

CENTER FOR  
GOVERNMENT SERVICES

# New Jersey Local Housing Authority and Redevelopment Agency Training Program

CO-SPONSORED BY NJ DEPARTMENT  
OF COMMUNITY AFFAIRS, DIVISION OF  
HOUSING & COMMUNITY RESOURCES

SPRING 2016 SCHEDULE



**RUTGERS**  
Continuing Studies

## THE NEW JERSEY LOCAL HOUSING AUTHORITY AND REDEVELOPMENT AGENCY (NJ LHARA) TRAINING PROGRAM

The New Jersey Redevelopment and Housing Law of 1992 requires all commissioners and executive directors of local public housing authorities and redevelopment agencies to complete a comprehensive training program consisting of required and elective courses. Under NJSA 40A:12A-45, commissioners must complete their training within 18 months of appointment and executive directors within two years of appointment. A certificate of recognition is awarded to participants who successfully complete the program.

The complete course of study provides commissioners and executive directors with the opportunity to enhance the knowledge and skills necessary to oversee and administer the operations of housing authorities and redevelopment agencies. This series of courses is designed to clarify the scope of authority and the decision-making responsibilities of both positions. It also familiarizes commissioners and executive directors with state-of-the-art techniques and procedures for managing public housing units and redevelopment activities.

Required courses are tailored specifically to the needs of either commissioners or executive directors, while most of the electives are designed for both audiences. Many of the topics also should be of interest to housing authority and redevelopment agency staff members, including counsel, and they are encouraged to attend relevant sessions.

### PROGRAM PARTNERS

The curriculum was developed by the New Jersey Department of Community Affairs (NJDCA) in consultation with the Public Housing Authority Training Advisory Committee and the Center for Government Services (CGS) at Rutgers, The State University of New Jersey. All courses are designed to be New Jersey-specific whenever possible.

### PROGRAM INFORMATION

#### Housing Authority Commissioners

The program involves five courses, all of which must be completed within 18 months of appointment. Commissioners for an authority that is also a redevelopment agency must complete Principles of Redevelopment in addition to the other five courses.

#### Required Courses

- Ethics
- Financial Issues and Procedures
- Public Housing Assessment System (PHAS) and Section 8 Management Assessment Program (SEMAP)
- Skills for Commissioners

#### Electives (participants choose one)

- Asset Management
- Design Principles for Redevelopment Projects
- Legal Issues
- Planning and Development of Affordable Housing
- Principles of Redevelopment
- Procurement for Commissioners
- Public Relations/Communications
- Strategic Planning
- Tenant-Based Assistance Programs

#### Redevelopment Agency Commissioners

The program involves two courses, both of which must be completed within 18 months of appointment.

#### Required Courses

- Ethics
- Principles of Redevelopment

#### Electives (none)

#### Housing Authority Executive Directors

The program involves ten courses, all of which must be completed within two years of appointment. An executive director for a housing authority that is also a redevelopment agency must complete Principles of Redevelopment in addition to the ten-course PHA curriculum.

#### Required Courses

- Ethics
- Executive Housing Management
- Financial Management
- Maintenance Management
- Procurement and Contract Management
- Public Housing Manager (PHM) Certification\*
- Strategic Planning

\*This course is not offered by Rutgers. Credit will be awarded for completion of a Public Housing Manager training program offered by Institute of Real Estate Management (IREM), Nan McKay and Associates, Inc., National Association of Housing and Redevelopment Officials (NAHRO), National Center for Housing Management, or another nationally-recognized provider approved by NJDCA. The PHM program may be completed in a classroom or online. To receive credit, a copy of the certificate of completion from the sponsoring organization must be submitted to Rutgers.

Send to:

NJ Local Housing Authority & Redevelopment Agency  
Training Program  
Center for Government Services  
Rutgers, The State University of New Jersey  
303 George Street, Suite 604  
New Brunswick, NJ 08901-2020

### **Electives (participants choose any three)**

- Asset Management
- Legal Issues
- Design Principles for Redevelopment Projects
- Planning and Development of Affordable Housing
- Principles of Redevelopment
- Public Housing Assessment System (PHAS) and Section 8 Management Assessment Program (SEMAP)
- Public Relations/Communications
- Tenant-Based Assistance Programs

### **Redevelopment Agency Executive Directors**

The program involves four courses, all of which must be completed within two years of appointment.

