

Boards of Commissioners Meeting

April 28, 2015



AGENDA

O (559) 443-8400

F (559) 445-8981

1331 Fulton Mall

Fresno, California 93721

TTY (800) 735-2929

www.fresnohousing.org

Regular Joint Meeting of the Boards of Commissioners of the Fresno Housing Authority - AMENDED

5pm April 28, 2015

1331 Fulton Mall, Fresno, CA 93721

Interested parties wishing to address the Boards of Commissioners regarding this meeting's Agenda Items, and/or regarding topics not on the agenda but within the subject matter jurisdiction of the Boards of Commissioners, are asked to complete a "Request to Speak" card which may be obtained from the Board Secretary (Tiffany Mangum) at 4:45 p.m. You will be called to speak under Agenda Item 3, Public Comment.

The meeting room is accessible to the physically disabled, and the services of a translator can be made available. Requests for additional accommodations for the disabled, signers, assistive listening devices, or translators should be made at least one (1) full business day prior to the meeting. Please call the Board Secretary at (559) 443-8475, TTY 800-735-2929.

5pm Board Meeting

PAGE #

1. Call to Order and Roll Call

2. Approval of agenda as posted (or amended)

3. Public Comment

This is an opportunity for the members of the public to address the Boards of Commissioners on any matter within the subject matter jurisdiction of the Boards of Commissioners that is not listed on the Agenda. At the start of your presentation, please state your name, address and/or the topic you wish to speak on that is not on the agenda. Presentations are limited to a total of three (3) minutes per speaker.

4. Acknowledgement of Juanita Jackson

5. Acknowledgement of Agency Retirees

6. POTENTIAL CONFLICTS OF INTEREST – *Any Commissioner who has a potential conflict of interest may now identify the item and recuse themselves from discussing and voting on the matter. (Gov. Code section 87105)*

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d. Ratification of the Internet Adoption Grant Application – Viking Village	29
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a. HAP Report – 1 st Quarter 2015	35
b. Leveraging the HCV Program to Improve Quality Housing	39
c. Asset Management Overview	40
9. Action – Commissioners may Consider, Approve, Deny, and/or Continue	
a. Consideration of the Commissioner Per Diem and Mileage Reimbursement Policy	55
b. Consideration of Property Transfer – Argyle Property	60
c. Consideration of Mixed Finance and Internal Revenue Code Section 42 Utility Allowance Schedule – Yosemite Village	
10. Executive Director's Report	
11. Adjournment	

Minutes of the Joint Meeting
Of the Boards of Commissioners of the
HOUSING AUTHORITIES OF THE CITY AND COUNTY OF FRESNO

Tuesday, March 24, 2015

5:00 P.M.

The Boards of Commissioners of the Housing Authorities of the City and County of Fresno met in a regular joint session on Tuesday, March 24, 2015, at the offices of HACCF, located at 1331 Fulton Mall, Fresno, California.

1. The meeting was called to order at 5:02 P.M. by Board Chair, Commissioner Scharton of the Board of Commissioners of the Housing Authority of the City of Fresno. Commissioners present and absent were as follows:

COMMISSIONERS PRESENT:	CRAIG SCHARTON, Chair ADRIAN JONES, Vice Chair RUEBEN SCOTT KARL JOHNSON JORGE AGUILAR
COMMISSIONERS ABSENT:	STEVEN BEDROSIAN TIM LOWE

The meeting was called to order by Board Chair, Commissioner Sablan, of the Board of Commissioners of the Housing Authority of Fresno County at 5:02 P.M. Commissioners present and absent were as follows:

COMMISSIONERS PRESENT:	STACY SABLAN, Chair RENEETA ANTHONY, Vice Chair JIM PETTY OSVALDO VERA NANCY NELSON LEE ANN EAGER
COMMISSIONERS ABSENT:	None.

Also, in attendance were the following: Preston Prince, CEO/Executive Director; Tracewell Hanrahan, Deputy Director; Rebecca Craigo, Chief Operations Officer, and Ken Price, Baker Manock and Jensen - General Counsel.

2. APPROVAL OF AGENDA AS POSTED (OR AMENDED)

Commissioner Jones motioned for the City Board's approval of the agenda as posted. This action was seconded by Commissioner Aguilar, and by unanimous vote of the Board of Commissioners for the City, the agenda was approved as posted.

Commissioner Petty motioned for the County Board's approval of the agenda as posted. This action was seconded by Commissioner Vera, and by unanimous vote of the Board of Commissioners for the County, the agenda was approved as posted.

3. PUBLIC COMMENT

Preston Prince, CEO/Executive Director announced that Rebecca Craig, Chief Operations Officer, is retiring and this is her last board meeting with the Agency.

Commissioners acknowledged Ms. Craig's work with the Housing Authority and thanked her for her dedication.

No public comment.

4. POTENTIAL CONFLICTS OF INTEREST

This was the time for any Commissioner who had a potential conflict of interest to identify the item and recuse themselves from discussing and voting on the matter per Government Code section 87105.

There were no conflicts of interest.

5. CONSENT AGENDA

- a. Consideration of the Minutes of February 24, 2015
- b. City: Authorization to Charge-Off Uncollectible Accounts 1st Quarter 2015
- c. County: Authorization to Charge-Off Uncollectible Accounts 1st Quarter 2015
- d. Consideration of the Conflict of Interest Code
- e. Consideration of the Payroll Taxes and Deductions Policy
- f. Consideration of the Pay Period Policy
- g. Consideration of Mixed Finance and Internal Revenue Code Section 42 Utility Allowance Schedules
- h. Ratification of Application Submission – Veterans Affairs Supportive Housing (VASH)

Commissioner Anthony announced she wanted to discuss item 5(d) and Commissioner Petty announced he had questions on item 5(c) and 5(e).

Commissioner Petty motioned for the County Board's approval of the consent agenda items 5(a), 5(b) and 5(f) through 5(h). This action was seconded by Commissioner Anthony, and by unanimous vote of the Board of Commissioners for the County, the consent agenda items 5(a), 5(b), and 5(f) through 5(h) were approved.

Commissioner Jones motioned for the City Board's approval of the consent agenda items 5(a), 5(b) and 5(f) through 5(h). This action was seconded by Commissioner Scott, and by unanimous vote of the Board of Commissioners for the City, consent agenda items 5(a), 5(b), and 5(f) through 5(h) were approved.

Commissioner Petty asked a question regarding the migrant program and the charge off procedures. Richard Bradley, Director of Housing Management responded that the procedures are the same as other programs.

Commissioner Petty motioned for the County Board's approval of consent agenda item 5(c). This action was seconded by Commissioner Eager, and by unanimous vote of the Board of Commissioners for the County, the consent agenda item 5(c) was approved.

Commissioner Jones motioned for the City Board's approval of consent agenda item 5(c). This action was seconded by Commissioner Scott, and by unanimous vote of the Board of Commissioners for the City, the consent agenda item 5(c) was approved.

Commissioner Anthony requested clarification from the General Counsel on appendix B, Designated Positions, and the last paragraph on page 34 for item 5(d). Commissioner Anthony wanted to clarify the information ensuring that the language was legally appropriate on the Conflict of Interest Code.

Ken Price, General Counsel, ensured that the language on the Conflict of Interest Code is legal and recommended. He provided further detail on the appendix B language.

Commissioner Anthony motioned for the County Board's approval of consent agenda item 5(d). This action was seconded by Commissioner Petty, and by unanimous vote of the Board of Commissioners for the County, the consent agenda item 5(d) was approved.

Commissioner Aguilar announced he had a question on item 5(d). Commissioner Aguilar asked if the Conflict of Interest Code was an equivalent of a Form 700 that should be reported annually.

Ken Price answered that the Conflict of Interest Code is to let the public understand who should be submitting a Form 700 and when. He acknowledged that the Conflict of Interest Code is periodically adopted and the statement is a small amendment to the current Conflict of Interest Code.

Additionally, Tracewell Hanrahan, Deputy Director, acknowledged that the Form 700 were due by April 1st. Tiffany Mangum, Special Assistant to the CEO/Executive Director clarified the time frame on the Form 700's for the Board Members.

Commissioner Jones motioned for the City Board's approval of consent agenda item 5(d). This action was seconded by Commissioner Aguilar, and by unanimous vote of the Board of Commissioners for the City, the consent agenda item 5(d) was approved.

Commissioner Petty asked a question concerning CALPERS deductions and the hire dates. Clayton Lucas, Director of Administration, responded to his question acknowledging that employees hired before January 1st, 2013 have a smaller deduction than employees hired after that date. No further discussion.

