAL					

	Initials				
High S Behavioral Tendencies					
Team player, family oriented					
Steady					
Consistent, predictable performance					
Patient					
Helps others					
Motivated by established practices					
Showing loyalty					
Creating a calm, stable work environment					
TOTAL					
High C Behavioral Tendencies					
Accurate—precision quality control person					
Task oriented					
Motivated by adherence to standards					
Thinking analytically					
Using subtle or indirect approach to conflict					
Using a systematic approach to situations					
Checking for accuracy					
Analyzing performance critically					
TOTAL					

How could you adapt your behavioral and communication style to be more effective with these colleagues? Pick at least two work relationships that will most benefit from this analysis.

Colleague #1: _____

Colleague #2: _____

Section 4: Director Functions, Competencies, and Activities

Learning Activity 2-3: Job Description of the Portfolio Director/Public Housing Director

- Review the job description on the following pages.

1. Are there any key functions, tasks or responsibilities that support the executive director and the agency that are not listed in your job description? List them:

2. Job descriptions should be individualized (more than one correct answer):

3. When you have access to your current job description, compare your job description to the tasks in the following pages, and take notes on any important differences:

- a. For the candidate the PHA wants to hire
- b. To incorporate the competencies needed for the role in that particular PHA
- c. To incorporate state or local law
- d. To comply with HUD Procurement Handbook 7460.8 rev-2
- e. All of the above

4. Are there any key functions, tasks or responsibilities that support the executive director and the agency that are not listed in your job description? List them:

Job Description for the Position of Portfolio Director	
Reports to	The Executive Director
Average % of Time	
25%	Asset Management –Review weekly project data including recaps, lease-up, rent collections, follow-ups and other delinquencies. Complete monthly review of financial and narratives. Prepare annual budgets and narratives. Administer the finalization of monthly budget variance reports. Review invoices for coding and accuracy, and sign off. Review and submit personal property inventories for each site. Compile and input statistical reports, and summarize findings if appropriate. Obtain information for contract summaries. Maintain community relationships for all properties. Develop improvement plans for properties trending downward in performance.
15%	Multi-Site Property Management –Conduct site visits on a regular basis (bi-weekly) to include but not limited to review of:; curb appeal, model inspections, expense approvals, and personnel issues. Review property managers’ inspection checklists on a monthly basis. Ensure high scores under FASS and MASS. Directly supervise property managers. Carry out supervisory responsibilities in accordance with the PHA’s policies and applicable laws. Responsibilities include interviewing, hiring and training employees; planning, assigning, and directing work; appraising performance; rewarding and disciplining employees; addressing complaints; and resolving problems while using sound judgment.
15%	Physical Management –Responsible for the successful operation of all maintenance programs, including the purchase order system, budgets, safety, storage, inventories, and vendor use. Provide management with valid and reliable information for phases of planning including: budgets, staffing, capital improvements, and other programs. Oversee PASS scores under PHAS and ensure high physical scores of each property and the portfolio. Prepare, track, and monitor the process of work order contracts.

Job Description for the Position of Portfolio Director	
15%	Personnel Management —Recruit, retain and train site level personnel to execute PHA requirements and achieve and maintain PHAS high-performer standards. Effectively communicate agency vision, policy, and procedures to staff, reinforce training and motivate subordinates to achieve company objectives. Read and interpret the program policies (ACOP, TSP, etc.) and HR policies and procedures for site personnel.
10%	Contract Management —Review and analyze bid summaries, work contracts, vendor summaries, site inventories, market comp/analysis, advertisements, and onsite reports. Study trends such as occupancy rates, intents to vacate, rent collection, average rents, etc. Assist in preparation of management proposals
5%	Fair Housing —Ensures, with the 504 Coordinator, that the PHA's policies, procedures, forms, and practices fulfill the PHA's obligation to provide reasonable accommodation and physical modifications for persons with disabilities, LEP requirements, and VAWA protections. Ensure that affirmative fair housing marketing is conducted for all sites. Assists the executive team with the Civil Rights Certification to ensure that the PHA's rental real estate division does not discriminate on the basis of race, color, religion, sex, national origin, familial status, gender identity, sexual orientation, marital status, or disability.
5%	Development of Policies and Plans —Oversees the development, updating and revision of PHA Plan as it relates to PHA-owned property; Civil Rights Certification as it relates to PHA-owned property; Admissions and Continued Occupancy Policy (ACOP), public housing lease, and other PHA-owned property leases; and related forms and procedures.
5%	Upholding Standards —Achieve high level of compliance with standards; Comply fully with all HUD and PHA rules and regulations for the safety and effective operation of the PHA's facilities. Requires some evening/weekend meetings with residents, the board, and/or the community. Occasional travel will be required based upon the PHA's and/or property's needs.
3%	Marketing —Oversees the implementation of marketing methodologies: fair housing outreach, advertisements, signage, banners, curb appeal and rental models.
2%	Other Duties as Assigned —Perform additional duties and handle projects as assigned by the Executive Director or designee.

Job Description for the Position of Portfolio Director

General Duties	<p>Ensures compliance with applicable laws, rules and regulations.</p> <p>Ensures buildings are maintained in safe, secure, clean, and good condition. Conducts annual inspections.</p> <p>Maintains appropriate paperwork, files and records. Completes and submits reports, forms, and other paperwork as required.</p> <p>Supports and cooperates with resident services programs and activities.</p> <p>Coordinates with facilities management to insure that timelines for move-outs are understood and turnover performance requirements are met. Conducts joint inspections with facilities to ensure that all properties meet REACH standards.</p> <p>Serves as liaison to housing development department on newly constructed or acquired housing projects.</p> <p>Interacts with various social service agencies, the PHA, and other community partners, particularly regarding issues related to organizations, residents, and applicants.</p> <p>Keeps Director of Property Management informed of pertinent issues and concerns.</p>
Specific Skills	<p>Knowledge of property management, including applicable state and local landlord/tenant and fair housing rules and regulations. Knowledge of and experience meeting HUD and LIHTC requirements for affordable housing. Working knowledge of Microsoft Office programs including Word, Excel, and Outlook. A good working knowledge of property management software programs. Ability to lead and work as a team member as needed. Good verbal, written and interpersonal communication skills. Ability to work effectively with all types of people. Basic math, attention to detail and organizational skills.</p>

Section 7: Developing Leadership Skills

Learning Activity 2-4: For Your Further Learning: Leadership Style Survey**Directions**

This questionnaire contains statements about leadership style beliefs. Next to each statement, circle the number that represents how strongly you feel about the statement by using the following scoring system:

Almost Always True – 5

Frequently True – 4

Occasionally True – 3

Seldom True – 2

Almost Never True – 1

Be honest about your choice. There are no right or wrong answers—it is only for your own self-assessment.

Leadership Style Survey						
		Almost Always True	Frequently True	Occasionally True	Seldom True	Almost Never True
1.	I always retain the final decision making authority within my department or team.	5	4	3	2	1
2.	I always try to include one or more employees in determining what to do and how to do it. However, I maintain the final decision making authority.	5	4	3	2	1
3.	My employees and I always vote whenever a major decision has to be made.	5	4	3	2	1
4.	I do not consider suggestions made by my employees because I do not have the time for them.	5	4	3	2	1
5.	I ask for employee ideas and input on upcoming plans and projects.	5	4	3	2	1
6.	For a major decision to pass in my department, it must have the approval of each individual or the majority.	5	4	3	2	1

Section 7: Developing Leadership Skills

Leadership Style Survey						
		Almost Always True	Frequently True	Occasionally True	Seldom True	Almost Never True
7.	I tell my employees what has to be done and how to do it.	5	4	3	2	1
8.	When things go wrong and I need to create a strategy to keep a project or process running on schedule, I call a meeting to get my employee's advice.	5	4	3	2	1
9.	To get information out, I send it by e-mail, memos, or voicemail; very rarely do I call a meeting. My employees are then expected to act on the information.	5	4	3	2	1
10.	When someone makes a mistake, I tell them not to ever do that again and make a note of it.	5	4	3	2	1
11.	I want to create an environment where the employees take ownership of the project. I allow them to participate in the decision making process.	5	4	3	2	1
12.	I allow my employees to determine what needs to be done and how to do it.	5	4	3	2	1
13.	New hires are not allowed to make any decisions unless I approve the decisions first.	5	4	3	2	1
14.	I ask employees for their vision of where they see their jobs going and then use their vision where appropriate.	5	4	3	2	1
15.	My workers know more about their jobs than me, so I allow them to carry out the decisions to do their job.	5	4	3	2	1

Section 7: Developing Leadership Skills

Leadership Style Survey						
		Almost Always True	Frequently True	Occasionally True	Seldom True	Almost Never True
16.	When something goes wrong, I tell my employees that a procedure is not working correctly and I establish a new one.	5	4	3	2	1
17.	I allow my employees to set priorities with my guidance.	5	4	3	2	1
18.	I delegate tasks in order to implement a new procedure or process.	5	4	3	2	1
19.	I closely monitor my employees to ensure they are performing correctly.	5	4	3	2	1
20.	When there are differences in role expectations, I work with my employees to resolve the differences.	5	4	3	2	1
21.	Each individual is responsible for defining his or her job.	5	4	3	2	1
22.	I like the power that my leadership position holds over subordinates.	5	4	3	2	1
23.	I like to use my leadership power to help subordinates grow.	5	4	3	2	1
24.	I like to share my leadership power with my subordinates.	5	4	3	2	1
25.	Employees must be directed or threatened with punishment in order to get them to achieve the organizational objectives.	5	4	3	2	1
26.	Employees will exercise self-direction if they are committed to the objectives.	5	4	3	2	1
27.	Employees have the right to determine their own organizational objectives.	5	4	3	2	1

Section 7: Developing Leadership Skills

Leadership Style Survey						
		Almost Always True	Frequently True	Occasionally True	Seldom True	Almost Never True
28.	Employees seek mainly security.	5	4	3	2	1
29.	Employees know how to use creativity and ingenuity to solve organizational problems.	5	4	3	2	1
30.	My employees can lead themselves just as well as I can.	5	4	3	2	1

Section 7: Developing Leadership Skills

Notes

In the fill-in lines below, mark the score of each item on the questionnaire. For example, if you scored item one with a 3 (Occasionally), then enter a 3 next to Item One. When you have entered all the scores for each question, total each of the three columns.