#### **Required Courses**

- Ethics
- Planning and Development of Affordable Housing
- Principles of Redevelopment

#### **Electives (participants choose one)**

- Design Principles for Redevelopment Projects
- Negotiating Redeveloper Agreements

## **PROGRAM COURSES**

### **Asset Management – 6 Hours**

This course provides an overview of asset management as a business model in the multi-family housing industry. HUD's asset management mandate is explained, and the numerous decisions and actions that must be taken by public housing authorities to comply with the requirements contained in 24 CFR 990 are discussed. **This course is an elective for housing authority (HA) executive directors and HA commissioners. It is offered once per year.**

### **Design Principles for Redevelopment Projects – 3 Hours**

This half-day or evening session provides a brief introduction to state planning policies, past and present. It focuses on "bricks and mortar" policies that promote compact, mixed-use,

human-scale, and pedestrian- and transit-friendly development in our downtowns and neighborhoods. The presentation, which combines slides, lecture, and hands-on exercises, is particularly relevant for redevelopment agency executive directors. **This course is an elective for HA executive directors, redevelopment agency (RA) executive directors, and HA commissioners. It is offered once per year.**

### **Executive Housing Management – 12 Hours**

This two-day program offers executive directors the opportunity to improve their administrative and leadership skills. Organizational and behavioral issues are analyzed in the context of the key functions of the position, including planning, staffing, and managing. Personnel management is emphasized and topics such as time management, conflict resolution, and team-building are covered. **This course is required for HA executive directors. It is offered once per year.**

### **Ethics – 6 Hours**

This full-day session focuses on the nature of the public trust and the "rules" for ethical behavior that are relevant for public housing authority and redevelopment officials. New Jersey law and U.S. Department of Housing and Urban Development (HUD) regulations are examined and applied to ethical issues using a case study approach. **This course is required for all executive directors and commissioners. It is offered four or more times per year.**

### **Financial Issues and Procedures – 6 Hours**

Financial issues are central to the public housing commissioner's responsibilities. This one-day program covers the basic accounting and legal requirements imposed by HUD and NJDCA in plain language so that commissioners will clearly understand their fiduciary obligations on behalf of the housing authority. The budget preparation process, as well as reporting and audit requirements, are reviewed in detail. **This course is required for HA commissioners. It is offered four or more times per year.**

### **Financial Management – 6 Hours**

This one-day course offers executive directors a "big picture" approach to fiscal resource management, including guidance on the implementation of HUD's asset management rules. The implications of HUD funding requirements are considered along with New Jersey's Local Authorities Fiscal Control Act. Budget preparation, financial reporting and the audit process are discussed in practical terms. **This course is required for HA executive directors. It is offered once per year.**

**Legal Issues – 6 Hours**

This seminar is intended to provide a practical overview of state statutes and federal legal requirements pertaining to housing authorities. Six major topic areas are covered: tenancy and evictions, Section 8 contracts and leases, personnel rights and responsibilities, contractual agreements, general litigation and liability, and the federal Fair Housing Act. **This course is an elective for HA executive directors and HA commissioners. It is offered once per year.**

**Maintenance Management – 6 Hours**

Maintenance management includes such diverse topics as budget preparation, staffing, quality control, workorder systems, resident involvement, and insurance and liability. This one-day program addresses each of these issues and uses examples of well-maintained public housing authorities to illustrate the concepts learned. The impact of HUD's asset management approach on maintenance operations is discussed. **This course is required for HA executive directors. It is offered once per year.**

**Negotiating Redeveloper Agreements – 3 Hours**

Every redevelopment project is different, and the terms that an agency may be able to negotiate with a potential developer vary greatly. In this three-hour session the nuts and bolts of negotiating agreements with redevelopers are discussed, and agreement language is analyzed. The extent to which various types of projects can support specific developer contributions or require governmental assistance also is evaluated. **This course is an elective for RA executive directors. It is offered once per year pending availability of content and instructor.**