Commissioner Petty motioned for the County Board's approval of consent agenda item 5(e). This action was seconded by Commissioner Eager, and by unanimous vote of the Board of Commissioners for the County, the consent agenda item 5(e) was approved.

Commissioner Jones motioned for the City Board's approval of consent agenda item 5(e). This action was seconded by Commissioner Scott, and by unanimous vote of the Board of Commissioners for the City, the consent agenda item 5(e) was approved.

6. INFORMATIONAL

a. Performance Management Overview

Clayton Lucas presented an overview explaining the Fresno Housing Authority's performance management system. He further explained that the system is based on competency and goal achievement during a 12-month evaluation cycle in which there are four scheduled meetings. Mr. Lucas added that over the course of the year, the employee's performance will be evaluated against the requirements of the position description, Agency competencies, the established goals, and other factors. Mr. Lucas concluded by stating that the successful implementation and administration of the Agency's performance management system is vital to the success of its mission and strategic initiatives.

There was further discussion between Mr. Lucas and Board Members concerning the system for represented versus unrepresented staff. Mr. Lucas reported that a system for each class of employees is continuing to be developed and evaluated. We will report to the Boards upon determining our findings.

b. Resident Services Strategy

Tracewell Hanrahan introduced the Resident Services Strategy presentation as an update on where the Agency is on the strategic development and implementation on

the programs. She explained how Staff has been working to evaluate the current programming and capacity of the department. Ms. Hanrahan also acknowledged that Staff has been developing a strategic direction and implementation plan that will further the Boards' specific commitment to this work and align with the goals and strategic plan for the agency. Ms. Hanrahan shared additional results and facts about the education, health, and the demographics of residents.

Angie Nguyen, Senior Manager of Resident Services, continued the presentation with a snapshot of the goals and metrics. Ms. Nguyen described the strategic planning goals of Resident Services and the roadmap for the Agency to achieve those goals. She further explained that it is important to develop focus areas based upon the research and data collected.

There was further questions and discussion between the Board Members and staff regarding the details of some of the metrics that Fresno Housing will be using.

Commissioner Eager left the meeting at 5:57 p.m.

Due to time limitations, Preston Prince recommended to consider items 7(a) and 7(b) before finishing the informational items. The Board Members and staff agreed.

7. ACTION ITEMS-COMMISSIONERS MAY CONSIDER, APPROVE, DENY, AND/OR CONTINUE

a. Consideration of the 2015 Capital Fund Budget

Richard Bradley presented a comprehensive list of the capital improvements needed for the Low Income Public Housing and Specialty Housing programs. Mr. Bradley also explained the proposed projects at each property. He recommended that the Board of Commissioners of the Fresno Housing Authority adopt the proposed FY 2015 Capital Budget.

Commissioner Scott motioned for the City Board's approval of the 2015 Capital Fund Budget. This action was seconded by Commissioner Jones, and by unanimous vote of the Board of Commissioners for the City, the motion to approve the 2015 Capital Fund Budget was approved.

Commissioner Anthony motioned for the County Board's approval of the 2015 Capital Fund Budget. This action was seconded by Commissioner Nelson, and by unanimous vote of the Board of Commissioners for the County, the motion to approve the 2015 Capital Fund Budget was approved.

b. Consideration of Acceptance of the Operating and HAP Results for 2014

Emily Williams, Finance Manager, presented the 2014 Financial Results for the Agency's Operations and Housing Assistance Payments (HAP) budgets. Ms.

Williams explained that the attached documents represented the revenues and expenses for the Housing Authority by program, department, and division. She recommended that the Boards of Commissioners accept the 2014 financial results for the Agency Operations and HAP budgets.

Commissioner Scott motioned for the City Board's approval of the Operating and HAP Results for 2014. This action was seconded by Commissioner Johnson, and by unanimous vote of the Board of Commissioners for the City, the motion to approve the Operating and HAP Results for 2014 was approved.

Commissioner Petty motioned for the County Board's approval of the Operating and HAP Results for 2014. This action was seconded by Commissioner Anthony, and by unanimous vote of the Board of Commissioners for the County, the motion to approve the Operating and HAP Results for 2014 was approved.

8. INFORMATIONAL (CONTINUED)

a. Leveraging the HCV Program to Improve Quality Housing

Aurora Ibarra, Assisted Housing Manager, announced that the March Board Update provided a recap on the HCV Program presentation and discussion for the past two months.

Juan Lopez, Senior Analyst-Quality Assurance presented a brief overview on the average age of the units in the HCV program's most populous zip codes. Juan shared some of the general housing trends and information.

There was further discussion and questions between the Board Members and staff concerning the trends and information on the HQS data based on the zip codes.

b. Fresno Housing 75th Celebration Overview

Brandi Johnson, Communications Manager, presented an overview of the Fresno Housing Authority's 75th Celebration. Ms. Johnson announced some of the items the Agency has implemented in regards to the 75th Celebration.

9. EXECUTIVE DIRECTOR'S REPORT

In addition to the written Director's report, the following items were announced:

- Channel 47 will be airing a story about the B3 Partnership.
- The Agency will be presenting to City Hall on Thursday at 8:30 a.m., and will consist of a proclamation followed by a workshop.
- The EDC Real Estate Forecast will be on April 9th, at 5:30 p.m.

- The State of Downtown event will be on Thursday at 5:30 p.m.
- Brief overview about the first Site Planning Committee Meeting that was held on March 9th. The architect is currently doing research for further planning.
- Commissioners Aguilar and Scott represented the Fresno Housing Authority at the opening of the Safe Place Partnership Event at Parc Grove Commons' Community Center.
- Juanita Jackson, a resident at Yosemite Village, is a recipient of the Volunteer of the Year Award from Hand's On Central California, which will be awarded on April 16th.
- Brief overview about the NAHRO Legislative Conference in Washington D.C.

10. ADJOURNMENT

There being no further business to be considered by the Boards of Commissioners for the Housing Authorities of the City and County of Fresno, the meeting was adjourned at approximately 7:34 P.M.

Preston Prince, Secretary to the Boards of Commissioners

BOARD MEMO

O (559) 443-8400

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1331 Fulton Mall
Fresno, California 93721
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TO: Boards of Commissioners

Fresno Housing Authority

FROM: Preston Prince



CEO/Executive Director

DATE: April 23, 2015

BOARD MEETING: April 28, 2015

AGENDA ITEM: 7b

AUTHOR: Scott Berry

SUBJECT: Approval of Employment Services Contracts

Executive Summary

The purpose of this memo is to update the Boards of Commissioners on the status of the Agency's Employment Services Request for Proposals (RFP). The RFP solicited requests from qualified temporary and direct placement employment service firms, and allowed them to submit a proposal and pricing for any/all of the following 'lots' described in the scope of work.

1. Temporary Clerical Employees
2. Temporary Maintenance Employees
3. Temporary Supervisory / Management Employees
4. Temporary Construction Related Employees
5. Permanent Direct Placement

Several factors were taken into consideration when selecting the successful proposer, including proposed costs, demonstrated experience with Fresno Housing or a similar agency, technical capabilities, the overall quality of the proposal, and whether the firm engaged in Section 3 activities. A three-person evaluation committee was responsible for evaluating the proposal's and scoring each firm based on the documents they submitted and the requirement listed above. Staff took every effort to engage all different types of employment service companies in the RFP process, including send the RFP directly to firms, following up with emails, answering questions, and even providing assistance to small businesses.

Overall, the Agency received proposals from six different firms. Below is a summary of the successful proposers for each lot and a summary of the "Not to Exceed" amounts.

Lot Number	Lot Type	Successful Proposer	Average Annual Cost*	Three Year "Not to Exceed" Amount
1	Clerical Employees	AppleOne Employment Services	300,000	900,000
2	Maintenance Employees	Ultimate Staffing Services	150,000	450,000
3	Supervisory / Management Employees	AppleOne Employment Services	100,000	300,000
4	Construction Related Employees	None	-	-
5	Direct Placement	BennettFrost Personnel Services, Inc.	60,000	180,000

**average cost over a four year period*

The above "Not to Exceed" amounts reflect the total maximum amount each company could receive over a cumulative three year period and are not guaranteed payments that the firms will receive. On average, the Agency employs approximately 3-7 temporary employees at any given time depending on staffing needs in various departments including Accounting & Finance, Housing Management and the Housing Choice Voucher program. These temporary employees allow the Agency to manage brief workflow increases and absences without needing to recruit and hire permanent personnel. The total sum of the contract amounts account for approximately 4% of Agency's overall staffing costs. These potential costs are included in the 2015 adopted budget, and will be considered by the Boards in future year's budget discussions.