Item	Score	Item	Score	Item	Score
1		2		3	
4		5		6	
7		8		9	
10		11		12	
13		14		15	
16		17		18	
19		20		21	
22		23		24	
25		26		27	
28		29		30	
TOTAL		TOTAL		TOTAL	
	Authoritarian Style		Participative Style		Delegative Style
	(Autocratic)		(Democratic)		(Free rein)

This questionnaire is to help you assess what leadership style you normally operate in. The lowest score possible for a stage is 10 (Almost never) while the highest score possible for a stage is 50 (Almost always).

The highest of the three scores indicates what style of leadership you normally use. If your highest score is 40 or more, it is a strong indicator of your normal style.

The lowest of the three scores is an indicator of the style you least use. If your lowest score is 20 or less, it is a strong indicator that you normally do not operate out of this mode.

Section 7: Developing Leadership Skills

If two of the scores are close to the same, you might be going through a transition phase, either personally or at work, except:

- If you score high in both the participative and the delegative then you are probably a delegative leader.
 - If there is only a small difference between the three scores, then this indicates that you have no clear perception of the mode you operate in, or you are a new leader and are trying to feel out the correct style for you.

Section 7: Developing Leadership Skills

CHAPTER 2 INDIVIDUAL COMPETENCY DEVELOPMENT PLAN

Identify at least one knowledge area and skill you plan to develop relevant to this chapter.

- **Knowledge:** Regarding the material covered in this chapter, what do you want to study or learn more about in order to gain knowledge?

- List some specific references you will study:

- **Skills:** What skills (what I know how to *do*) relevant to this chapter do I need to work on or develop? These could be technical or soft (behavior, attitude) skills.

- **Abilities:** What abilities relevant to this chapter do not come “naturally” or easily to me? How can I develop them? Be creative and don’t be afraid to think out of the box.

CHAPTER 2 REVIEW QUESTIONS

1. The executive director should never be the asset manager.
 - a. True
 - b. False
2. The term “competencies” includes knowledge, skills, and:
 - a. Vision
 - b. Leadership
 - c. Abilities
 - d. Social interaction
 - e. Education
3. Planning may not be an essential competency for the director, as long as they can effectively navigate what happens day by day.
 - a. True
 - b. False
4. Which statement is not true?
 - a. The asset manager must direct property managers to meet expectations for the performance of their properties
 - b. Performance measures must be the exact same for all properties
 - c. Performance of the properties should not be lower than acceptable PHAS standards
 - d. The asset manager must assess and track the performance of each property and each property manager, to overview the performance of the portfolio as a whole
5. In private sector rental real estate, the performance of the property is not tied to the evaluation of the property manager.
 - a. True
 - b. False
6. Elements in effectively evaluating performance of staff includes:
 - a. Engaging staff in dialogue and communication
 - b. Setting clear expectations for all staff
 - c. Referring to job descriptions during the performance appraisal process
 - d. Establishing a clear and participative performance appraisal system
 - e. All of the above
7. The director should not delegate any part of the organizing function
 - a. True
 - b. False
8. Major elements in efficiently and organizing within the PHA include all of the following except:
 - a. Tracking PHA performance and developing an improvement plan where needed
 - b. Organizational analysis
 - c. Understanding how the PHA should operating day by day
 - d. Being problem-oriented and not goal-oriented
 - e. Interpreting and implementing board decisions

CHAPTER 3 INDIVIDUAL COMPETENCY DEVELOPMENT PLAN

Identify at least one knowledge area or skill you plan to develop relevant to this chapter.

- **Knowledge:** Regarding the material covered in this chapter, what do you want to study or learn more about in order to gain knowledge?

- List some specific references you will study:

- **Skills:** What skills (what I know how to *do*) relevant to this chapter do I need to work on or develop? These could be technical or soft (behavior, attitude) skills.

- **Abilities:** What abilities relevant to this chapter do not come “naturally” or easily to me? How can I develop them? Be creative and don’t be afraid to think out of the box.

CHAPTER 3 REVIEW QUESTIONS

1. The goal of the Consolidated Plan is to:
 - a. Plan for jurisdictional growth in neighborhood revitalization, transportation, and infrastructure
 - b. Bring together a variety of resources to analyze housing needs and develop economic opportunities
 - c. Develop PHA policies in the administration of public housing
2. Mandatory HUD references include all of the following except:
 - a. Statutes
 - b. Code of Federal Regulations
 - c. Current Notices
 - d. HUD Guidebooks
 - e. HUD Handbooks
3. The differences between “policies” and “procedures” include:
 - a. Policies require board approval; procedures usually do not
 - b. Policies can establish precedent; procedures apply them
 - c. Policies usually last longer than procedures
 - d. All of the above
4. A procurement policy:
 - a. Establishes the level of expenditure for the executive director and designees
 - b. Includes methods that will be used for purchase and/or contracting
 - c. Must comply with federal law only
 - d. a and b
 - e. None of the above
5. The rules and regulations which determine the contents of a PHA’s personnel policy could include all of the following except:
 - a. HUD’s human resources regulations
 - b. Privacy rights
 - c. Union rules
 - d. All of the above could be included
6. The admissions and continued occupancy policy (ACOP):
 - a. Must be included in its entirety in the PHA Plan
 - b. Must be revised monthly
 - c. Must be approved by the board
 - d. Should be a day-to-day guide for staff
 - e. c and d

7. The ACOP includes all of the following except:
 - a. Waiting list preferences
 - b. PHA's requirements for tenant interim reporting and reexamination
 - c. HUD's occupancy standards
 - d. Why and how a household is terminated
 - e. Eligibility and tenant screening criteria
 - f. Income counted and excluded for purposes of rent calculation
8. If the PHA has adequate human resources policies, but behaviors are accepted by supervisors and managers in the workplace that do not conform to the human resources policy:
 - a. The written policies will always protect the PHA if legally challenged
 - b. The policies will be considered inadequate
 - c. If the PHA is challenged, the courts may consider the accepted behaviors of the workplace the "de facto" or "in fact" policies
 - d. Employees have waived their right to challenge accepted practices in the workplace and will have to prove criminal intent of the PHA
9. Not all policies needed by and necessary for a PHA are determined by HUD regulation.
 - a. True
 - b. False
10. Qualified PHAs under the Housing Economic and Recovery Act (HERA) are exempt from the PHA annual plan and the requirement to conduct a public hearing.
 - a. True
 - b. False
11. Criteria for good policies include:
 - a. In writing
 - b. Current
 - c. Made available to staff as a resource and reference
 - d. Made available to the public
 - e. All of the above
12. Discretionary PHA policies may supersede current local or state law, HUD regulations, or current HUD notices.
 - a. True
 - b. False
13. What is not a component of the maintenance plan?
 - a. Schedule for annual dwelling unit inspections
 - b. Preventive maintenance plan and schedules
 - c. Tenant obligations under the lease
 - d. Pest control

14. Using HUD guidance as “safe harbor” for developing PHA policy means:
 - a. PHAs may not use alternative approaches to HUD guidance
 - b. PHAs may use alternative approaches only if approved by HUD
 - c. Such policy will generally be considered in compliance by HUD
15. The PHA’s agency plan includes:
 - a. All mandatory HUD regulations
 - b. Discretionary portions of the ACOP that are significant revisions
 - c. The PHA’s human relations (HR) policy
 - d. All of the above
16. The public housing lease:
 - a. Is the major policy document for the public housing program
 - b. Is the contract between the family and the PHA
 - c. May not contain a provision for termination for noncompliance with community service
 - d. Does not allow for any PHA discretionary decisions
 - e. Is not affected by state law
17. When a HUD regulation states, “The PHA may not... adopt a policy,” it means that the PHA:
 - a. Is prohibited from adopting that policy
 - b. May or may not adopt that policy, depending on State law
 - c. May or may not adopt that policy, and must make a policy decision
 - d. May allow each staff person to decide whether or not to adopt that policy
 - e. None of the above

Learning Activity 4-1: Evaluating the Job Description of the Property Manager

- Please review the job description in Exhibit 4-2 on page 4-9 and answer the questions below:

1. Does this job description closely mirror the property manager role at your PHA?

2. Are there any tasks in the job description that aren't being done correctly by that position?

3. Are there any tasks in the **current** job of property manager that you think they should be doing?

4. Are there any tasks in the **current** job of property manager that you think they should **NOT** be doing?

Section 2: Asset Management

Learning Activity 4-2: Risk Evaluation Checklist

Property Address _____

Inspected by _____ Date _____

The following questions should be answerable YES, NO, or not applicable (NA)

1. Are parking areas free of potholes and tripping hazards?
2. Are handicapped parking spaces clearly marked?
3. Are all speed bumps secured and painted a bright contrasting color?
4. Are steps, sidewalks, and other exterior walkways in good condition?
5. Are sprinklers positioned so as not to create tripping hazards?
6. Are all fire hydrants free of obstructions?
7. Are fire lanes clearly marked?
8. Are electrical fuse panels cool to the touch and secured in a closed cabinet or box?
9. Is all outdoor furniture clean and free of defects?
10. Is the playground area free of debris? Is the surface maintained properly?
11. Is the playground equipment free of worn parts and other defects, e.g., sharp edges?
12. Is all interior and exterior lighting adequate?
13. Does the emergency lighting system function properly?
14. Are all interior hallways, stairs, and walkways free of tripping hazards?
15. Are all fire exits shut and fully operational?
16. Are all fire extinguishers fully charged and tagged?
17. Are exit signs clearly visible?
18. Have all fire or smoke alarms been tested recently?
19. Is the number of electrical outlets sufficient, eliminating the need for extension cords both inside and outside units?
20. Is there sufficient clear space around furnaces, water heaters, radiators, and electrical panels?
21. Are all electrical appliances properly grounded?

