Don't Freak Out! You've Got This.

New Executive Director's Crash Course

Cal Davis
Executive Director
NETX Properties
(New Boston, Wake Village, Maud, Naples)

Congratulations!

Your Board of Commissioners hired you so they must love you.

Your staff totally support you and will forever be in your graces.

Tenants just adore you.

Match made in heaven.

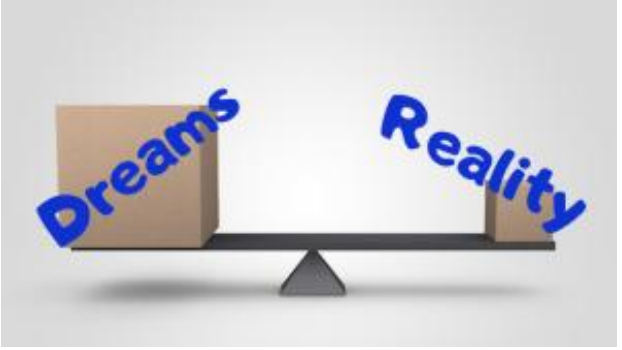


“Usually, reality is a little different than our dreams.”

- Lye Curtis

Forget what the ad you saw said about the job.

Please don’t think it’s only about collecting rent.





Your board doesn't know your responsibilities.





Your staff think they know your responsibilities.

Stuck in the middle.

Where do you turn?

Your agency is a local government

Texas Local Government Code 392

which is the

Texas Housing Authority Law

PHAs are Local Gov't's and rarely are part of the city.

Check your Bylaws for direction.

What does Local Government mean?

Local - Your board is your legal governing board. Your agency is not part of another government. NOT city, county, state, or federal.

City - Less than a dozen Texas agencies are a department of their city. Check your bylaws. Do you write checks, have financial reports and an audit separate from city, or board makes legal decisions.

City – The mayor (highest elected official of your jurisdiction) appoints the board just like they would do for dozens of other local gov't boards.

State – Agencies were created under state law to provide housing opportunities to local jurisdictions. PHAs are not a state department.

Federal – Your agency only has a contract (ACC) with the Dept of HUD. Without that contract, the agency does not operate a public housing program.

Establish your Resources

Resources are vital to your success and growth.

Make a list, spreadsheet, Rolodex, etc. for your contacts.

HUD Representative
- Guides you on HUD requirements

THA Director – Jen Dugan
- Wealth of resources

Regional THA Associations
- Local training and round tables

An ED close to you.
- see The PHA Connection

City mayor or his/her designee appoints.
- Texas law designates your mayor* or County Commissioner's Court to appoint your Board. You need good relations with them.

Look for Training!

- New Executive Director
- Commissioner Training
- HUD's Online Systems
- Financial
- Capital Fund and EPIC (PH only)
- Supervising Employees
- Texas Workforce Commission
- Business
- Texas Public Information Act
- Texas Open Meetings Act

You need the answers
or know how to find them.



When you don't know where to start, start at the beginning.

One day at a time

Review your agency from top to bottom.

Employees

Board minutes

Policies

Bank accounts &
Sig cards

Budget

Financial statements

Commissioner appointments

WASS/PIC

Latest financial audit

Insurances

Inventory – especially keys

Meet with key personnel and ask questions of anything you don't know.

Know your Agency

"You cannot escape the responsibility of tomorrow by evading it today."

- - Abraham Lincoln

What is your TX#?

How many apartments do you have?

Are they all rentable?

Do you have designated units for…

- elderly only
- elderly/disabled
- family?