Recommendation

It is recommended that the Boards of Commissioners authorize the CEO/Executive Director to enter into contracts with AppleOne Employment Services, Ultimate Staffing Services, and BennettFrost Personnel Services.

Background Information

HUD procurement guidelines require public housing authorities to solicit for services on a regular basis. The RFP method considers both technical factors and price when evaluating a proposal, and allows for discussions with offerors concerning the proposal submitted and the negotiation of contract price. Awards are made on the basis of the proposal that represents the best overall value to the Agency, considering price and other factors (technical expertise, past experience, quality of proposed staffing, etc.) set forth in the solicitation and not solely the lowest price.

On August 25th, 2014, the Agency posted RFP #P14012 for Temporary Employment and Job Placement Services. The Agency was pleased to receive proposals from six firms. After the initial round of evaluations, four firms were asked to participate in interviews to better understand their proposals and services. Following the interviews, each firm was given the opportunity to submit a 'Best and Final' offer, after which all proposals were rescored by the evaluation committee.

RESOLUTION NO. _____
BEFORE THE BOARD OF COMMISSIONERS OF THE
HOUSING AUTHORITY OF THE CITY OF FRESNO

**RESOLUTION APPROVING AWARD AND EXECUTION OF CONTRACT FOR
TEMPORARY EMPLOYMENT AND JOB PLACEMENT SERVICES**

WHEREAS, the Housing Authority of the City of Fresno recently solicited proposals from qualified firms to provide Temporary Employment and Job Placement Services; and

WHEREAS, Ultimate Staffing Services was a responsive and responsible firm who provided qualifications and prices that are the most advantageous to the Housing Authority of the City of Fresno; and

WHEREAS, the Housing Authority of the City of Fresno desires to enter into a contract with Ultimate Staffing Services for an amount not to exceed \$180,000.00 and;

WHEREAS, the term of said contract will be for 3 years from the date of contract execution;

NOW THEREFORE, BE IT RESOLVED that Preston Prince, as CEO/Executive Director of the Housing Authority of the City of Fresno, or his designee, is hereby empowered and authorized to negotiate and execute on behalf of the Housing Authority of the City of Fresno the aforementioned contract and supporting documents with Ultimate Staffing Services for Temporary Employment and Job Placement Services.

PASSED AND ADOPTED THIS 28th day of April, 2015. I, the undersigned, hereby certify that the foregoing Resolution was duly adopted by the governing body with the following vote, to-wit:

AYES:

NOES:

ABSENT:

ABSTAIN:

Preston Prince, Secretary of the Boards of Commissioners

RESOLUTION NO. _____
BEFORE THE BOARD OF COMMISSIONERS OF THE
HOUSING AUTHORITY OF THE CITY OF FRESNO

**RESOLUTION APPROVING AWARD AND EXECUTION OF CONTRACT FOR
TEMPORARY EMPLOYMENT AND JOB PLACEMENT SERVICES**

WHEREAS, the Housing Authority of the City of Fresno recently solicited proposals from qualified firms to provide Temporary Employment and Job Placement Services; and

WHEREAS, BennettFrost Personnel Services was a responsive and responsible firm who provided qualifications and prices that are the most advantageous to the Housing Authority of the City of Fresno; and

WHEREAS, the Housing Authority of the City of Fresno desires to enter into a contract with BennettFrost Personnel Services for an amount not to exceed \$450,000.00 and;

WHEREAS, the term of said contract will be for 3 years from the date of contract execution;

NOW THEREFORE, BE IT RESOLVED that Preston Prince, as CEO/Executive Director of the Housing Authority of the City of Fresno, or his designee, is hereby empowered and authorized to negotiate and execute on behalf of the Housing Authority of the City of Fresno the aforementioned contract and supporting documents with BennettFrost Personnel Services for Temporary Employment and Job Placement Services.

PASSED AND ADOPTED THIS 28th day of April, 2015. I, the undersigned, hereby certify that the foregoing Resolution was duly adopted by the governing body with the following vote, to-wit:

AYES:

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ABSENT:

ABSTAIN:

Preston Prince, Secretary of the Boards of Commissioners

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BEFORE THE BOARD OF COMMISSIONERS OF THE
HOUSING AUTHORITY OF THE CITY OF FRESNO

**RESOLUTION APPROVING AWARD AND EXECUTION OF CONTRACT FOR
TEMPORARY EMPLOYMENT AND JOB PLACEMENT SERVICES**

WHEREAS, the Housing Authority of the City of Fresno recently solicited proposals from qualified firms to provide Temporary Employment and Job Placement Services; and

WHEREAS, AppleOne Employment Services was a responsive and responsible firm who provided qualifications and prices that are the most advantageous to the Housing Authority of the City of Fresno; and

WHEREAS, the Housing Authority of the City of Fresno desires to enter into a contract with AppleOne Employment Services for an amount not to exceed \$1,200,000.00 and;

WHEREAS, the term of said contract will be for 3 years from the date of contract execution;

NOW THEREFORE, BE IT RESOLVED that Preston Prince, as CEO/Executive Director of the Housing Authority of the City of Fresno, or his designee, is hereby empowered and authorized to negotiate and execute on behalf of the Housing Authority of the City of Fresno the aforementioned contract and supporting documents with AppleOne Employment Services for Temporary Employment and Job Placement Services.

PASSED AND ADOPTED THIS 28th day of April, 2015. I, the undersigned, hereby certify that the foregoing Resolution was duly adopted by the governing body with the following vote, to-wit:

AYES:

NOES:

ABSENT:

ABSTAIN:

Preston Prince, Secretary of the Boards of Commissioners

RESOLUTION NO. _____
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WHEREAS, the term of said contract will be for 3 years from the date of contract execution;

NOW THEREFORE, BE IT RESOLVED that Preston Prince, as CEO/Executive Director of the Housing Authority of the County of Fresno, or his designee, is hereby empowered and authorized to negotiate and execute on behalf of the Housing Authority of the County of Fresno the aforementioned contract and supporting documents with Ultimate Staffing Services for Temporary Employment and Job Placement Services.

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NOES:

ABSENT:

ABSTAIN:

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WHEREAS, the term of said contract will be for 3 years from the date of contract execution;

NOW THEREFORE, BE IT RESOLVED that Preston Prince, as CEO/Executive Director of the Housing Authority of the County of Fresno, or his designee, is hereby empowered and authorized to negotiate and execute on behalf of the Housing Authority of the County of Fresno the aforementioned contract and supporting documents with BennettFrost Personnel Services for Temporary Employment and Job Placement Services.

PASSED AND ADOPTED THIS 28th day of April, 2015. I, the undersigned, hereby certify that the foregoing Resolution was duly adopted by the governing body with the following vote, to-wit:

AYES:

NOES:

ABSENT:

ABSTAIN:

Preston Prince, Secretary of the Boards of Commissioners

RESOLUTION NO. _____
BEFORE THE BOARD OF COMMISSIONERS OF THE
HOUSING AUTHORITY OF THE COUNTY OF FRESNO

RESOLUTION APPROVING AWARD AND EXECUTION OF CONTRACT FOR
TEMPORARY EMPLOYMENT AND JOB PLACEMENT SERVICES

WHEREAS, the Housing Authority of the County of Fresno recently solicited proposals from qualified firms to provide Temporary Employment and Job Placement Services; and

WHEREAS, AppleOne Employment Services was a responsive and responsible firm who provided qualifications and prices that are the most advantageous to the Housing Authority of the County of Fresno; and

WHEREAS, the Housing Authority of the County of Fresno desires to enter into a contract with AppleOne Employment Services for an amount not to exceed \$1,200,000.00 and;

WHEREAS, the term of said contract will be for 3 years from the date of contract execution;

NOW THEREFORE, BE IT RESOLVED that Preston Prince, as CEO/Executive Director of the Housing Authority of the County of Fresno, or his designee, is hereby empowered and authorized to negotiate and execute on behalf of the Housing Authority of the County of Fresno the aforementioned contract and supporting documents with AppleOne Employment Services for Temporary Employment and Job Placement Services.

PASSED AND ADOPTED THIS 28th day of April, 2015. I, the undersigned, hereby certify that the foregoing Resolution was duly adopted by the governing body with the following vote, to-wit:

AYES:

NOES:

ABSENT:

ABSTAIN:

Preston Prince, Secretary of the Boards of Commissioners

BOARD MEMO

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TO: Boards of Commissioners

Fresno Housing Authority

FROM: Preston Prince



CEO/Executive Director

DATE: April 23, 2015

BOARD MEETING: April 28, 2015

AGENDA ITEM: 7c

AUTHOR: Angie Nguyen

SUBJECT: Approval to renew the Shelter Plus Care program partnership agreement with County of Fresno Department of Behavioral Health

Executive Summary

Fresno Housing Authority (FH) has received funding from the U.S. Department of Housing and Urban Development (HUD) Continuum of Care program to administer the legacy Shelter Plus Care (SPC) program, a tenant based rental assistance program with attending supportive services. This grant is intended to assist homeless households with disabling conditions obtain and maintain permanent housing and supportive services. Total funding for Shelter Plus Care in the 2015-2016 year is \$1,311,696.