Action(s) Required:

Item No.	Referred to:	Date of Referral
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____

Signature: _____

Learning Activity 4-3: Marketing a Public Housing Site

- The purpose of this activity is to identify the points that your property managers should use to market your public housing projects. Select one of the public housing sites in your portfolio and answer the following questions about that site:

1. Name/identification of site: _____
2. What are the strong points about the site?

3. What makes this site different from others managed/owned by the housing authority?

CHAPTER 4 REVIEW QUESTIONS

1. A public housing development:
 - a. Is owned by HUD
 - b. Is a real estate asset
 - c. Has no market value
 - d. All of the above
2. A primary responsibility of a property manager is to know everything possible about the property or properties they manage.
 - a. True
 - b. False
3. HUD's asset management model can be described as:
 - a. A management model that emphasizes project-based management, as well as long term and strategic planning
 - b. Refinancing, acquisition and disposition of assets to maximize the value of a portfolio.
 - c. Real estate principles in multi-family rental housing.
 - d. A term relating to the financing of public housing
4. Property managers are not "risk managers" representing the PHA.
 - a. True
 - b. False
5. When developing a marketing plan, the PHA should consider:
 - a. The lease, ACC, and the maintenance plan
 - b. The lease, cooperative agreement, and the maintenance plan
 - c. Curb appeal, perception and image of the property
 - d. Marketing to all low-income populations
 - e. c and d
6. Prior to developing a marketing plan, it is necessary to understand the local market.
 - a. True
 - b. False
7. Liability is the legal obligation to do, or to refrain from doing, certain things.
 - a. True
 - b. False
8. In order to develop a marketing plan, the property manager and asset manager should consider:
 - a. The amenities of the project compared to projects in the open market
 - b. The resources in the immediate neighborhood
 - c. Neighborhood demographics
 - d. Underserved populations to whom to market
 - e. All the above

9. Developing a portfolio summary can be used to:
 - a. Justify staffing needs
 - b. Manage the property efficiently and cost effectively
 - c. Track performance of properties and the portfolio
 - d. All the above
10. If a property manager knows the public housing regulations, it is not necessary to understand the area market prior to developing a marketing program for a site.
 - a. True
 - b. False
11. General liability insurance covers the PHA for discrimination lawsuits.
 - a. True
 - b. False
12. Developing a good marketing program can contribute to lower vacancy rates.
 - a. True
 - b. False

Section 5: Understanding Budget Terms

Learning Activity 5-1: PUM

- PUM formula: Any income or expense divided by the number of months units are available (UMA) = PUM.
- Based on the PUM formula, calculate PUM for the following:
 1. The Grove has 100 units, all will be available. Utility costs budgeted are \$67,000.
 - PUM for utilities is:

 2. Vineland has 225 units. Of those 225 units, 8 units (two buildings) have been approved for capital improvements which will last 4 months in the HUD-approved schedule. Utilities for the upcoming year are estimated at \$252,788.
 - What is the PUM in the upcoming year for utilities?

 3. Last year, Green Gulch received \$198,200 in rent. Green Gulch has 168 units. If all units had been available all year, Green Gulch would have had 2,016 unit months. However, Green Gulch had 1,989 unit months available due to vacancies.
 - What was the PUM for last year's rent?

 4. Daybreak received \$106,770 in maintenance last year. Daybreak had 1,180 unit months available.
 - What was Daybreak's PUM for maintenance last year?

Section 9: Paying for Services

Learning Activity 5-2: Shared Resources

- Refer back to Hilldale Housing Authority's organizational chart.

1. Do the projects share any staff?

2. If the projects were in adjoining neighborhoods, can you conceive of a situation where they might utilize greater use of shared staff?

Section 9: Paying for Services

Learning Activity 5-3: Paying for Services

- Refer back to Hilldale Housing Authority's budget.
 1. What service has the Hilldale Housing Authority decided to provide as a centralized fee-for-service to the projects?

 2. Where would the property manager of Willow Run find the budgeted cost for this service on its operating budget?

 3. Where would the property manager find the frontline allocated costs for the half-time waiting list administrative assistant?

Learning Activity 5-4: Preparing a Project Operating Budget

Part 1: Operating Income

- You oversee the success of your properties, whether you are the executive director, public housing asset manager, or regional director.
- Note for ease of the learning activity, we are preparing the total budget. Typically, property budgets are prepared showing a month-by-month estimated budget and a column total for the entire year.

Section 10: Fees Paid by the Project to the COCC

Notes

- You oversee the property managers. Sue Miller is a new property manager for AMP 01, The Elms. She must prepare the property's proposed operating budget on the following pages, based on information from last year and the following additional information:
 - The number of units will not change.
 - Sue expects to achieve an average 90% lease-up rate for the property next year, which includes HUD-allowable vacancies.
 - Eligible operating subsidy for The Elms for the upcoming fiscal year will be \$768,200.
 - Due to increased self-sufficiency strategies, the AMP dwelling rental income is projected to increase to \$130.00 PUM next year. The rent collection rate at The Elms is expected to stay at 94%.

The Elms

	Current FY	Proposed Next FY
Number of Available Units	250	250
Unit Months Available	3000	3000
Unit Months Leased	2600	
Occupancy Percent	86.67%	%

	Current	Budget
Operating Income		
HUD Operating Subsidy	690,000	
Dwelling Rental Income	289,252	
Other Income	26,000	26,000
Total Operating Income	\$1,005,252	

Part 2: Operating Expenditures

- Now help Sue complete the estimate for her project's operating budget on the following page, based on the information from last year and the following additional information:
 - Utility costs are expected to go up 10%.
 - The PHA is improving its website and is going to put pictures and 360° webcam visuals of unit interiors in order to market and improve lease-up. Sue's project will pay an additional \$1,000 next year for the website improvement.
 - The Elms sits on over an acre and some of the trees are diseased. To enhance curb appeal and deal with the diseased trees, landscaping costs need to be increased by 5%.
 - The property management fee this year will be \$49.06 per occupied unit and HUD-allowable vacancies.
 - If The Elms does not have excess cash in order to pay asset management fees, funds will be transferred from another high-performing project so that The Elms can pay asset management fees to the central office (COCC).
 - All other operating expenditures are projected to remain the same.

Public Housing Executive Management

Public Housing Finance for the Director and Asset Manager

Section 10: Fees Paid by the Project to the COCC

The Elms

	Current FY	Proposed Next FY
Number of Available Units	250	250
Unit Months Available	3000	3000
Unit Months Leased	2600	2700
Occupancy Percent	86.67%	90.00%

	Current	Budget
Operating Income		
HUD Operating Subsidy	690,000	
Dwelling Rental Income	289,252	
Other Income	26,000	26,000
Total Operating Income	\$1,005,252	

Operating Expenditures

Salaries, Benefits, Admin Costs	500,000	500,000
Utility Expense	165,000	
Maintenance Expense	190,000	190,000
Advertising & Marketing	500	
Central HVAC Costs	10,000	10,000
Landscaping	21,000	
Property Management Fees Paid	109,460	
Asset Management Fees Paid	30,000	30,000
Total Operating Expenditures	\$1,025,960	

Transfers In/Out (fungibility)	0	0
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Income/(loss) from operations	(\$20,708)	
--------------------------------------	-------------------	--

Section 10: Fees Paid by the Project to the COCC

Part 3: Finalizing the Budget

- When Sue meets with you to finalize the budget, you both agree that the project needs to achieve a 97% occupancy rate. With the added dollars for outreach, the commitment of the eligibility team, and competent project staff, Sue is confident that she can achieve this goal.
- Remember, the PUM is projected to increase to \$130.00 for dwelling rental income.
- You also agree that with more specific policies and rigorous enforcement, Sue should be able to raise the rent collection rate to 97%.
- Help Sue finalize the budget.