**Planning and Development of Affordable Housing – 6 Hours**

Nontraditional development opportunities for housing authorities and redevelopment agencies are explored in this one-day course, including housing provided under the state's Mount Laurel requirements. Strategies for developing housing within a wide range of affordability are discussed, and the household income levels established by various federal and state programs are described. Specific attention is given to "how-to" tips for establishing and working with nonprofit corporations. **This course is an elective for HA executive directors and HA commissioners; it is a required course for RA executive directors. It is offered once per year.**

**Principles of Redevelopment – 6 Hours**

Housing authorities and redevelopment agencies have a stake in the creation and maintenance of safe, livable neighborhoods and the expansion of economic opportunities in their communities. This course offers a comprehensive overview of the redevelopment process along with the planning and financing strategies that are essential to successful revitalization efforts. **This course is required for RA executive directors, executive directors of HAs that are also RAs, and RA commissioners; it is an elective for executive directors of standard HAs and for HA commissioners. It is offered two or more times per year.**

**Procurement and Contract Management for Executive Directors – 6 Hours**

This one-day course familiarizes participants with the "Model Statement of Procurement Policy for Public Housing Authorities Operating in New Jersey." This policy provides a comprehensive approach to implementing federal and state procurement regulations and merges them into a single handbook. Participants learn how to use the model policy as well as other sources of procurement law and regulations. Procurement and contract officers as well as PHA counsel are encouraged to attend. **This course is required for HA executive directors. It is offered once per year.**

**Procurement for Commissioners – 6 Hours**

This one-day course provides commissioners with a basic understanding of their role in establishing procurement policy and monitoring the housing authority's expenditures. HUD regulations and New Jersey procurement laws are reviewed with a focus on the oversight responsibilities of the board of commissioners. **This course is an elective for HA commissioners. It is offered once per year.**

**Public Housing Assessment System and Section Eight Management Assessment Program (PHAS and SEMAP) – 5 Hours**

This session covers the Public Housing Assessment System (PHAS) and the Section 8 Management Assessment Program (SEMAP). The indicators in both evaluation systems are explained in detail, including how each is measured and graded. The use of PHAS and SEMAP as management tools for improving housing authority performance is highlighted. **This course is required for HA commissioners; it is an elective for HA executive directors. It is offered four or more times per year.**

» *Registration form follows in centerfold*

» *Course descriptions continue on p. 9*

PLEASE PHOTOCOPY THIS FORM FOR MULTIPLE REGISTRATIONS • ONLINE REGISTRATION AVAILABLE AT [CGS.RUTGERS.EDU](http://CGS.RUTGERS.EDU)

Mail registration form and payment to:  
NJ LHARA TRAINING PROGRAM  
RUTGERS CENTER FOR GOVERNMENT SERVICES  
303 George Street, Suite 604  
New Brunswick, NJ 08901-2020

Or fax to: 732-932-3586

## GENERAL INFORMATION

If home or employer information has changed since your last registration, check here.

Last Name \_\_\_\_\_

First Name \_\_\_\_\_ Middle Initial \_\_\_\_\_

Gender  Female  Male

Agency (HA/RA) \_\_\_\_\_

Title (Comm/ED/Staff) \_\_\_\_\_

### HA/RA Address

Street \_\_\_\_\_

City \_\_\_\_\_

State \_\_\_\_\_ ZIP \_\_\_\_\_

### Home Address

Street \_\_\_\_\_

City \_\_\_\_\_

State \_\_\_\_\_ ZIP \_\_\_\_\_

Phone Numbers (required – check box for preferred)

Mobile \_\_\_\_\_  Home \_\_\_\_\_

Business \_\_\_\_\_ Ext. \_\_\_\_\_

E-mail Addresses (required – check box for preferred)

Business \_\_\_\_\_

Home \_\_\_\_\_

## COURSE INFORMATION

I wish to register for:

Title \_\_\_\_\_

Code \_\_\_\_\_ Fee \_\_\_\_\_

Location \_\_\_\_\_

Title \_\_\_\_\_

Code \_\_\_\_\_ Fee \_\_\_\_\_

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Location \_\_\_\_\_

Title \_\_\_\_\_

Code \_\_\_\_\_ Fee \_\_\_\_\_

Location \_\_\_\_\_

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Prerequisite(s) (if applicable) \_\_\_\_\_

Completion Date \_\_\_\_\_ Location \_\_\_\_\_

## PAYMENT INFORMATION

Check or voucher must accompany registration form. Make check or voucher payable to: Rutgers, The State University of New Jersey. Mail to above address.