FH intends to renew its partnership with County of Fresno Department of Behavioral Health (DBH) in the administration of the SPC program. The program design combines the expertise of FH in administering tenant based rental assistance and DBH's expertise addressing behavioral health conditions. This joint effort is a best practice model to aid in housing retention and required for all CoC permanent supportive housing programs as the minimum 25% in-kind match contribution.

Recommendation

It is recommended that the Board of Commissioners of the Housing Authority of the City of Fresno and the Housing Authority of the County of Fresno adopt the attached resolutions authorizing: (a) partnership with DBH in administering the legacy SPC program; (b) execution, by the Executive Director, of any resulting contract(s), and associated amendments; (c) to hire related personnel to administer the program(s) in accordance with the funding requirements.

Fiscal Impact

The proposal has no fiscal impact, as the partnership conforms to current work performed by staff. However, qualifying for 100% reimbursement of SPC expenses is dependent upon demonstration of documentation of 25% in-kind match contribution from supportive services provided by qualified SPC residents. Absent this partnership, there could be potential impact to the

agency if 25% in-kind match contribution supportive services are not obtained via a service provider.

RESOLUTION NO. _____

BEFORE THE BOARDS OF COMMISSIONERS OF THE

HOUSING AUTHORITY OF THE CITY OF FRESNO

RESOLUTION AUTHORIZING APPROVAL TO RENEW THE SHELTER PLUS CARE
PARTNERSHIP AGREEMENT WITH COUNTY OF FRESNO DEPARTMENT OF
BEHAVIORAL HEALTH

WHEREAS, the Fresno Housing Authority has received U.S. Department of Housing and Urban Development funding to administer the legacy Shelter Plus Care (SPC) program; and,

WHEREAS, said program is a tenant based rental assistance program intended to assist homeless households with disabling conditions; and,

WHEREAS, Fresno Housing intends to renew partnership with County of Fresno Department of Behavioral Health to administer supportive services to clients in said program; and,

WHEREAS, this joint effort is a best practice model to aid in housing retention and required for all CoC permanent supportive housing programs as the minimum 25% in-kind match contribution;

NOW THEREFORE, BE IT RESOLVED that the Board of Commissioners of the Housing Authority of the City of Fresno, hereby authorize the Executive Director or his designee to proceed with negotiation and execute all ancillary documents in connection therewith to renew the Shelter Plus Care partnership agreement with County of Fresno Department of Behavioral Health.

PASSED AND ADOPTED THIS 28th DAY OF April, 2015. I, the undersigned, hereby certify that the foregoing Resolution was duly adopted by the governing body with the following vote, to-wit:

AYES:

NOES:

ABSENT:

ABSTAIN:

Preston Prince, Secretary of the Boards of Commissioners

RESOLUTION NO. _____

BEFORE THE BOARDS OF COMMISSIONERS OF THE

HOUSING AUTHORITY OF THE COUNTY OF FRESNO

RESOLUTION AUTHORIZING APPROVAL TO RENEW THE SHELTER PLUS CARE
PARTNERSHIP AGREEMENT WITH COUNTY OF FRESNO DEPARTMENT OF
BEHAVIORAL HEALTH

WHEREAS, the Fresno Housing Authority has received U.S. Department of Housing and Urban Development funding to administer the legacy Shelter Plus Care (SPC) program; and,

WHEREAS, said program is a tenant based rental assistance program intended to assist homeless households with disabling conditions; and,

WHEREAS, Fresno Housing intends to renew partnership with County of Fresno Department of Behavioral Health to administer supportive services to clients in said program; and,

WHEREAS, this joint effort is a best practice model to aid in housing retention and required for all CoC permanent supportive housing programs as the minimum 25% in-kind match contribution;

NOW THEREFORE, BE IT RESOLVED that the Board of Commissioners of the Housing Authority of the County of Fresno, hereby authorize the Executive Director or his designee to proceed with negotiation and execute all ancillary documents in connection therewith to renew the Shelter Plus Care partnership agreement with County of Fresno Department of Behavioral Health.

PASSED AND ADOPTED THIS 28th DAY OF April, 2015. I, the undersigned, hereby certify that the foregoing Resolution was duly adopted by the governing body with the following vote, to-wit:

AYES:

NOES:

ABSENT:

ABSTAIN:

Preston Prince, Secretary of the Boards of Commissioners

BOARD MEMO

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1331 Fulton Mall
Fresno, California 93721
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www.fresnohousing.org

TO: Boards of Commissioners

Fresno Housing Authority

FROM: Preston Prince



CEO/Executive Director

DATE: April 23, 2015

BOARD MEETING: April 28, 2015

AGENDA ITEM: 7d

AUTHOR: Dave Brenner

SUBJECT: Ratification of Internet Adoption Grant Application - California
Public Utilities Commission, Viking Village

Executive Summary

The California Public Utilities Commission (PUC) has made available \$20 million for the installation of broadband internet infrastructure and \$5 million for the adoption of broadband internet at low-income housing properties.

On January 27, 2015, the Board of Commissioners ratified the submission of 10 infrastructure applications. Staff is still waiting to hear the result of these submissions.

On April 1, 2015, Staff partnered with California State University, Fresno's Office of Economic and Community Development to submit an application for broadband internet adoption at Viking Village. Broadband infrastructure was installed at the complex during the RAD rehabilitation process. The system went live on March 26, 2015 and all households currently have access to free high-speed broadband internet.

The Viking Village grant application includes the following components:

- A 9 week, 36 hour bilingual digital literacy course for 40 participants
- Free laptops for all residents who complete the training program
- On call technical support for 1 year for all Viking Village residents
- Outreach support from Resident Services staff
- Community room equipment: printer, projector, laptops, tables

Staff intends to submit additional digital literacy and broadband infrastructure applications for the remaining eligible properties in upcoming funding cycles. These efforts are viewed as part of a broader initiative to reduce the "digital divide" for low-income families in our community.

Recommendation

It is recommended the Board of Commissioners of the Fresno Housing Authority approve and ratify the submission of the Viking Village internet adoption application and authorize Preston Prince, CEO/Executive Director,

Tracewell Hanrahan, Deputy Executive Director, or their designee, to negotiate and execute documents in connection with the approved action.

Fiscal Impact

The application requested \$50,000 in grant funds from the Public Utilities Commission. A 15% in-kind match was required, of which Fresno State will contribute \$4,500 worth of staff time and equipment and the FH will contribute \$3,000 worth of staff time. No financial commitment is necessary from Fresno Housing in connection with this funding application.

RESOLUTION NO. _____

**BEFORE THE BOARD OF COMMISSIONER OF THE
HOUSING AUTHORITY OF THE CITY OF FRESNO**

**RESOLUTION AUTHORIZING THE RATIFICATION OF AN INTERNET ADOPTION
GRANT APPLICATION FOR VIKING VILLAGE APARTMENTS TO THE CALIFORNIA
PUBLIC UTILITIES COMMISSION AND THE EXECUTION OF RELATED DOCUMENTS**

WHEREAS, the Housing Authority of the City of Fresno (HACF) seeks to extend services to residents living within developments where it holds an ownership interest; and

WHEREAS, HACF is the developer and holds an interest in the general partner of Viking Village Fresno RAD, LP, whom is the owner of Viking Village Apartments located at 4250 N. Chestnut Ave. in Fresno, CA; and

WHEREAS, the California Public Utilities Commission – California Advanced Services Fund (CPUC- CASF) has made grant money available for the adoption of broadband internet at low income housing properties; and

WHEREAS, HACF desires to partner with California State University, Fresno’s Office of Community and Economic Development and Silvercrest, Inc. to bring tested broadband internet training programs to residents; and

WHEREAS, HACF desires to utilize grant funds to offer free internet training and equipment to residents of the Viking Village Apartments; and

WHEREAS, on April 1, 2015, Silvercrest, Inc submitted an application for CPUC-CASF adoption grant funds on behalf of the partnership; and

WHEREAS, the aforementioned grant application necessitated an in-kind match from the housing authority’s resident services division valued at \$3,000;

NOW THEREFORE, BE IT RESOLVED that the Board of Commissioners of the Housing Authority of City of Fresno hereby ratify the application submission and authorize the CEO/Executive Director, Preston Prince, Deputy Executive Director, Tracewell Hanrahan, or their designee, to negotiate and execute documents in connection with the approved action.