The Elms

	Current FY	Proposed Next FY
Number of Available Units	250	250
Unit Months Available	3000	3000
Unit Months Leased	2600	
Occupancy Percent	86.67%	%

	Current	Budget
Operating Income		
HUD Operating Subsidy	690,000	768,200
Dwelling Rental Income	289,252	
Other Income	26,000	26,000
Total Operating Income	\$1,005,252	

Public Housing Executive Management

Public Housing Finance for the Director and Asset Manager

Section 10: Fees Paid by the Project to the COCC

Operating Expenditures

Salaries, Benefits, Admin Costs	500,000	500,000
Utility Expense	165,000	181,500
Maintenance Expense	190,000	190,000
Advertising & Marketing	500	1,500
Central HVAC Costs	10,000	10,000
Landscaping	21,000	21,630
Property Management Fees Paid	109,460	
Asset Management Fees Paid	30,000	30,000
Total Operating Expenditures	\$1,025,960	
Transfers In/Out (fungibility)	0	0
Income/(loss) from operations	(\$20,708)	

Section 13: Income Statement

Learning Activity 5-5: Operating Statements and Budget-to-Actual

1. Look at the statement of operations for Willow Run on page 5-92. What is the most serious YTD problem in operating income?

2. In overseeing maintenance, which costs would you look into, indicated on page 5-93?

3. In the PUM operating statement for Willow Run (pages 5-95 and 5-96), what is the largest variance in costs?

4. Which utility cost is highest in the month compared to year-to-date (page 5-98)? What do you think explains this difference?

5. Can you tell from these reports whether or not the projects will be able to pay the asset management fees to the COCC?

Section 13: Income Statement

- Following is a sample budget variance report.

Learning Activity 5-6: Budget Variance

Summary Budget Variance Report Consolidated Project Statement For the Period ending December 31, 20__ Fiscal Year January 2, [Year] – December 31, [Year] Asset Management Project 03					
Account	YTD Actual	YTD Budget	\$Variance	% Change	F or U
Revenue					
Tenant Rents	288,476.45	280,000.00	8,476.45	3%	F
- Vacancy	(1,932.50)	(2,000.00)	67.50	3%	F
- Delinquency	(725.63)	(500.00)	(225.63)	-31%	U
Total Rental Income	285,818.32	277,500.00	8,318.32	3%	F
Other Income	3,328.75	1,000.00	2,328.75	70%	F
Total Revenue	289,147.07	278,500.00	10,647.07	4%	F
Expense					
Salaries	85,301.05	82,176.00	(3,125.05)	-4%	U
Maintenance	28,980.35	30,000.00	1,019.65	3%	F
Utilities	49,815.24	45,000.00	(4,815.24)	-10%	U
Landscaping	4,067.81	2,000.00	(2,067.81)	-50%	U
Make-readies	5,988.75	4,000.00	(1,988.75)	-33%	U
Insurance	7,283.25	5,000.00	(2,283.25)	-31%	U
Tenant Services	4,000.00	4,000.00	0	0	
Total Expense	185,436.45	172,176.00	(13,260.45)	-7%	U
Net Operating Income	103,710.62	106,324.00	(2,613.38)	-2%	U

1. What is the problem(s) the property manager should start remedying first?

2. Why?

Section 16: Summary

CHAPTER 5 INDIVIDUAL COMPETENCY DEVELOPMENT PLAN

Identify at least one knowledge area or skill you plan to develop relevant to this chapter.

- **Knowledge:** Regarding the material covered in this chapter, what do you want to study or learn more about in order to gain knowledge?

- List some specific references you will study:

- **Skills:** What skills (what I know how to *do*) relevant to this chapter do I need to work on or develop? These could be technical or soft (behavior, attitude) skills.

- **Abilities:** What abilities relevant to this chapter do not come “naturally” or easily to me? How can I develop them? Be creative and don’t be afraid to think out of the box.

CHAPTER 5 REVIEW QUESTIONS

1. The two main sources of income for the day-to-day operations of public housing developments are:
 - a. Capital fund and rents
 - b. Rents and HAP
 - c. Rents and operating subsidy
 - d. Operating subsidy and reserves
 - e. Maintenance charges and operating subsidy
2. If a property's expenditures exceed its revenues, the result will probably be:
 - a. The property's reserves will decrease
 - b. The property's income will increase
 - c. The property's reserves will increase
 - d. The property will be designated as viable
 - e. All of the above are true
3. Your development has 210 public housing units. Of those 210 units, 5 have been approved for capital work for five months. Tenant services costs for the year are estimated at \$124,628. The PUM for tenant services will be:
 - a. \$49.95
 - b. \$50.19
 - c. \$50.05
4. What report does the manager analyze at the beginning of the month to determine rent collection for all public housing units?
 - a. Rent roll
 - b. Rent statement for each tenant
 - c. Operating budget
 - d. Work order log
5. In preparing the operating budget, a property manager would best start with:
 - a. HUD occupancy handbook
 - b. Most recent HUD audit compliance review
 - c. Cooperation agreement between the city and the PHA
 - d. Analyzing knowledge, skills, and abilities of staff
 - e. Analyzing past year's budget and anticipated revenues and expenses
6. The accounts receivable on which a manager has the most impact are:
 - a. Rent
 - b. Excess utilities
 - c. Non-dwelling rent
 - d. Investment income
 - e. Operating subsidy
7. A budget is a management tool that can be used as a guide for operations, a way to measure performance, an early warning system, and a control for expenditures:
 - a. True
 - b. False
8. The asset management fee:
 - a. Is a fee paid by the central office cost center to the development for managing the asset
 - b. Is based on units leased
 - c. Is paid by HUD to the central office cost center
 - d. Is a fee paid by the project to the central office cost center

Section 16: Summary

9. The public housing maintenance function:
 - a. Can be decentralized, or assigned to specific projects
 - b. Can be centrally maintained
 - c. Can be a mix, where some maintenance services are at the project and some are centralized
 - d. Will charge a fee-for-service to the project when a service is provided to the project from a central location
 - e. All of the above are true
10. Accounts payable by the property may include all the following except:
 - a. Dwelling rental income
 - b. Frontline administrative costs
 - c. Maintenance costs
 - d. Tenant services
 - e. All of the above are accounts payable by the property
11. The formula for calculating per unit month (PUM) is:
 - a. Favorable budget variance divided by unfavorable budget variance
 - b. Line item divided by unit months available
 - c. Number of units divided by any line item
 - d. Occupancy rate
 - e. Total number of vacancy days divided by number of units leased up in the reporting period
12. Treating each development as its own asset requires PHAs to:
 - a. Evaluate the financial viability of each development
 - b. Centralize maintenance
 - c. Consolidate
 - d. Fund each development from the central office
 - e. All of the above
13. An example of a liability is:
 - a. Tenant rents
 - b. Debt
 - c. Depreciation
 - d. Land and buildings
 - e. All of the above
14. Under project-based management:
 - a. Each project's budget must be approved by HUD
 - b. Budgets will be developed at an aggregate level
 - c. Budgets may not be revised
 - d. Each project's budget must be approved by the board
 - e. The property manager will have no input into his or her project's budget
15. The following category or categories of vacancies are approved by HUD and thus continue to receive operating subsidy:
 - a. Central eligibility team too slow in making unit offers
 - b. Make-readies are causing units to remain vacant
 - c. Vacant days due to formally declared disasters
 - d. No one has accepted offers to the unit
 - e. All the above are HUD-approved vacancies

Section 16: Summary

16. Vacancy days and HUD-approved vacancies are tracked in the FDS and PIC.
 - a. True
 - b. False
17. Linden Lane has 100 units. Property management fees for the PHA's jurisdiction are \$52.80 PUM. The bookkeeping fee is \$7.50 PUM and the asset management fee is \$10 PUM. The rent roll for August showed that 95 units were occupied. Therefore, the property management fee Linden Lane will pay to the central office (COCC) for August will be:
 - a. \$5,016
 - b. \$5,280
 - c. \$1,000
 - d. \$6,030
18. Linden Lane's trial balance sheet shows excess cash at the end of the year. Oakview's trial balance sheet shows that Oakview does not have excess cash. Which of the following is an option for the PHA?
 - a. The central office (COCC) could charge Linden Lane above \$10 in asset management fees to make up for Oakview's lack of excess cash
 - b. Linden Lane can transfer funds to Oakview
 - c. Oakview can pay asset management fees to the central office (COCC)
 - d. Oakview can transfer funds to Linden Lane
 - e. None of the above are allowed options for the PHA
19. In HUD's asset management model, the property management fee:
 - a. Can only be paid if the project's balance sheet shows excess cash at the end of the year
 - b. Is paid by the central office (COCC) to the project if the project has insufficient cash per the audit report
 - c. Is based on the total number of units in the project
 - d. Is based on occupied units and allowable vacancies
 - e. Is up to PHA policy
20. Centralized maintenance staff salary and benefits:
 - a. Are a frontline allocated cost, prorated back to the projects on a reasonable basis
 - b. Are paid by the project on a fee-for-service basis
 - c. Are a direct frontline cost of the project if the service is highly technical, such as HVAC or electrician
 - d. Can be paid in any reasonable way per PHA policy
21. The development will receive 100 percent of its operating subsidy for the coming FY if the development achieved at least what occupancy rate in the current FY?
 - a. 96 percent
 - b. 95 percent
 - c. 98 percent
 - d. 97 percent
 - e. The development will always receive 100 percent of its operating subsidy