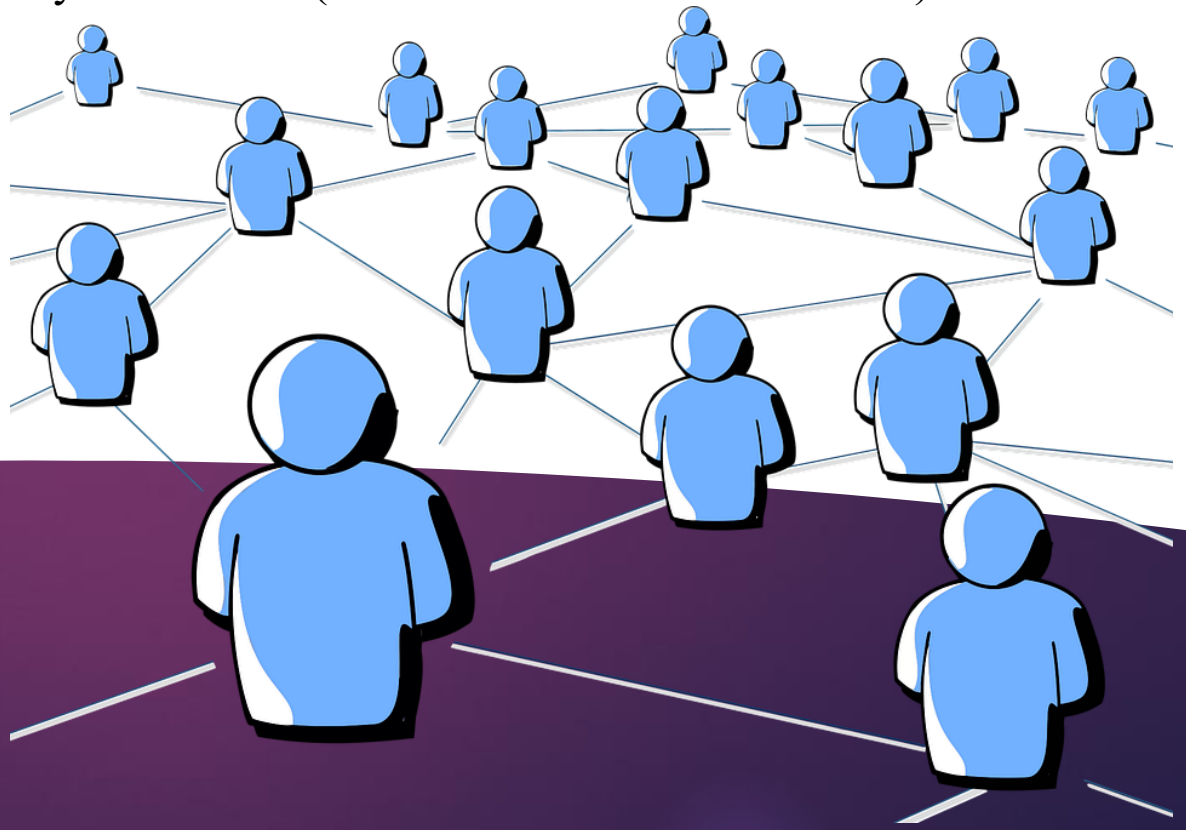
How many vouchers do you have?

Are they all leased?

Contacts

1. Establish email. Don't delete the former ED's email.
   - It is not a personal email, and it belongs to the agency.
   - There will be emails you need especially from HUD.
   - Request to add you to their email list. You may need them. (Unsubscribe later if unneeded.)

2. Contact:
   - HUD Representative
   - THA Director – Jen Dugan
   - Regional THA Association President
   - An ED close to you.
   - Your mayor or city admin/sec.



Where does your funding come from?

What programs do you administer?



Public Housing

Housing Choice Vouchers

Rural Development

LIHTC – Tax credits

Private rentals

Project-Based Vouchers

Corporate Funds

Grants

Are your funds restricted or non-restricted?

Restricted Funds – funds that derive from a government program

- Those funds must be used ONLY for that program
- Use for other programs is mishandling of funds and a criminal act
- IE: Public Housing, Rural Development, some voucher funds, etc.

Non-Restricted Funds – funds that are not part of a government program

- Those funds may be used for any program
- IE: Corporation funds, insurance proceeds, etc.

Finances – One of the big "F"s for your agencies

Where does the money come from?

Public Housing – access WASS/eLOCCS and draw down monthly.

Voucher Program – Admin fees are deposited into your bank account monthly.

Public Housing

- Tenant Rent
- Operating Subsidy
- Capital Funds and other grants
- Other – Anything provided by the Public Housing program that creates funds, ie: laundry, community room/office space rentals, vending machine, etc.

Housing Vouchers

- Admin Fees

PIC – where your agency info is located; 50058/9 reporting; unit removals

WASS – the main system for almost all electronic functions

eLOCCS – where you draw down public housing funds

PIH Portal – where most submissions are completed

FASPHA – financial audits submitted

EPIC – Capital Fund management



HUD Online

Many reports and submissions must be done within HUD's online portal using the portal's forms.

Board of Commissioners

ED is Board Secretary by Texas law. The board does not appoint others to be the secretary.

ED is the executive administrator of all programs and properties.

- Each term is 2 years.
- Each member is appointed by the city mayor (or whomever the city deems) If the mayor delegates it, work with it.
- The member can be reappointed if the member and city wishes. No term limits.
- Must have a resident on the board.* They have same power as all others.
- Talk to your mayor. Some will want the ED or Chair to find a candidate; others want no input.
- Members cannot be paid or receive a landlord voucher from the agency.
- Board Minutes – must be kept forever

Board of Commissioners

The staff are hired by the ED to help him/her to carry out the ED's commission given by the board.