PASSED AND ADOPTED THIS 28th DAY OF April, 2015. I, the undersigned, herby certify that the foregoing Resolution was duly adopted by the governing body with the following vote, to-wit:

AYES:

NOES:

ABSENT:

ABSTAIN:

Preston Prince, Secretary of the Boards of Commissioners

RESOLUTION NO. _____

BEFORE THE BOARD OF COMMISSIONER OF THE

HOUSING AUTHORITY OF FRESNO COUNTY

**RESOLUTION AUTHORIZING THE RATIFICATION OF AN INTERNET ADOPTION
GRANT APPLICATION FOR VIKING VILLAGE APARTMENTS TO THE CALIFORNIA
PUBLIC UTILITIES COMMISSION AND THE EXECUTION OF RELATED DOCUMENTS**

WHEREAS, the Housing Authority of Fresno County (HAFC) seeks to extend services to residents living within developments where it holds an ownership interest; and

WHEREAS, HAFC is the developer and holds an interest in the general partner of Viking Village Fresno RAD, LP, whom is the owner of Viking Village Apartments located at 4250 N. Chestnut Ave. in Fresno, CA; and

WHEREAS, the California Public Utilities Commission – California Advanced Services Fund (CPUC- CASF) has made grant money available for the adoption of broadband internet at low income housing properties; and

WHEREAS, HAFC desires to partner with California State University, Fresno’s Office of Community and Economic Development and Silvercrest, Inc. to bring tested broadband internet training programs to residents; and

WHEREAS, HAFC desires to utilize grant funds to offer free internet training and equipment to residents of the Viking Village Apartments; and

WHEREAS, on April 1, 2015, Silvercrest, Inc submitted an application for CPUC-CASF adoption grant funds on behalf of the partnership; and

WHEREAS, the aforementioned grant application necessitated an in-kind match from the housing authority’s resident services division valued at \$3,000;

NOW THEREFORE, BE IT RESOLVED that the Board of Commissioners of the Housing Authority of Fresno County hereby ratify the application submission and authorize the CEO/Executive Director, Preston Prince, Deputy Executive Director, Tracewell Hanrahan, or their designee, to negotiate and execute documents in connection with the approved action.

PASSED AND ADOPTED THIS 28th DAY OF April, 2015. I, the undersigned, herby certify that the foregoing Resolution was duly adopted by the governing body with the following vote, to-wit:

AYES:

NOES:

ABSENT:

ABSTAIN:

Preston Prince, Secretary of the Boards of Commissioners

BOARD MEMO

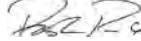
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TO: Boards of Commissioners

Fresno Housing Authority

FROM: Preston Prince 
CEO/Executive Director

DATE: April 23, 2015

BOARD MEETING: April 28, 2015

AGENDA ITEM: 8a

AUTHOR: Avtar Boyal

SUBJECT: March 2015 Update on Leasing and Housing Assistance
Payments (HAP) Pacing for the Housing Choice Voucher (HCV) Program

Executive Summary

On February 27, 2015, the U.S. Department of Housing and Urban Development (HUD) issued a notice that provided guidance on the implementation of the CY 2015 funding provisions for the HCV Program, and in last month's update, we provided information on the funding proration for HAP and Administrative Fee Revenue at 101.2% and 74%, respectively.

The notice also included set-aside funding for specific categories for which housing authorities may apply to cover increases their HAP expenses. Applications were due to HUD on April 15, 2015; we emailed our applications for the City and County's HCV Programs on April 13, 2015.

The following provides an update on the HAP and voucher utilization activities for the City and County HCV Programs.

City HCV

HAP expenditures for the month of March totaled \$3,739,637. The Per Unit Cost (PUC) has decreased from February at \$526 to \$522 for the month of March. HAP expenditures for the year are projected at \$43.8 million, resulting in 97.7% utilization of HAP funding, and an expected year-end balance of \$2.9 million in HAP reserves.

The overall projected voucher utilization for CY 2015 is 99.03%, ending the month of December at 95.69%.

County HCV

HAP expenditures for the month of March totaled \$2,978,098. The PUC has decreased from February of \$516 to \$514 for the month of March. HAP expenditures for the year are projected at \$34.9 million, resulting in 100.48% utilization of HAP funding, and an expected year-end balance of \$1.03 million in HAP reserves.

The overall projected voucher utilization for CY 2015 is 99.98%, ending the month of December at 97.95%.

Recommendation

This item is informational only. No action is necessary.

CITY HAP ANALYSIS - CALENDAR YEAR 2015

HAP	Jan-15	Feb-15	Mar-15	Apr-15	May-15	Jun-15	Jul-15	Aug-15	Sep-15	Oct-15	Nov-15	Dec-15	CY 2015 Total
Total HAP Revenue (101.2%)	3,772,347	3,847,848	3,847,848	3,779,873	3,701,144	3,701,144	3,701,144	3,701,144	3,701,144	3,701,144	3,701,144	3,701,142	44,857,066
HAP Expenses	3,731,670	3,813,928	3,739,637	3,710,935	3,682,233	3,659,793	3,637,353	3,614,913	3,592,473	3,570,033	3,547,593	3,525,153	43,825,713
Net HAP	40,677	33,920	108,211	68,938	18,911	41,351	63,791	86,231	108,671	131,111	153,551	175,989	1,031,353
Items Impacting NRA*	259	362	366	150	150	150	150	150	150	150	150	150	2,337
PHA-Held Reserve Balance	\$89,071	\$123,353	\$231,930	\$301,019	\$320,080	\$361,581	\$425,523	\$511,904	\$620,725	\$751,986	\$905,687	\$1,081,825	\$1,081,825
Items Impacting HUD Reserve	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
HUD-Held Reserve Balance	\$1,824,377	\$1,824,377	\$1,824,377	\$1,824,377	\$1,824,377	\$1,824,377	\$1,824,377	\$1,824,377	\$1,824,377	\$1,824,377	\$1,824,377	\$1,824,377	\$1,824,377
Total Reserve Balance	\$1,913,448	\$1,947,730	\$2,056,307	\$2,125,396	\$2,144,457	\$2,185,958	\$2,249,900	\$2,336,281	\$2,445,102	\$2,576,363	\$2,730,064	\$2,906,202	\$2,906,202
Monthly Utilization	98.92%	99.12%	97.19%	98.18%	99.49%	98.88%	98.28%	97.67%	97.06%	96.46%	95.85%	95.25%	
YTD Utilization	98.92%	99.02%	98.41%	98.35%	98.57%	98.62%	98.57%	98.46%	98.31%	98.13%	97.92%	97.70%	97.70%

VOUCHER UTILIZATION													
Baseline	7,059	7,059	7,059	7,059	7,059	7,059	7,059	7,059	7,059	7,059	7,059	7,059	84,708
Total Unit Months Leased	7,109	7,254	7,166	7,111	7,056	7,013	6,970	6,927	6,884	6,841	6,798	6,755	83,884
Variance	50	195	107	52	(3)	(46)	(89)	(132)	(175)	(218)	(261)	(304)	(824)
YTD Baseline	7,059	14,118	21,177	28,236	35,295	42,354	49,413	56,472	63,531	70,590	77,649	84,708	84,708
YTD Unit Months Leased	7,109	14,363	21,529	28,640	35,696	42,709	49,679	56,606	63,490	70,331	77,129	83,884	83,884
Monthly Utilization	100.71%	102.76%	101.52%	100.74%	99.96%	99.35%	98.74%	98.13%	97.52%	96.91%	96.30%	95.69%	
YTD Utilization	100.71%	101.74%	101.66%	101.43%	101.14%	100.84%	100.54%	100.24%	99.94%	99.63%	99.33%	99.03%	99.03%

ADMINISTRATIVE FEES													
Administrative Fees Earned (74%)	403,244	415,090	380,716	379,937	377,021	374,699	372,421	370,175	367,900	365,625	363,350	361,074	4,531,251
Administrative Expenses	357,841	387,649	474,004	406,498	406,498	406,498	406,498	406,498	406,498	406,498	406,498	406,498	4,877,974
Monthly Surplus/(Deficit)	45,403	27,441	(93,288)	(26,560)	(29,477)	(31,799)	(34,077)	(36,323)	(38,598)	(40,873)	(43,148)	(45,423)	
YTD Surplus/(Deficit)	45,403	72,844	(20,444)	(47,004)	(76,481)	(108,280)	(142,357)	(178,681)	(217,279)	(258,152)	(301,300)	(346,724)	(346,724)