CHAPTER 6 REVIEW QUESTIONS

1. Who are among the largest owners of tax exempt bonds?
 - a. Individuals
 - b. Mutual funds
 - c. Property & casualty insurance companies
 - d. Commercial banks
 - e. All the above
2. One of the major advantages for a housing authority to consider establishing a nonprofit is:
 - a. A nonprofit is more regulated than the housing authority
 - b. A nonprofit is eligible for funds not accessible to a housing authority
 - c. A nonprofit does not have to pay attention to community needs
 - d. A nonprofit can be used to shelter administrative funds
 - e. Both c and d
3. Entrepreneurial strategies:
 - a. Are always a good idea as an immediate remedy to any PHA problem
 - b. Are not viable for small PHAs
 - c. Require commitment and expertise
 - d. Are a fast way to increase financial viability of any PHA
4. The most important thing to consider in leveraging the Capital Fund is the effect that leveraging may have on the PHA's long and short-term plans.
 - a. True
 - b. False
5. Tax credits provide a reduction in tax liability of 50 cents for every dollar invested.
 - a. True
 - b. False
6. When setting up a nonprofit, the by-laws establish the number of board members required to constitute a quorum needed to make board decisions.
 - a. True
 - b. False
7. An example of a "mixed use" development is:
 - a. A development with 50% public housing and 50% LIHTC (tax credit) dwellings
 - b. A development designed for elderly persons and persons with disabilities, with supportive services
 - c. A development with dwelling units and a grocery store

8. If the PHA wants to leverage its Capital Fund, it may do so and report the financing arrangements in the next Agency Plan submission.
 - a. True
 - b. False
9. One important use for a business plan is to have it available for potential lenders to review when the PHA is interested in developing new affordable housing.
 - a. True
 - b. False
10. The process for determining credit worthiness of a borrower is called:
 - a. Mortgaging
 - b. Underwriting
 - c. Delivering bonds
11. The following should be considered when setting up a nonprofit:
 - a. Purpose of the nonprofit
 - b. Powers of the nonprofit
 - c. Salary of the executive director
 - d. Number of directors
 - e. All of the Above
 - f. a, b and d
12. Some investors find purchasing bonds more attractive than stocks because of:
 - a. Fluctuating interest rates
 - b. The high return on investment
 - c. Safety
 - d. All the above
13. PHAs can leverage the Capital Funds for developing affordable housing and/or modernizing public housing.
 - a. True
 - b. False
14. PHAs are allowed to mortgage public housing developments if approved by HUD in order to develop affordable housing.
 - a. True
 - b. False
15. The “predevelopment” phase includes tasks needed to be done prior to purchasing. This phase is also referred to as:
 - a. Project completion phase
 - b. Construction phase
 - c. Feasibility phase
 - d. Acquisition phase
 - e. None of the above
16. In order to receive tax credits, a partnership applies to the _____ for the tax credits.
 - a. State
 - b. Federal government
 - c. City or County
 - d. Securities and Exchange Commission
17. The tax credit application process is on a fair-share formula and is not competitive.
 - a. True
 - b. False

18. When exploring entrepreneurial funding sources and strategies, the PHA and its investors:
 - a. Should not share too much information with each other
 - b. Have no need to establish that basic performance of PHA operations and projects is adequate
 - c. Should ensure that debt service and reserve requirements will be met
 - d. All the above
19. An example of an entrepreneurial strategy could include administering programs for neighboring PHAs.
 - a. True
 - b. False
20. To establish a nonprofit status, a PHA will have to receive approval of tax exempt status from both the IRS and the state of incorporation of the nonprofit.
 - a. True
 - b. False
21. The Choice Neighborhoods Program is:
 - a. Replaces HOPE VI
 - b. Is designed to address distressed public housing
 - c. Is designed to mandate entities to work together in struggling neighborhoods
 - d. Focuses on housing, people and the neighborhood
 - e. All the above
22. Some factors the PHA should consider when undertaking any new entrepreneurial venture include all of the following except:
 - a. Ensuring that the board is effective and supportive
 - b. Making sure the venture will be financially feasible
 - c. Jumping in feet first and figuring it out as you go
 - d. Ensuring that all legal requirements are being met
 - e. Planning adequately
 - f. Making sure the PHA is doing the basics right

CHAPTER 7 REVIEW QUESTIONS

1. The Rental Assistance Demonstration (RAD) program:
 - a. Is mandatory for all PHAs
 - b. Allows conversion of public housing to project-based vouchers
 - c. Allows conversion of public housing to project-based rental assistance
 - d. All of the above
 - e. b and c
2. RAD also:
 - a. Is designed to revitalize the most distressed public housing in struggling neighborhoods
 - b. Provides additional funding to revitalize public housing
 - c. Allows a public housing project to acquire debt funding
 - d. Is designed by HUD, with HUD providing all the financial expertise and feasibility analysis
3. When converting public housing units to Section 8 HAP contracts under RAD, the PHA may select to convert units to either the Project-Based Voucher (PBV) program or:
 - a. Low-Income Housing Tax Credits (LIHTC)
 - b. The Project-Based Rental Assistance (PBRA) program
 - c. The Rent Supplement Program (RAP)
 - d. HOME
4. A project is considered PHA-owned if:
 - a. The PHA has a 51% or more financial interest in the property
 - b. The PHA has a 50% or more financial interest in the property
 - c. The PHA, its board, or employees have any financial interest in the property
 - d. If the PHA, its board, or employees have financial interest in an entity that holds direct or indirect financial interest in the property
 - e. c and d
5. Which statement below is not true about the rental assistance demonstration (RAD) program?
 - a. RAD encourages leveraging equity in properties in the conversion to RAD
 - b. Properties converting to RAD may involve multiple layers of financing
 - c. HUD provides additional subsidy to properties that convert to RAD
 - d. RAD is mandatory for all PHAs
 - e. c and d

CHAPTER 8 REVIEW QUESTIONS

1. There is no need for the asset manager and executive director to make decisions as owners, as HUD owns the public housing land and property.
 - a. True
 - b. False
2. A PHA's portfolio planning and asset repositioning activities should:
 - a. Be determined without input from the community, as communities may have a NIMBY (not in my backyard) attitude
 - b. Align with community's affordable housing strategy
 - c. Be developed with no consideration of historic, political, or financial realities
 - d. Never be revised
 - e. Ignore market demand
3. A physical needs assessment (PNA) is a study of an existing project that:
 - a. Assesses the competencies of the property manager
 - b. Analyzes performance under PHAS
 - c. Quantifies the physical condition of the property
 - d. Quantifies the cost of replacing the project's capital items over time
 - e. All of the above
 - f. c and d
4. The physical needs assessment (PNA) is identical to the Capital Fund 5-Year Plan.
 - a. True
 - b. False
5. PHAs may have capital needs shortfalls compared with existing Capital Fund funding levels.
 - a. True
 - b. False
6. HUD requires all PHAs to conduct a physical needs assessment (PNA).
 - a. True
 - b. False
7. Physical obsolescence is where:
 - a. The project is 25 years or older
 - b. Market demand and competition within the jurisdiction makes the project less desirable so that the project cannot achieve full lease-up
 - c. The cost of making physical repairs and improvements approaches what the cost would be to rebuild or replace the property
 - d. All of the above
8. The purpose of a pro-forma is to examine various scenarios to financially explore reconfiguration options, improvements, and long-term viability of the project.
 - a. True
 - b. False

9. Properties may have physical conditions that cannot be cured by improving the management of the property.
 - a. True
 - b. False
10. An example of functional obsolescence in a public housing property is:
 - a. A project that, because of age, has deteriorating infrastructure that cannot be repaired with existing capital funds
 - b. A project with small studio units where the market contains adequate supply of one-bedroom units
 - c. A property where the property manager does not understand how to manage the property as a business
 - d. All the above
11. A market study contains the following:
 - a. Affordable housing supply and demand data
 - b. Existing and demographic data
 - c. Data on underserved populations
 - d. Distance from municipal services
 - e. Project amenities and comparable rents
 - f. All the above
12. Most rebuilding or repositioning initiatives where external debt and equity financing will be used will require:
 - a. Bond financing
 - b. An appraisal
 - c. Approval from the mayor
 - d. A court order
13. Determining the value of a public housing property is not a useful tool in general.
 - a. True
 - b. False
14. The PHA would consider the long-range viability of a project in deciding whether to continue to hold and operate it as public housing.
 - a. True
 - b. False

Learning Activity 9-1: Test Your Knowledge

We will not cover fair housing in depth in this seminar. Test your fair housing knowledge and analyze the results. Are there any areas you need to learn more about? How do you think other managers and staff would do on this pre-test? You may want to consider NMA's "Fair Housing & Reasonable Accommodation" two-day seminar.