In accordance with University policies, credit card information is no longer accepted on registration forms. Students paying course fees with a credit card must register online at: <http://cgs.rutgers.edu>. Click on the red "Register Now" button.

There is a \$25 fee for course withdrawals and/or returned checks.

**Public Relations/Communications – 6 Hours**

When should a housing authority hold a press conference? Who are the local media, and what do they want? This useful program addresses these questions and more, including image building and managing the media during a crisis. The roles of the commissioner and the executive director in dealing with the media are discussed, and many “how-to” tips are given. **This course is an elective for HA executive directors and HA commissioners. It is offered once per year.**

**Skills for Commissioners – 6 Hours**

This one-day seminar clarifies the commissioner’s role and focuses on the management and communication skills required to be an effective board member. Topics include the history of public housing, ethical considerations, setting policy vs. administering policy, and the board’s relationship with the executive director. General board development issues such as effective communication, cooperative decision-making, and problem-solving techniques also are covered. **This course is required for HA commissioners. It is offered four or more times per year.**

**Strategic Planning – 6 Hours**

This course provides a basic understanding of strategic planning concepts and the critical elements of a successful planning process. The requirements of HUD’s 5-Year Agency Plan and Annual Plan are reviewed, and a step-by-step approach to developing both plans is presented. The executive director’s leadership role and the board’s responsibilities are identified and discussed in practical terms. All of the topics are presented in the context of asset management and project-based accounting requirements. **This course is required for HA executive directors; it is an elective for HA commissioners. It is offered once per year.**

**Tenant-Based Assistance Programs – 6 Hours**

This full-day course provides an overview of the Housing Choice Voucher program and presents basic information about the operational requirements. It is intended to offer BOTH executive directors and commissioners guidance on how to design and implement a tenant-based assistance program, and covers such issues as tenant selection priorities, the calculation of subsidies, and housing quality standards. **This course is an elective for HA executive directors and HA commissioners. It is offered once per year pending availability of content and instructor.**

Food service is included in the registration fee.

**SPRING 2016 SCHEDULE OF COURSES**

*The following courses are not scheduled during this semester: Asset Management, Legal Issues, Maintenance Management, Procurement and Contract Management for Executive Directors, Procurement for Commissioners, and Tenant-Based Assistance Programs.*

*Courses marked \* are only offered this semester.*

**Design Principles for Redevelopment Projects\* – 3 Hours – \$144****HA-3018-SP16-1 New Brunswick**

Rutgers Center for Government Services  
303 George Street, 6th Floor, Classroom B  
Tuesday, May 10, 4:30 p.m. – 8:00 p.m.  
Instructor: Philip Abramson

**Ethics – 6 Hours – \$237****HA-3002-SP16-1 New Brunswick**

Rutgers Center for Government Services  
303 George Street, 6th Floor, Classroom A  
Thursday, March 24, 9:00 a.m. – 4:00 p.m.  
Instructor: Manuel Garcia

**HA-3002-SP16-2 Mays Landing**

Atlantic Cape Community College  
5100 Black Horse Pike  
Rutgers Lifelong Learning Center (Bldg. Q), Room 101A  
Saturday, May 7, 9:00 a.m. – 4:00 p.m.  
Instructor: Jacqueline Jones

**HA-3002-SP16-3 Orange**

Orange Housing Authority, Washington Manor  
340 Thomas Boulevard, Room TBA  
Saturday, June 4, 9:00 a.m. – 4:00 p.m.  
Instructor: Walter McNeil, Ph.D.