AVG HOUSEHOLD INCOME													
Avg Household Inc.	10,361	10,395	10,394	10,304	10,398	10,409	10,412	10,397	10,360	10,360	10,360	10,360	10,376
Per Unit Cost	525	526	522	522	522	522	522	522	522	522	522	522	522

*Items impacting NRA include: Fraud Recoveries, FSS Escrow Forfeitures, Interest earned on HAP Reserves, and HUD - Required Reserve Utilization

COUNTY HAP ANALYSIS - CALENDAR YEAR 2015

HAP	Jan-15	Feb-15	Mar-15	Apr-15	May-15	Jun-15	Jul-15	Aug-15	Sep-15	Oct-15	Nov-15	Dec-15	CY 2015 Total
Total HAP Revenue (101.2%)	2,811,731	2,821,292	2,821,292	2,913,215	2,965,343	2,952,553	2,940,036	2,921,519	2,921,519	2,878,291	2,878,291	2,878,292	34,703,374
HAP Expenses	2,722,744	2,886,745	2,978,098	2,982,727	2,977,069	2,958,553	2,940,036	2,921,519	2,903,003	2,884,486	2,865,969	2,847,453	34,868,402
Net HAP	88,987	(65,453)	(156,806)	(69,512)	(11,726)	(6,000)	0	(0)	18,516	(6,195)	12,322	30,839	(165,028)
Items Impacting NRA*	618	230	3,754	-	-	-	-	-	-	-	-	-	4,602
PHA-Held Reserve Balance	\$305,513	\$240,290	\$87,238	\$17,726	\$6,000	\$0	\$0	\$0	\$18,516	\$12,321	\$24,643	\$55,482	\$55,482
Items Impacting HUD Reserve	\$0	\$0	\$0	\$0	-\$87,052	-\$74,262	-\$61,745	-\$43,228	-\$24,712	\$0	\$0	\$0	-\$290,999
HUD-Held Reserve Balance	\$1,267,880	\$1,267,880	\$1,267,880	\$1,267,880	\$1,180,828	\$1,106,566	\$1,044,821	\$1,001,593	\$976,881	\$976,881	\$976,881	\$976,881	\$976,881
Total Reserve Balance	\$1,573,393	\$1,508,170	\$1,355,118	\$1,285,606	\$1,186,828	\$1,106,566	\$1,044,821	\$1,001,593	\$995,397	\$989,202	\$1,001,524	\$1,032,363	\$1,032,363
Monthly Utilization	96.84%	102.32%	105.56%	102.39%	100.40%	100.20%	100.00%	100.00%	99.37%	100.22%	99.57%	98.93%	
YTD Utilization	96.84%	99.58%	101.58%	101.78%	101.50%	101.28%	101.09%	100.95%	100.77%	100.72%	100.62%	100.48%	100.48%

VOUCHER UTILIZATION													
Baseline	5,652	5,652	5,652	5,652	5,652	5,652	5,652	5,652	5,652	5,652	5,652	5,652	67,824
Total Unit Months Leased	5,335	5,593	5,790	5,799	5,788	5,752	5,716	5,680	5,644	5,608	5,572	5,536	67,813
Variance	(317)	(59)	138	147	136	100	64	28	(8)	(44)	(80)	(116)	(11)
YTD Baseline	5,652	11,304	16,956	22,608	28,260	33,912	39,564	45,216	50,868	56,520	62,172	67,824	67,824
YTD Unit Months Leased	5,335	10,928	16,718	22,517	28,305	34,057	39,773	45,453	51,097	56,705	62,277	67,813	67,813
Monthly Utilization	94.39%	98.96%	102.44%	102.60%	102.41%	101.77%	101.13%	100.50%	99.86%	99.22%	98.58%	97.95%	
YTD Utilization	94.39%	96.67%	98.60%	99.60%	100.16%	100.43%	100.53%	100.52%	100.45%	100.33%	100.17%	99.98%	99.98%

ADMINISTRATIVE FEES													
Administrative Fees Earned (75%)	303,553	320,652	311,627	309,801	309,218	307,309	305,399	303,490	301,581	299,672	297,763	295,854	3,665,920
Administrative Expenses	250,229	269,046	329,075	282,783	282,783	282,783	282,783	282,783	282,783	282,783	282,783	282,783	3,393,400
Monthly Surplus/(Deficit)	53,324	51,606	(17,448)	27,018	26,434	24,525	22,616	20,707	18,798	16,889	14,980	13,071	
YTD Surplus/(Deficit)	53,324	104,930	87,482	114,500	140,934	165,459	188,075	208,782	227,580	244,469	259,449	272,520	272,520

AVG HOUSEHOLD INCOME													
Avg Household Inc.	10,259	10,277	10,298	10,271	10,195	10,200	10,174	10,204	10,149	10,149	10,149	10,149	10,206
Per Unit Cost	510	516	514	514	514	514	514	514	514	514	514	514	514

*Items impacting NRA include: Fraud Recoveries, FSS Escrow Forfeitures, Interest earned on HAP Reserves, and HUD - Required Reserve Utilization

BOARD MEMO

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TO: Boards of Commissioners

Fresno Housing Authority

FROM: Preston Prince



CEO/Executive Director

DATE: April 23, 2015

BOARD MEETING: April 28, 2015

AGENDA ITEM: 8b

AUTHOR: Aurora Ibarra

SUBJECT: Update Report on HCV Housing Quality Inspections

Executive Summary

In January, Assisted Housing Division staff informed the Boards of Commissioners about our intent to collaborate with property owners and other partners to positively impact quality housing in Fresno County. The Board has since been presented with information regarding demographic and statistical data surrounding the housing stock and composition of our program participants. In addition, a presentation and information was reported on the inspections process beginning with the first inspection, through cancellation of the Housing Assistance Payment Contract. Last month, staff presented the pass/fail rates represented in each Zip Code and informed the Boards of staff's next phase of analysis – to schedule site visits to properties identified with low pass rates.

Methodology and Results

Following our last Board meeting, staff connected with Code Enforcement and cross-referenced HCV properties with Code Enforcement's top five property owners who had the highest calls for service.

Assisted Housing staff identified properties under contract with some of the property owners on Code Enforcement's top five list. Quality Review Inspections were scheduled and conducted in conjunction with Code Enforcement. Staff will discuss the specifics of inspection results and the next phase of the inspections process for these properties at the Board meeting.

Recommendation

This item is informational only. No action is necessary.

BOARD MEMO

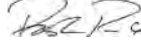
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TO: Boards of Commissioners

Fresno Housing Authority

FROM: Preston Prince 
CEO/Executive Director

DATE: April 23, 2015

BOARD MEETING: April 28, 2015

AGENDA ITEM: 8c

AUTHOR: Emily De La Guerra

SUBJECT: An Overview of Asset Management

Executive Summary

Asset Management is a strategy that is used across the affordable housing industry to apply a standard of best practices' in order to ensure the portfolio remains an effective resource for the community for many years to come. It includes maximizing the value of the assets through careful stewardship of its physical space, tenant relationships and our overall reputation in the community

Staff will be presenting Fresno Housing's portfolio over time and explain why a new strategy is needed. Our portfolio is growing rapidly, which can lead to both challenges and opportunities. Asset Management looks to mitigate risk using careful planning and monitoring tools. It will be actively involved in the direction of property, from pre-development to disposition. It will strategically plan for intended outcomes of the property and ensure that the owner's (the Boards of Commissioners) goals are being met. Asset Management acts as a liaison between departments, investors, lenders, and stakeholders to ensure these partnerships remain strong. And in the end, the main goal of Asset Management is ensure the value of the portfolio is maintained and affordable housing is preserved for Fresno County and its residents.



Asset Management: An Overview

*Fresno Housing Authority
Boards of Commissioners Meeting
April 28, 2015*



ASSET MANAGEMENT

- *Fresno Housing Portfolio*
- *Goal of Asset Management*
- *What is Asset Management?*
- *Asset Management at FH*
- *Looking Ahead*

Fresno Housing's Portfolio

- A “portfolio” is a collection of financial assets
 - Examples include cash, investments, loans, land, and/or buildings
 - These different types of assets are usually grouped together in categories for efficient management
- The City and County Authorities manages over \$382 million in assets
 - \$170 million in fixed assets which includes land, buildings, and housing.
- When we talk about our “portfolio”, we mean our fixed or housing assets.