1. The definition of "disability" for purposes of reasonable accommodation is the same as the definition of "disability" used for purposes of eligibility and rent calculation.
 - a. True
 - b. False
2. Spanish and Russian are the predominant languages other than English spoken in your PHA's jurisdiction. An applicant comes into the office speaking Farsi. The PHA:
 - a. Should ask the applicant to bring a family member or friend to interpret
 - b. Must hire staff who can translate in all language spoken in the PHA's jurisdiction
 - c. May ask the applicant to come back later, after an interpreter is found
 - d. Must offer competent oral interpretation, free of charge, upon request
 - e. May ask the applicant to bring a family member or friend to interpret
3. Which of the following is not a protected class?
 - a. Persons over 62
 - b. Single persons with children
 - c. Households in the low income range
 - d. Persons with disabilities
4. When determining whether or not to grant a request for an accommodation, the PHA may:
 - a. Obtain medical records
 - b. Determine the nature of the disability
 - c. Verify that there is a nexus
 - d. Limit their inquiries to physicians or medical professionals
5. In order to keep its units safe, a PHA may verify that an applicant is able to live independently.
 - a. True
 - b. False
6. The PHA may require verification that a service animal is trained or licensed.
 - a. True
 - b. False

7. Mr. Armado is a public housing tenant who uses a walker due to his disability. Mr. Armado comes into the office and requests grab bars for his bath/shower. The PHA:
 - a. Must require third-party verification of the need for the grab bars, to ensure consistency and documentation
 - b. May not require third-party verification
 - c. May set policy to require third-party verification of the need for the grab bars
 - d. May deny the request if the project does not have excess cash
8. Susan Lee is an elderly resident in the PHA's mixed-population (elderly/disabled) development. She resides in a 1-bedroom unit. There are no 2-bedroom units in the development. Ms. Lee informs you that she is obtaining custody of her 5-year old grandson. The PHA:
 - a. Must require Ms. Lee to transfer to a 2-bedroom unit
 - b. May require Ms. Lee to transfer to a 2-bedroom unit
 - c. May require Ms. Lee to transfer to a general occupancy (family) development
 - d. May not require Ms. Lee to transfer to a general occupancy (family) development
 - e. Must require Ms. Lee to transfer to a general occupancy (family) development
9. The Violence Against Women Act (VAWA) is a gender-neutral law.
 - a. True
 - b. False
10. A service animal is:
 - a. A companion animal
 - b. A dog that is trained to assist a person with a disability
 - c. Any animal that is trained to assist a person with a disability
 - d. Not allowed in the PHA's public housing office or community room, if in PHA policy
 - e. All of the above

CHAPTER 9 INDIVIDUAL COMPETENCY DEVELOPMENT PLAN

Identify at least one knowledge area or skill you plan to develop relevant to this chapter.

- **Knowledge:** Regarding the material covered in this chapter, what do you want to study or learn more about in order to gain knowledge?

- List some specific references you will study:

- **Skills:** What skills (what I know how to *do*) relevant to this chapter do I need to work on or develop? These could be technical or soft (behavior, attitude) skills.

- **Abilities:** What abilities relevant to this chapter do not come “naturally” or easily to me? How can I develop them? Be creative and don’t be afraid to think out of the box.

CHAPTER 9 REVIEW QUESTIONS

1. In deciding whether to grant a request for an accommodation, unless the requestor's disability is obvious and the nexus is clear or known, the PHA can require third-party verification from a competent professional that the accommodation will allow equal access to the program.
 - a. True
 - b. False
2. All requests for accommodation made by persons with disabilities must be granted.
 - a. True
 - b. False
3. A public housing director whose department is in full compliance with federal laws governing fair housing need not be concerned with state or local fair housing laws.
 - a. True
 - b. False
4. If a PHA determines that a tenant with a disability poses a threat to others, then the PHA:
 - a. Should terminate the lease because they are not entitled to any consideration under ADA
 - b. Must issue a 30-day notice to terminate the lease
 - c. Must refer the case to HUD
 - d. Should determine whether the behavior could be controlled if a reasonable accommodation were offered
5. The disability law that requires the removal of physical and programmatic barriers for persons with disabilities is:
 - a. Section 504
 - b. Single persons with children
 - c. Households in the low income range
 - d. QHWRA
6. When a PHA denies a request for an accommodation that is an undue financial and administrative burden, the PHA must:
 - a. Require the tenant to provide medical records
 - b. Pay the tenant a reasonable sum
 - c. Explore alternatives with the family and provide any other accommodation that is not a burden
 - d. Require the tenant to attend a hearing with a physician
7. When determining whether to grant a request for an accommodation, the PHA may:
 - a. Obtain medical records
 - b. Determine the nature of the disability
 - c. Verify that the disability presents a barrier to the housing program
 - d. Limit their inquiries to physicians only
8. In order to keep its units safe, a PHA may verify that an applicant is able to live independently.
 - a. True
 - b. False

Section 9: 504 Coordinator

9. The verification that a person has a disability (for purposes of reasonable accommodation) must be made by:
 - a. A doctor
 - b. A competent, knowledgeable third party
 - c. The PHA
 - d. All of above
10. A PHA could deny a request for an accommodation if granting the request would require the PHA to:
 - a. Eliminate statutory tenant obligations under the lease
 - b. Be flexible in any way
 - c. Provide for a transfer to another available public housing unit
 - d. Spend more money than they want to
11. The Violence Against Women Act (VAWA):
 - a. Protects women only
 - b. Protects victims of violence and sexual harassment
 - c. Is a gender-neutral law
 - d. Requires that the abuse be verified in order for the PHA to provide protection
 - e. Protects victims of domestic violence, dating violence, sexual assault stalking, and human trafficking
 - f. All the above
 - g. c and e
12. To protect victims of domestic violence, dating violence, sexual assault, stalking, or human trafficking, The Violence Against Women Act gives the PHA the authority to:
 - a. Develop two leases
 - b. Implement a conditional lease
 - c. Put the family into two public housing units
 - d. Bifurcate the lease
 - e. Issue the family a Voucher
13. A service animal is:
 - a. A companion animal
 - b. A dog that is trained to do work or tasks that assist a person with a disability
 - c. Any animal that is trained to assist a person with a disability
 - d. A pet
 - e. All the above
14. An assistance animal is considered:
 - a. A pet
 - b. A companion or emotional assistance animal only
 - c. Only if trained to assist a person with a disability
 - d. A reasonable accommodation
 - e. Limited to certain breeds, if the animal is a dog
15. The PHA may require verification that a service animal is trained or licensed.
 - a. True
 - b. False

Section 9: 504 Coordinator

16. Sexual or other harassment may result in personal and agency liability if:
- a. There is either quid pro quo harassment or hostile environment harassment
 - b. There is retaliation against anyone because they reported a discriminatory housing practice
 - c. A person knew or should have known of the discriminatory conduct, and had the power to correct it
 - d. There is harassment based on any of the protected classes
 - e. All the above

Section 3: Small Purchases

Learning Activity 10-1 Comparing Purchasing Documents

- Below are several purchasing and procurement documents for needed supplies at Willow Run. Assume the PHA's procurement policy requires one reasonable price quote for purchases up to \$500.
- Compare the documents. Are there any problems? Is any information missing?

**HILLDALE HOUSING AUTHORITY**

1675 Main Street
Hilldale, GA 30307

PURCHASE ORDER REQUEST**Willow Run**

22 Maple Street
Hilldale, GA 30307

Purchase Order Number: 7250
Purchase Order Date: 8/17/2021
Ship Date:
Required Delivery Date: *ASAP*

Funding Source:

Willow Run Budget

Purpose/Justification of Request:

Need maintenance tools to bring down work order days and to enhance curb appeal, to fill all vacant units

Suggested Sources:

Tools R Us – sole source

Requested By:

Mary Hurley

Form of Payment

Bill to Accounting

Term

Immediate

Ship Via

Delivery by company

Line Item No.	Description	Quantity	Unit	Per Unit Price	Total Price
4420	<i>Drill</i>	<i>1</i>	<i>Each</i>	99.99	99.99
4420	<i>Ladder System</i>	<i>1</i>	<i>Each</i>	399.80	399.80
4420	<i>Paint Spray Gun</i>	<i>1</i>	<i>Each</i>	73.99	73.99
				\$	550.00

Mary Hurley

Property Manager Signature

Certification of Available Funds

9/17/2021

Date

Authorized Approval

Date

Section 3: Small Purchases

Delivery Receipt**Tools R Us**

1050 Pioneer Way

Any Town USA 38901

Date:

Customer: *Willow Run Apts*Deliver to: *Mary Hurley, 22 Maple St*Customer P.O: **7250**

Quantity	Description	No. of Pkgs.
1	Drill	1
1	Ladder	1
1	Spray Gun	1

☐ Partial ☐ Complete Order**X**

Date

RECEIVED

Tools R Us

1050 Pioneer Way

Any Town USA 38901

InvoiceDATE
8/19/2021INVOICE #
27922**BILL TO** Willow Run Apts
22 Maple Street
Hilldale, GA 30307**SHIP TO** Willow Run Apts
22 Maple Street
Hilldale, GA 30307**JOB NO****PO NO**
7249**TERMS**
5 days**SHIP VIA**
Best**QTY****DESCRIPTION****AMOUNT**

1

Saw

99.99

1

Spray Gun

399.80

1

Ladder

73.99

Total**\$620.50*****We appreciate your business!***

CHAPTER 10 REVIEW QUESTIONS

1. Under sealed bidding:
 - a. The PHA evaluates proposals from both a technical and price standpoint
 - b. Proposals are not publicly opened
 - c. Bids are opened publicly
2. In the sealed bidding process, the contract is awarded to the lowest responsive and responsible bidder.
 - a. True
 - b. False
3. The property manager's authorization to buy goods and services at the project is subject to:
 - a. The ACOP
 - b. The PHA's procurement policy
 - c. Availability of funds in the project's budget
 - d. All the above
 - e. b and c
4. Under the HUD asset management model, a centralized procurement supervisor can be a frontline allocated expense of the project.
 - a. True
 - b. False
5. The purchase order system does all the following except:
 - a. Aids in the preparation of budgets
 - b. Serves as an internal control system to discourage and prevent fraud and theft
 - c. Gives the property manager authorization to spend over the small purchase threshold without authorization
 - d. Ensures all purchases are authorized and within budget
6. The Requests for Proposals (RFP) process: (more than one correct answer)
 - a. Is usually for more technical proposals, such as consulting or design
 - b. Does not allow for a best and final bid after initial bidding
 - c. Allows the PHA to hold discussions with offerors
 - d. Requires contract to be awarded based solely on price
7. Which of the following statements is **not** true about the sealed bid process?
 - a. No commitment is made to any bidder at the bid opening
 - b. Bids are publicly opened, and the names of bidders are read aloud
 - c. Each bid is date/time stamped upon receipt
 - d. Bids may be accepted after the deadline

8. A bidder would not be considered responsive if the bidder did not adequately respond to the PHA's Section 3 requirements in the Invitation to Bid or the RFP.
 - a. True
 - b. False
9. A bidder would not be considered responsible if there is documented previous unsatisfactory performance.
 - a. True
 - b. False
10. An important area of ethics in procurement is conflict of interest.
 - a. True
 - b. False
11. You are overseeing the award of a contract for lawn services for your PHA. Your second cousin was one of the bidders. You rarely see this relative so do not believe it is a conflict of interest. You and your second cousin have different last names. Which of the following statements below is true?
 - a. There is no conflict of interest and thus no need to report it
 - b. There could be no perceived conflict of interest, since you and your second cousin are distantly related and have different last names.
 - c. You would report this to the appropriate official and follow their instructions
 - d. You would ask your second cousin to withdraw their bid

CHAPTER 11 INDIVIDUAL COMPETENCY DEVELOPMENT PLAN

Identify at least one knowledge area or skill you plan to develop relevant to this chapter.