**Executive Housing Management\* – 12 Hours – \$438****HA-3005-SP16-1 New Brunswick**

Rutgers Center for Government Services  
303 George Street, 6th Floor, Classroom B  
Tuesday & Wednesday, June 7 & 8, 9:00 a.m. – 4:00 p.m.  
Instructor: Jacqueline Jones

**Financial Issues and Procedures – 6 Hours – \$232****HA-3003-SP16-1 Mays Landing**

Atlantic Cape Community College  
5100 Black Horse Pike  
Rutgers Lifelong Learning Center (Bldg. Q), Room 101A  
Saturday, April 9, 9:00 a.m. – 4:00 p.m.  
Instructor: Vernon Lawrence

**Financial Issues and Procedures – 6 Hours – \$232  
(cont'd.)****HA-3003-SP16-2 New Brunswick**

Rutgers Center for Government Services  
303 George Street, 6th Floor, Classroom B  
Wednesday, May 18, 9:00 a.m. – 4:00 p.m.  
Instructor: Eric Chubenko

**HA-3003-SP16-3 Parsippany/Morris Plains**

Morris County Public Safety Training Academy  
500 West Hanover Avenue, Room TBA  
Saturday, June 11, 9:00 a.m. – 4:00 p.m.  
Instructor: Kimberly Iozzi

**Financial Management\* – 6 Hours – \$229****HA-3006-SP16-1 New Brunswick**

Rutgers Center for Government Services  
303 George Street, 6th Floor, Classroom A  
Tuesday, May 10, 9:00 a.m. – 4:00 p.m.  
Instructor: Vernon Lawrence

**Negotiating Redevelopment Agreements\* – 3 Hours –  
\$126****HA-3017-SP16-1 New Brunswick**

Rutgers Center for Government Services  
303 George Street, 6th Floor, Classroom A  
Saturday, June 25, 9:00 a.m. – 12:30 p.m.  
Instructor: Philip Abramson

**PHAS and SEMAP – 5 Hours – \$203****HA-3004-SP16-1 Parsippany/Morris Plains**

Morris County Public Safety Training Academy  
500 West Hanover Avenue, Room TBA  
Saturday, April 30, 9:00 a.m. – 3:00 p.m.  
Instructor: Kimberly Iozzi

**HA-3004-SP16-2 New Brunswick**

Rutgers Center for Government Services  
303 George Street, 6th Floor, Classroom A  
Thursday, May 26, 9:00 a.m. – 3:00 p.m.  
Instructor: Manuel Garcia

**HA-3004-SP16-3 Vineland**

Vineland Housing Authority, Corbin Educational Center  
191 West Chestnut Avenue  
Saturday, June 18, 9:00 a.m. – 3:00 p.m.  
Instructor: Jacqueline Jones

**Planning & Development of Affordable Housing\* – 6 Hours  
– \$240****HA-3013-SP16-1 New Brunswick**

Rutgers Public Safety Building  
55 Commercial Avenue, 2nd Floor, Classroom 205B  
Saturday, May 21, 9:00 a.m. – 4:00 p.m.  
Instructor: Philip Abramson

**Principles of Redevelopment – 6 Hours – \$227****HA-3010-SP16-1 New Brunswick**

Rutgers Center for Government Services  
303 George Street, 6th Floor, Classroom A  
Saturday, May 14, 9:00 a.m. – 4:00 p.m.  
Instructor: Tyrone Garrett

**HA-3010-SP16-2 Long Branch**

Long Branch Housing Authority  
2 Hope Lane, Room TBA  
Thursday, June 30, 9:00 a.m. – 4:00 p.m.  
Instructor: Tyrone Garrett

**Public Relations/Communications\* – 6 Hours – \$222****HA-3015-SP16-1 Orange**

Orange Housing Authority, Washington Manor  
340 Thomas Boulevard, Room TBA  
Saturday, April 16, 9:00 a.m. – 4:00 p.m.  
Instructor: Christopher Pugliese

**Skills for Commissioners – 6 Hours – \$237****HA-3001-SP16-1 Orange**

Orange Housing Authority, Washington Manor  
340 Thomas Boulevard, Room TBA  
Saturday, March 19, 9:00 a.m. – 4:00 p.m.  
Instructor: Coram Rimes

**HA-3001-SP16-2 Vineland**

Vineland Housing Authority, Corbin Educational Center  
191 West Chestnut Avenue, Room TBA  
Saturday, April 23, 9:00 a.m. – 4:00 p.m.  
Instructor: Jacqueline Jones