Fresno Housing's Portfolio

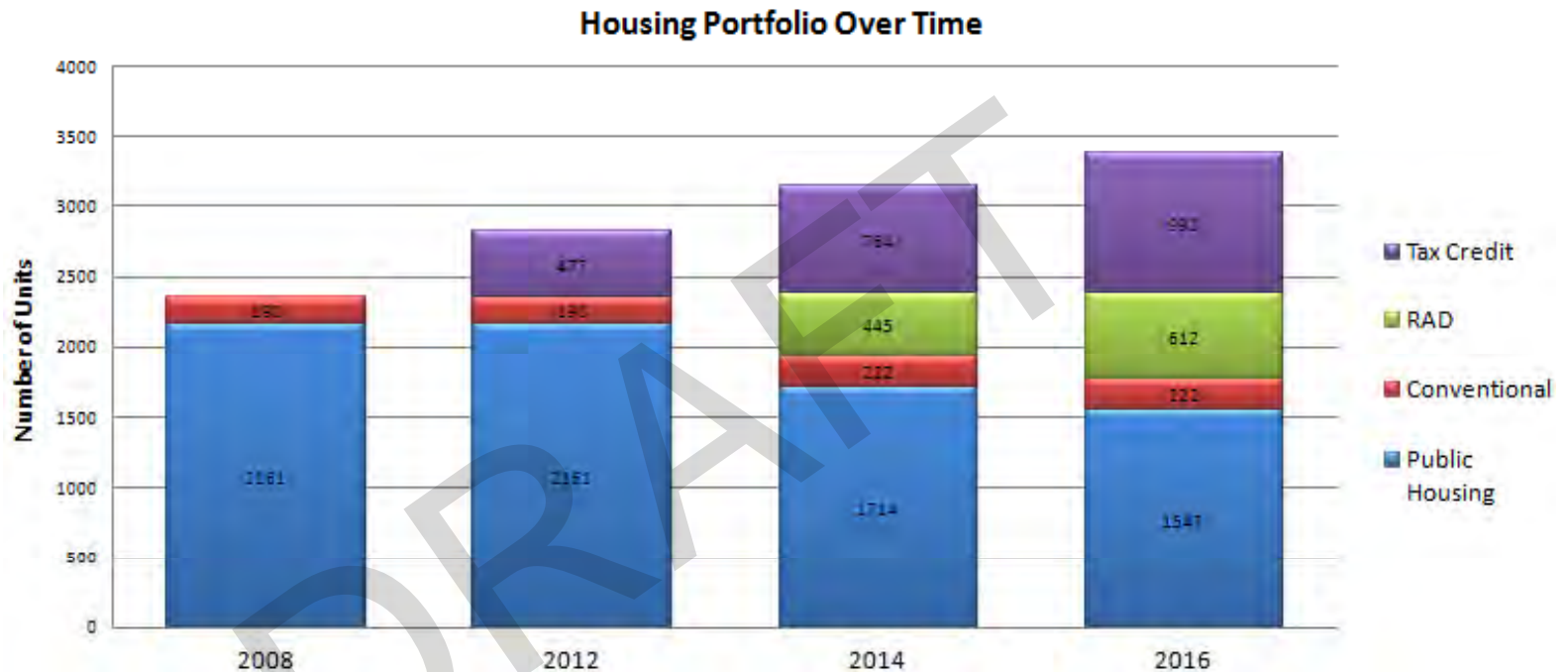
How Do We Gain Housing Assets?

- Development: We build new properties
- Acquisition: We purchase properties that are already built
- Partnerships: We partner with other developers or non-profits to help build or finance affordable housing

How Do We Manage These Assets?

- In-house Property Management (Housing Management Division)
 - Historically oversees Public Housing and RAD projects
- Third Party Property Management
 - Contract with outside firms to manage a majority of our Tax Credit properties.

Composition of FH's Portfolio



- In 2008, 92% of our housing stock was Public Housing, and 8% was Conventional.
- In 2014, 54% of our housing stock was Public Housing, 7% was conventional and 39% was Mixed Finance (Tax Credit and RAD)
- By 2016, the number of Mixed Finance units may outnumber the Public Housing

FH's Portfolio

- What does this charts show?
 - The Housing Portfolio chart shows a significant change between 2008 and 2016. No longer is public housing the majority of the portfolio.
 - Changes in the composition of our portfolio will require the Agency to re-evaluate how we monitor our assets.

FH's Portfolio

- What does this mean?
 - Portfolio is growing and responding to the needs of our community
 - Reduced reliance on HUD for funding
 - Strong partnerships remain critical to success
 - Evolving from a property manager of public housing and into a manager of assets
 - Thoughtful implementation of asset management strategy is key to long-term viability of our assets

Goal of Asset Management

“ To increase the value of the portfolio, while maintaining and preserving affordable housing for long-term use and enhancing community vitality”

Asset Management: What is it?

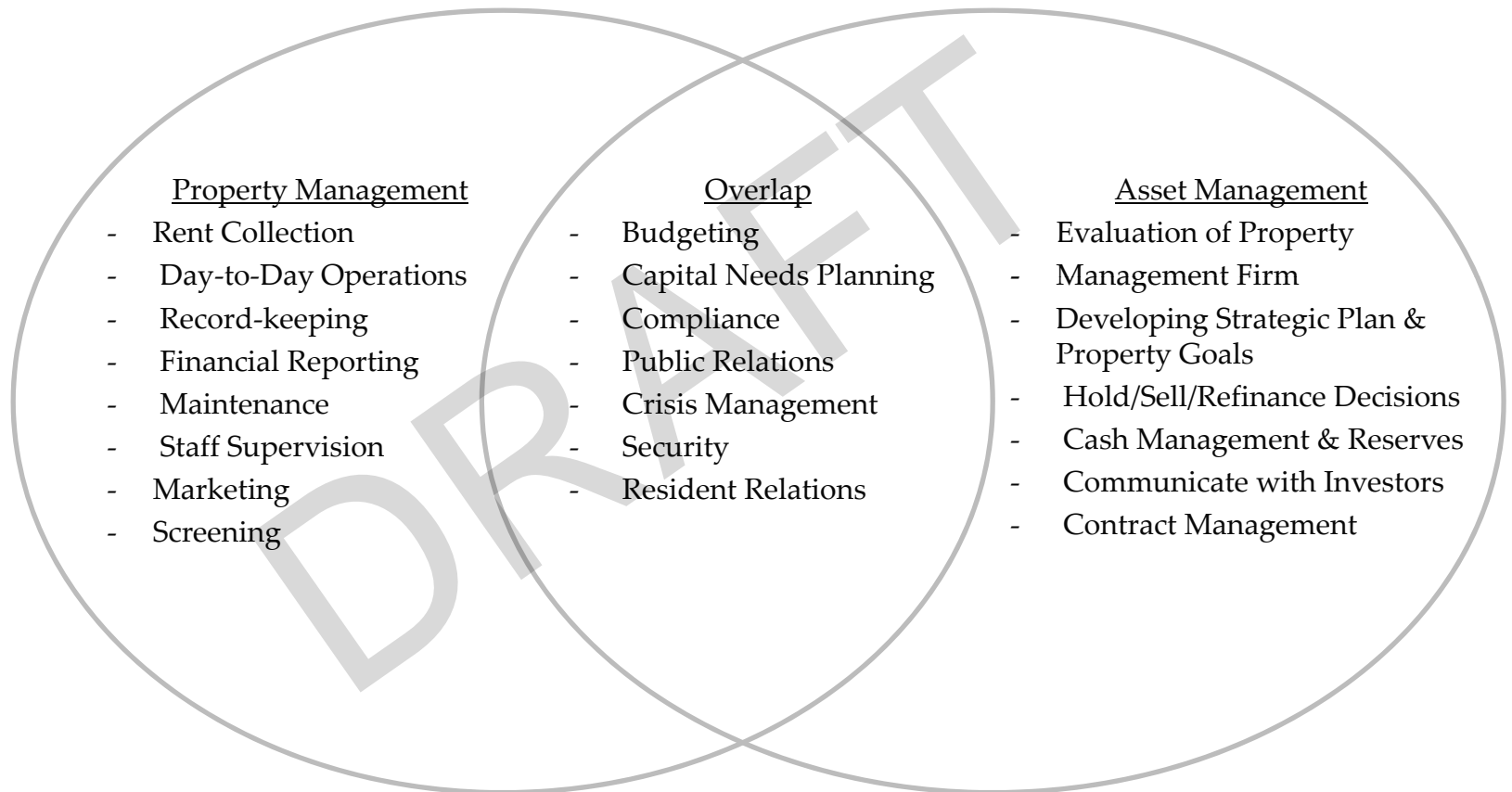
- Asset Management:
 - is necessary for the long-term success of our housing portfolio
 - takes into consideration a property's goals and the FH's organizational mission (balances between business-driven and mission-based goals)
 - provides benchmarks for the on-going oversight of the portfolio
 - is a *tool* to identify policies to be adopted, tasks to be undertaken, the responsible parties, and the performance standards that apply
 - recognizes that a property has a long and complicated lifespan and each phase must be carefully orchestrated

Asset Management: A Liaison



- Asset Management works as a liaison between departments to ensure the property is in compliance at all time and meeting its goals.