- **Knowledge:** Regarding the material covered in this chapter, what do you want to study or learn more about in order to gain knowledge?

- List some specific references you will study:

- **Skills:** What skills (what I know how to *do*) relevant to this chapter do I need to work on or develop? These could be technical or soft (behavior, attitude) skills.

- **Abilities:** What abilities relevant to this chapter do not come “naturally” or easily to me? How can I develop them? Be creative and don’t be afraid to think out of the box.

CHAPTER 11 REVIEW QUESTIONS

1. PHAS scores are confidential and are not made available to the public.
 - a. True
 - b. False
2. Quick Ratio is a measure of a project's:
 - a. Viability
 - b. Liquidity
 - c. Equity
 - d. Profit
3. Under the Physical Condition indicator, the project is issued a score:
 - a. Calculated by the PHA
 - b. Based on inspection done by the PHA
 - c. Based on inspection of 100% of the PHA's public housing stock
 - d. Based on the number and severity of deficiencies observed during the NSPIRE inspection
4. All are true of the NSPIRE inspection process except:
 - a. Although FHEO deficiencies are not scored, they will be reported to FHEO
 - b. The HUD-contracted inspection utilizes NSPIRE standards
 - c. The PHA is not obligated to perform its own inspection on those units inspected by the REAC NSPIRE inspector
 - d. The score begins with an assumption of a perfect score, and observed deficiencies carry point deductions
5. Of the following PHAS indicators and subindicators, which could be applied to the project?
 - a. Occupancy rate
 - b. Physical condition
 - c. Tenant accounts receivable
 - d. Quick ratio
 - e. All of the above
6. There is no "overall" PHAS score for each project.
 - a. True
 - b. False
7. Source information for the Capital Fund indicator comes from:
 - a. PHA certification on form HUD-50072
 - b. eLOCCS
 - c. Financial Data Schedule (FDS)
 - d. IMS-PIC
 - e. b and d
8. Under PHAS, average adjusted occupancy rate is measured. Which of the following category of units is not exempt from the computation of adjusted occupancy rate?
 - a. Units approved for special use such as self-sufficiency and anti-crime activities
 - b. Vacancy days due to litigation such as a court order or settlement agreement
 - c. The waiting list has been exhausted and no applicant family has accepted the unit
 - d. Units vacant due to a federally declared, state-declared, or other declared disaster

9. Under the interim PHAS, the management operations subindicators include vacant turnaround time.
- True
 - False
10. For a PHA with 250 public housing units or more, the PHAS 3-2-1 schedule means that:
- The PHA will be assessed under PHAS every three years, every other year, or every year, depending on if the PHA is a designated high performer, standard performer, or troubled performer
 - The PHA's projects will be inspected by HUD-contracted inspectors every three years, every other year, or every year, depending on the physical condition score of each project
 - All the PHA's projects will be inspected every year, regardless of physical condition score, if the PHA is designated as troubled
 - All of the above
 - b and c
11. PHAS is HUD's performance measure (report card) for both the public housing and Housing Choice Voucher programs.
- True
 - False
12. Under the interim PHAS, each project:
- Is designated a high, standard, or troubled performer
 - Receives an overall PHAS score
 - Receives a physical, financial, management, and capital fund score
 - Receives a physical, financial, and management score
13. Under the interim PHAS, the financial viability of the central office cost center (COCC) will be scored.
- True
 - False
14. Under the financial condition subindicator, which of the following is **not** true?
- PHAs report data to HUD electronically on the financial data schedule (FDS)
 - Unaudited financials must be submitted to HUD within two months after the PHA's fiscal year end
 - The PHA is not required to send audited financial reports to HUD unless the PHA was designated as troubled under the PHA's most recent PHAS score
 - Financial data of each project must be reported
 - Rent collection and occupancy have a significant impact on the project's financial condition score

Section 2: Overseeing the Management of Key Program Elements through Timely and Accurate

Learning Activity 12-1: Vacant Unit Turnaround Time

- It is your first day on the job. One of the properties you oversee is Daybreak. Here is Daybreak's vacant unit report for March. Calculate the total number of turnaround days.

Unit	Move-out Date	Effective Date of New Lease	Turnaround Days
5	1/08/25	3/16/25	65
11	1/22/25	3/10/25	
7	2/22/25		
3	3/12/25	3/22/25	
Total Vacant Unit Turnaround Days			

- Following are the vacant unit turnaround reports for two developments, Daybreak and Maple Village. Calculate the average turnaround time for both developments and answer the questions at the end.

Daybreak	This Month
a. Move-ins	4
b. Move-outs	1
c. Down time for units leased	5
d. Make-ready time for units leased	97
e. Lease-up time for units leased	18
f. Total turnaround days (d+e+f)	120
g. Average turnaround time (f/a) days	

Maple Village	This Month
a. Move-ins	5
b. Move-outs	6
c. Down time for units leased	7
d. Make-ready time for units leased	34
e. Lease-up time for units leased	131
f. Total turnaround days (d+e+f)	172
g. Average turnaround time (f/a) days	

Section 2: Overseeing the Management of Key Program Elements through Timely and Accurate

1. What would you start looking into at Daybreak and why? What further information would you gather?

2. What would you start looking into at Maple Village? What further information would you gather?

Rent Collection Rate Report

- The rent collection rate report expresses the percentage of rent paid. The number of occupied units fluctuates, whereas the rent collection rate is a continual analytic, regardless of how many units are occupied or vacant. Below is an example of a rent collection rate report.

The Dales	This Month
a. Rent owed. Do not include damage charges, late fees, excess utility charges, legal fees, or retroactive rent charges.	124,000
b. Rents Arrears, tenants in possession	7,000
c. Total charges (a + b)	131,000
d. Rent collected	124,998
e. Rent collection rate (d/c)	95.4%

Section 2: Overseeing the Management of Key Program Elements through Timely and Accurate

Notes

Learning Activity 12-2: Rent Collection Rate

- One of your properties, Creekview, has 192 units. One is offline for resident services. You are completing your monthly reports for the month of May.
- In July, tenants owed a total of \$37,824 in rent. Rent collected in May was \$35,988.
 - Rent collection rate for the month of May for Creekview was:

	%
--	---

ANNUAL REEXAMINATIONS

- It is important to track the percentage of annual reexaminations completed on time, as in the following report.

Creekview	This Month
a. Due to be completed	129
b. Completed	127
c. Percent timely (b/a)	98.4%

- It is also essential to track accuracy of the rent calculation function, for each staff person who conducts annual and interim reexaminations in the public housing program. A sample of a monitoring report can be found in Section 3, Tracking Performance.

CHAPTER 12 INDIVIDUAL COMPETENCY DEVELOPMENT PLAN

Identify at least one knowledge area or skill you plan to develop relevant to this chapter.

- **Knowledge:** Regarding the material covered in this chapter, what do you want to study or learn more about in order to gain knowledge?

- List some specific references you will study:

- **Skills:** What skills (what I know how to *do*) relevant to this chapter do I need to work on or develop? These could be technical or interpersonal or intrapersonal skills.

- **Abilities:** What abilities relevant to this chapter do not come “naturally” or easily to me? How can I develop them? Be creative and don’t be afraid to think out of the box.