Board of Commissioners

- Reviews finances
- Approves Policies
- Hires the ED

Executive Director

- Hires/fires all staff
- Overall management
- Agency representative
- Boatload more duties

Board of Commissioners

Board has little to do with the staff or residents.

- The board should never direct the ED to do anything—positive or negative—for one staff member.
- Raises are only given through the budget. The board does not give one resident a raise. Raises are given by the ED not by the board.
- The board should NOT conduct the appeal process or Grievance Hearings for tenants.
  - This can undermine the ED's authority over management.
  - This involves the board in oversight of day-to-day operations.
  - This can be considered a huge conflict of interest, especially if the board rules in the agency's favor.

Board Meetings

Only board meeting required is one meeting per year.

HAHAHA

Regular Meetings – date/time set in your bylaws (month, bi-month, etc.)

The Annual Meeting (regular)

- Board officers (chair, vice-chair) are elected by the board.
- ED is always the secretary.
- ED presents the Annual Report to the City (county). A summary of the past year. Required by LGC392.

EOY Meeting (regular)

- Approve next FYE budget **
- Approve write-offs

Special Meetings – called when needed outside your regular meetings.

Emergency Meetings – dire emergency; see the Open Meetings Act for details.

Board File

Put a reminder on your calendar to request reappointment or new appointment every year.

2 members one year.

3 members the next year.

Overlapping term limits.

Create or maintain a Board of Commissioners file. Inside, have these items:

- Certificate of Appointment by the City
- Public Information Act training certificate for each member
- Open Meetings act training certificate for each member
- Any certificates from trainings (New Commissioner, etc.)

Minutes

Protect your minutes.

They are legal documents

Minutes are kept FOREVER per the Open Meetings Act.

Keep them updated and in a safe place away from other individuals.

They must be in written or recorded format.

Store written in pdf.
Transcribe physical tapes.

Can keep electronically with backups.

Board Documents

Bylaws – These are required. Changes needed? The board can approve changes.

Resolutions – Every approval by the board is a resolution. Number them to keep organized (2026-01,-02, etc.)

- Keep a Resolution Book. List resolutions in time, date, and year order and detail resolution title

Policies – The board approves all changes to policies. Before recommending changes to any, review samples at the THA website. Must be in writing.

Procedures – These are instructions on how to carry out the policies. The ED or supervising staff can change these. Must be in writing.

Read the last 5 years of board minutes to familiarize yourself with what happened.

Review every resolution for the last 5+ years.

Read all current policies.

Review procedures to ensure they are compliant with policies.

Get familiar with board docs

- Change names on the bank signature card. The bank will require a board resolution on what names are to be approved signers.

- Review financial statements monthly. If there are any discrepancies, contact your fee accountant immediately.

- Review your investments. Public Housing will soon be limited on funds for investing.
  - Large agencies (over 250 leases) must have 4 months' expenditures in reserve.
  - Small agencies (under 250 leases) must have 6 months' expenditures in reserve.
  - If you have too much, be aware you may lose the excess.

Finances

Public Housing:

- Draw down Operating Funds monthly
- This is down through eLOCCS via WASS

- Manage your Capital Funds Grant
- This is done through EPIC

Voucher Agencies:

- Your funds are electronically transferred to your bank.

Finances

Finances

Audits:

- Agencies that expend over $1M in any given year, must have a financial audit.
- The financial audit report must be submitted to HUD.

- Agencies spending less than $1M are not required to have a financial audit but is recommended to have one annually but not more than 3 years.

Government Submissions

There are several reports to submit to HUD but also to the state of Texas.

Federal
- SAMS
- Audit - Federal Clearing House

HUD
- Section 3
- Minority Business Enterprise
- Labor Standards
- EPIC
- CFP Certification
- EIV reports
- Operating Subsidy
- FDS for financials
- HUD 50058s and monthly occupancy reports
- eLOCCS – CFP, Op Sub, etc.

State
- Cybersecurity
- AI Training
- Comptroller's Debt report (if you have debt)
- TWC
- IRS 941s, 1099s, W-2s, etc.

Just to name a few…

Seems like a lot.



Well, it is.

You are not alone.

There are dozens of EDs and Resources at the conference.

Meet the EDs at your lunch table, in your classes, working puzzles in the lobby, etc.

Meet with speakers.

Meet any HUD folks.

Meet the vendors for ideas on help.

NEVER be afraid to ask questions.

Get connected!

Questions & Answers

Ask away!

For help any time:

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