**HA-3001-SP16-3 New Brunswick**

Rutgers Center for Government Services  
303 George Street, 6th Floor, Classroom A  
Thursday, June 16, 9:00 a.m. – 4:00 p.m.  
Instructor: Eric Chubenko

**Strategic Planning\* – 6 Hours – \$236****HA-3007-SP16-1 New Brunswick**

Rutgers Public Safety Building  
55 Commercial Avenue, 2nd Floor, Classroom 205B  
Saturday, April 2, 9:00 a.m. – 4:00 p.m.  
Instructor: Alesia R. Watson

## REGISTRATION INFORMATION

Courses are scheduled during the fall, spring and summer semesters throughout the state. Announcements containing specific course information are available each semester and may be found on the Center's website: <http://cgs.rutgers.edu>.

**Enrollment:** A student may enroll in a CGS course in several different ways. Mail-in registrations, faxed registrations, in-person registrations at the CGS offices, and online registrations (with credit card or e-check only) are accepted prior to the start of the course. Before a student is officially enrolled in a course, payment must be authorized or secured, and the student must meet all prerequisites associated with the course. A student who has a delinquent account with CGS will not be permitted to enroll in any additional CGS courses until the delinquency is resolved. **Go to <http://cgs.rutgers.edu> and click on the "Register Now" button on the homepage.**

To ensure that course materials are available the first session of your course, it is strongly recommended you register at least one week prior to the course start date.

In-person registrations at the course location on the day of the first class are considered "walk-ins." Walk-ins are accepted but not encouraged and will be assessed a \$15 late registration fee. In addition, walk-in students must complete an "Agreement-to-Pay Form" and will be contacted by CGS immediately after the first class. Walk-ins must make full payment of all fees or provide a valid purchase order within five business days of the first class. Walk-ins already on financial hold will not be permitted to complete their registration unless the delinquency is resolved.

**Course Fees and Payment:** Payment for a student's participation in a course can be obtained by using any of the following three methods:

1. Credit card payment (Visa, MasterCard, Discover or American Express) **AVAILABLE ONLY THROUGH ONLINE REGISTRATION (<http://cgs.rutgers.edu>)**
2. Check or money order payment by mail or in person
3. Authorized voucher or purchase order received via mail or fax

Food service is included in the registration fee.

Upon receipt of a completed registration form and payment, a class space is reserved for the student. Confirmation letters regarding registration will not be sent.

**Financing:** If financing is needed, apply for the Sallie Mae Smart Option Student Loan as soon as possible at [www.salliemae.com/00262990](http://www.salliemae.com/00262990).

**Late Fees:** Students are required to register for classes before the date of the first class session. Any student who attempts to register on (or after) the day of the first class will be considered a late registrant and will be assessed a \$15 late fee for the processing of the registration.

**Returned Check Fee Policy:** There is a \$25 fee for all checks that are returned to CGS. Failure to pay the fee will prevent future course registrations and the withholding of the course certificate.

**Withdrawals/Transfers:** All requests to change registration status, either by withdrawal or transfer must be submitted in writing at least two (2) business days before the course start date and will incur a \$25 processing fee. Withdrawals will be refunded, minus the \$25 fee. Failure to notify CGS within the time frame will result in forfeiture of all fees.

**Course Cancellation Policy:** The Center reserves the right to cancel any course or seminar. CGS will notify all students enrolled in a course that has been cancelled and the information will be posted on the CGS website. Students will be given the choice of receiving a full refund for the course cancelled by CGS or exercising the option to enroll in the same or another course in this or the following semester. In the event there is a difference in course fees between the course that was cancelled and the alternate course, an adjustment will be made. A student may not select an alternative course that has a prerequisite if the prerequisite has not been met.

**Certificates:** Certificates are mailed to students after the successful completion of the course, which is defined as 80% attendance of the class hours, a passing grade (if an examination is required) and full payment of all fees. A permanent record of courses taken is maintained by Rutgers. Certificates will not be issued to students if any fees are outstanding or delinquent.

**Special Needs Students:** Students with special needs are encouraged to contact CGS so that appropriate accommodations may be made.



**RUTGERS**

Continuing Studies

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Rutgers, The State University of New Jersey

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