CHAPTER 12 REVIEW QUESTIONS

1. In public housing, the first step in the grievance process is when tenants have the opportunity to informally settle a grievance with the PHA. This informal settlement is often conducted by the property manager.
 - a. True
 - b. False
2. The notice of termination for nonpayment of rent:
 - a. Requires a 14-day notice
 - b. Requires a 30-day notice
 - c. Is up to PHA policy and state law
3. PHAs do not need to track unit offers made to applicants..
 - a. True
 - b. False
4. PHAs' policies on denial and termination for criminal history must:
 - a. Establish a zero tolerance for drugs and other criminal history on or off the premises
 - b. Differentiate between criminal activity that poses a risk or threat and that which does not
 - c. List law enforcement's criminal code in order to deny or terminate for that criminal activity
 - d. Ensure denial and termination for all criminal conduct
5. HUD's EIV guidance is "safe harbor" guidance and therefore not required.
 - a. True
 - b. False
6. Overseeing the maintenance function at the property may require property managers to have competencies in all the following except:
 - a. Setting clear expectations and managing priorities
 - b. Knowing how to make all routine maintenance repairs
 - c. Communication and problem-solving
 - d. Understanding the function and elements of UPCS inspections and PHAS physical score
 - e. Prioritizing make-readies, health & safety repairs, routine maintenance, and preventive maintenance
 - f. Understanding the work order system
7. You are overseeing property managers' rent collection reports. Oakview is a project with 240 units. In the month being reviewed, tenants owed \$61,040 in rents. Rent collected for that month was \$59,980. The rent collection rate for that month was:
 - a. 100 percent
 - b. 61.0 percent
 - c. 98.3 percent
 - d. 1.1 percent

- | | |
|--|--|
| <p>8. Periodic analysis of the effectiveness and efficiency of the waiting list should include:</p> <ul style="list-style-type: none">a. If units are being filled quicklyb. If eligibility is determined accuratelyc. Adequate and fair screening for suitability, including history of drug and criminal activityd. Reasonableness of cost to the project(s)e. All the above | <p>9. Maintenance costs are typically one of the largest expenses in the properties' budgets.</p> <ul style="list-style-type: none">a. Trueb. False |
|--|--|

Section 3: An Effective Quality Control System

Learning Activity 13-1: Reexamination Reports

- Look at the quality control reexamination report that follows. You supervise four employees who determine income and calculate rent.

How many files do you review monthly?

What do you know from looking at this report?

What doesn't this report tell you?

Jan	Case Load	Number of files		Files with Errors		Types of Errors					
		Completed	Reviewed	Number	%	Verif	Income	Allow	Data Entry	Policy	Late
G. Monroe	150	15	4	4	100%	3	0	1	0	0	2
T. Hill	164	38	4	0	0%	0	0	0	0	0	0
A. Summers	120	24	4	4	100%	4	0	0	0	0	2
K. Rosemary	140	42	4	3	75%	1	0	2	0	0	0
Feb											
G. Monroe	150	25	4	2	50%	2	0	0	0	0	1
T. Hill	164	32	4	0	0%	0	0	0	0	0	0
A. Summers	120	28	4	4	100%	0	1	3	0	0	3
K. Rosemary	140	22	4	3	75%	1	0	2	0	0	0
Mar											
G. Monroe	150	24	4	3	75%	0	1	3	0	0	1
T. Hill	164	30	4	0	0%	0	0	0	0	0	0
A. Summers	120	23	4	4	100%	1	1	2	0	0	3
K. Rosemary	140	25	4	3	75%	0	0	3	0	0	0

CHAPTER 13 INDIVIDUAL COMPETENCY DEVELOPMENT PLAN

Identify at least one knowledge area or skill you plan to develop relevant to this chapter.

- **Knowledge:** Regarding the material covered in this chapter, what do you want to study or learn more about in order to gain knowledge?

- List some specific references you will study:

- **Skills:** What skills (what I know how to *do*) relevant to this chapter do I need to work on or develop? These could be technical or soft (behavior, attitude) skills.

- **Abilities:** What abilities relevant to this chapter do not come “naturally” or easily to me? How can I develop them? Be creative and don’t be afraid to think out of the box.

CHAPTER 13 REVIEW QUESTIONS

1. Internal controls include all of the following except:
 - a. Documenting procedures
 - b. Punishing unintentional mistakes
 - c. Separation of duties
 - d. Maintaining adequate records
2. One of the best ways to prevent ethical dilemmas is by addressing them preventively through comprehensive ethics and professional policies.
 - a. True
 - b. False
3. Creating an ethical agency environment means commitment from the top.
 - a. True
 - b. False
4. Which of the following statements is *not* true about investigation of PHAs' possible violations?
 - a. HUD's Office of Inspector General (OIG) initiates investigations
 - b. OIG investigates possible violations of laws or regulations
 - c. OIG does not investigate possible misconduct by PHA employees
 - d. PHAs should conduct self-audits in an internal control system
 - e. All of the above are true
5. Periodic job rotation, cross-functional responsibilities, and mandatory vacations are some examples of internal control measures.
 - a. True
 - b. False
6. Staff's knowledge, skills, and abilities to interview effectively are unrelated to program integrity.
 - a. True
 - b. False
7. Knowing the right thing to do:
 - a. Is always easier than doing the wrong thing
 - b. May be both more simple and more difficult than an unethical course
 - c. Is always obvious
 - d. Is regulated in detail in HUD regulations for all PHAs
8. A principle of personal ethics is:
 - a. Pleasing as many people as possible
 - b. Never making a mistake
 - c. Let someone else make the ethical decisions
 - d. Remembering that everything counts

9. The largest arena for breaches in ethics is:
 - a. Day-to-day behaviors
 - b. New employees
 - c. PHA accounting staff
 - d. Financing for new development
 - e. Income and rent calculations
10. Internal controls refer to the systems within a PHA that plan for:
 - a. Assignment of duties and responsibilities
 - b. Design of accounts and reports
 - c. Measures and methods employed to protect the PHA's assets
 - d. Accuracy and reliability of accounting and other operating data and reports
 - e. All of the above

Learning Activity 14-1: SWOT Analysis

- Task: Complete a SWOT analysis for your PHA. Be open and honest as you think of the strengths, weaknesses, opportunities, and threats your PHA may be experiencing.

Strengths	Weaknesses
Opportunities	Threats

Section 7: Managing Change When There is Little or No Time to Plan

Learning Activity 14-2: Self-Assessment: How Innovation Adept are You?

- Below are the 15 dimensions that will help you assess your Innovation Quotient (IQ). But unlike intelligence quotient, the skills of the innovator can be learned. Print out this assessment and rate yourself on your I-Skills. If you strongly agree with the statement, give yourself a 10. If you strongly disagree, give yourself a 1 or 2. And remember to consider not only your self-perception, but also your coworkers, customers, and your boss.
1. ☐ I approach my job and my contribution with an opportunity mindset, showing initiative and solving problems with a can-do attitude.
 2. ☐ I see the “big picture” in the work that I do.
 3. ☐ I constantly coax myself to think big.
 4. ☐ I volunteer to lead new initiatives and to get involved in projects having to do with the future of my organization.
 5. ☐ I try to align myself with the strategic goals of my organization's senior leadership.
 6. ☐ I engage deeply with people in my company and work to improve my collaboration skills.
 7. ☐ I have a genuine passion for serving the end user (internal or external customer).'
 8. ☐ I look for ways to take on the customer’s problem.
 9. ☐ I often take calculated risks.
 10. ☐ I collaborate effectively in cross-functional teams.
 11. ☐ I see through barriers and hurdles to achieving my goals.
 12. ☐ I welcome feedback and use it to grow.
 13. ☐ I am idea-oriented and constantly gather ideas to build new opportunities.
 14. ☐ I work to build a network of people who I create value for, and receive value from.
 15. ☐ I sell my ideas effectively and work hard at enrolling and converting others to my vision.

MY TOTAL SCORE:

Notes

- As you completed the survey, did you consider your coworkers' perception of you, or did you answer the questions based on your self-perception? Bear in mind that it's not only about how you see yourself. It's about what you have done and what you're recognized as being capable of doing in the future.
- If you scored yourself 120 or higher, congratulations. You've developed quite a few of the I-Skills already. If you scored yourself in the 90 to 119 range, you're still ahead of most of your peers, but you've got some skill building to do. If you scored below 90, take heart. These are new skills for the vast majority of people, ones they haven't had to use to be successful in the past. Once you learn more about what they are and how to master them, you can use them in your daily work to move your career forward and have more fun in the process.

CHAPTER 14 REVIEW QUESTIONS

1. When a PHA must institute wide-reaching changes with little or no time to plan, there are principles that will help the leadership team.
 - a. True
 - b. False
2. When writing and communicating a strategic plan, the leadership team should:
 - a. Have the board and ED write the first draft
 - b. Consider every detail in the first draft
 - c. Always use a consultant
 - d. Identify who will write the first draft and who will comment/edit
3. An environmental scan is conducted to:
 - a. Enable the PHA to look at the “big picture”
 - b. Collect data to answer questions about the present and future of the PHA
 - c. a and b
 - d. None of the above
4. SWOT analysis is best done by:
 - a. Conducting formal surveys
 - b. Compiling demographic data
 - c. Consulting an outside expert
 - d. Brainstorming
5. Developing an action plan is an essential outcome of strategic planning.
 - a. True
 - b. False
6. Strategic planning should only be undertaken if all the PHA’s problems are resolved.
 - a. True
 - b. False
7. There are times that may not be the best time to embark on strategic planning.
 - a. True
 - b. False
8. The SWOT analysis may reveal that succession planning is both a weakness and an opportunity.
 - a. True
 - b. False

Section 8: In Conclusion: As We Change and the World Changes

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| <p>9. Budgeting, or allocating resources, is not an inherent part of the strategic planning process, as that is a function for the financial director.</p> <ul style="list-style-type: none">a. Trueb. False | <p>11. When a PHA decides to explore embarking on new entrepreneurial strategies, strategic planning is important.</p> <ul style="list-style-type: none">a. Trueb. False |
| <p>10. A strategic plan is identical to the PHA 5-Year Plan.</p> <ul style="list-style-type: none">a. Trueb. False | <p>12. The strategic planning process is as important as the document itself.</p> <ul style="list-style-type: none">a. Trueb. False |