Property vs. Asset Management



Asset Management: A Look Ahead

- Ways Asset Management will support the evolving and increasingly sophisticated portfolio:
 - Standardize and Implement Key Performance Indicators on FH portfolio
 - Explore an information tracking system for FH's assets that will capture historical data, track performance, and maintain its lifecycle events in concert with the EMS system implementation
 - Set uniform expectations and standards for Property Management Companies and provide them with consistent evaluative feedback
 - Develop Building Standards for New and Rehabilitated Developments
 - Implementing a Post-Occupancy Evaluation ("POE") 6-9 months after stabilization to inform Standards and decision making

Asset Management: Conclusion

- The Asset Management Team is made up of many FH departments and is a holistic approach to managing its portfolio
- Asset Management maintains the balance between meeting FH's mission and maintaining its fiscal goals
- Investors, lenders, stakeholders, and partnerships are vital to current and future housing. Asset Management maintains and nurtures the relationships over the life of the properties
- The future of Asset Management at FH is evolving, with new tools to implement. Stay tuned!

Questions or Comments?

BOARD MEMO

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www.fresnohousing.org

TO: Boards of Commissioners

Fresno Housing Authority

FROM: Preston Prince 
CEO/Executive Director

SUBJECT: Per Diem Policy

DATE: April 23, 2015

BOARD MEETING: April 28, 2015

AGENDA ITEM: 9a

AUTHOR: Tiffany Mangum

Executive Summary

In 2014, the Boards requested that a policy on the issuing of Commissioner per diems and mileage be drafted for review, comments, and final adoption. The attached policy is a draft policy prepared by General Counsel, and includes recommendations by the Executive Committee. Subsequent to final adoption by the Boards, procedures for submission of reimbursement requests will be distributed.

Fiscal Impact

None.

Recommendation

Staff recommends final adoption of the Per Diem Policy.

RESOLUTION NO.
BEFORE THE BOARD OF COMMISSIONERS OF THE
HOUSING AUTHORITY OF THE CITY OF FRESNO

RESOLUTION APPROVING THE ADOPTION OF THE COMMISSIONER PER DIEM AND
MILEAVE REIMBURSEMENT POLICY

WHEREAS, it is the policy of the Fresno Housing Authority (the "Agency") to ensure that the Agency is in compliance with all applicable state and federal laws that regulate the issuance of per diems to appointed Commissioners; and

WHEREAS, General Counsel, upon the direction of this Board, is proposing a Commissioner Per Diem and Mileage Reimbursement Policy that ensures all Commissioners are informed of the standards and regulations that govern the issuance of per diems to officials appointed to the Board of a public entity; and

WHEREAS, the proposed policy is a policy deemed necessary for purposes of guidance and clarity of this Board's position on said matters;

NOW THEREFORE, BE IT RESOLVED THAT the Board of Commissioners of the Housing Authority of the City of Fresno does hereby adopt and incorporate the Commissioner Per Diem and Mileage Reimbursement policy.

PASSED AND ADOPTED THIS 28th day of April, 2015. I, the undersigned, hereby certify that the foregoing Resolution was duly adopted by the governing body with the following vote, to-wit:

AYES:

NOES:

ABSENT:

ABSTAIN:

Preston Prince, Secretary of the Boards of Commissioners

RESOLUTION NO.
BEFORE THE BOARD OF COMMISSIONERS OF THE
HOUSING AUTHORITY OF FRESNO COUNTY

**RESOLUTION APPROVING THE ADOPTION OF THE COMMISSIONER PER DIEM AND
MILEAVE REIMBURSEMENT POLICY**

WHEREAS, it is the policy of the Fresno Housing Authority (the "Agency") to ensure that the Agency is in compliance with all applicable state and federal laws that regulate the issuance of per diems to appointed Commissioners; and

WHEREAS, General Counsel, upon the direction of this Board, is proposing a Commissioner Per Diem and Mileage Reimbursement Policy that ensures all Commissioners are informed of the standards and regulations that govern the issuance of per diems to officials appointed to the Board of a public entity; and

WHEREAS, the proposed policy is a policy deemed necessary for purposes of guidance and clarity of this Board's position on said matters;

NOW THEREFORE, BE IT RESOLVED THAT the Board of Commissioners of the Housing Authority of Fresno County does hereby adopt and incorporate the Commissioner Per Diem and Mileage Reimbursement policy.

PASSED AND ADOPTED THIS 28th day of April, 2015. I, the undersigned, hereby certify that the foregoing Resolution was duly adopted by the governing body with the following vote, to-wit:

AYES:

NOES:

ABSENT:

ABSTAIN:

Preston Prince, Secretary of the Boards of Commissioners

Commissioner Per Diem & Mileage Reimbursement Policy

Introduction

The Fresno Housing Authority ("Agency") is governed by a voluntary Board of Commissioners. Commissioners contribute their time, experience, knowledge, expertise, and effort to the Agency and its mission and vision. Commissioners are dedicated to improving the lives and living conditions of the people the Agency serves. The Agency is authorized, pursuant to law, to compensate and reimburse Commissioners for certain expenses incurred while discharging Commissioner duties.

Purpose

This policy describes the circumstances in which the Agency will pay Commissioners per diem payments. It also describes the Agency's mileage reimbursement policy as it relates to Commissioner meetings and Agency events.

Policy

Per Diem

State law allows Commissioners to receive a per diem payment for attendance at no more than four (4) Agency meetings per month.¹ These per diem payments cannot exceed fifty dollars (\$50.00) per day.² Under this policy, the Agency will pay Commissioners per diem payments in the amount of fifty dollars (\$50.00) per day for attendance at and participation in the following meetings:

- Publicly noticed Board of Commissioners meetings
- Board of Commissioners committee meetings (including *ad hoc* and standing committee meetings)

¹ Health & Saf. Code § 34274.

² *Ibid.*

A Commissioner shall not receive more than one (1) per diem payment in any one (1) day's time, even if a Commissioner attends and participates in more than one (1) of the above listed meetings in one (1) day.³ Furthermore, a Commissioner shall not receive more than four (4) per diem payments per month.

Payments to an individual Commissioner totaling six hundred dollars (\$600.00) or more per year are considered income by the Internal Revenue Service ("IRS"). Therefore, if a Commissioner receives per diem payments for twelve (12) or more meetings in a calendar year, the Agency will report the income to the IRS and the Commissioner will receive a Form 1099-MISC for income tax reporting purposes.

A Commissioner may decline to accept any or all per diem payments from the Agency, so long as that Commissioner signs and provides to the Agency a written declination statement.

Mileage

Commissioners are also eligible to receive mileage reimbursement for traveling to and from: (i) Agency meetings for which Commissioners are eligible to receive per diem payments as described in this policy; (ii) Agency sponsored events; and (iii) Agency participatory events.⁴ Mileage is reimbursed at the current IRS standard mileage rate for business.

In order to receive mileage reimbursement, each Commissioner must submit a mileage reimbursement form pursuant to the process outlined in the procedures accompanying this policy.

When reimbursing mileage, the Commission reserves the right to periodically determine whether or not an activity meets the definition of an Agency meeting, Agency sponsored event, or Agency participatory event.

³ *Ibid.*

⁴ An "Agency participatory event" is an event at which the Agency is presenting or being formally recognized. Commission staff can provide direction as to whether an event is an "Agency participatory event."

BOARD MEMO

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TO: Boards of Commissioners

Fresno Housing Authority

FROM: Preston Prince 

CEO/Executive Director

DATE: April 23, 2015

BOARD MEETING: April 28, 2015

AGENDA ITEM: 9b

AUTHOR: Tracewell Hanrahan

SUBJECT: Exchange of Property with City of Fresno

APNs 313-021-02T and 313-021-03T

Executive Summary

The Housing Authority of the City of Fresno ("FH") is the owner of two parcels (APNs 313-021-02T and 313-021-03T) adjacent to the proposed Fancher Creek development site in southeast Fresno. Staff has been holding discussions with City of Fresno staff regarding a possible exchange of these parcels for City owned property of equal or lesser value acceptable to FH. The subject parcels are indicated on the enclosed map and have an estimated appraised value of \$696,000.

As it is the intent of the City of Fresno to develop a police substation and Bus Rapid Transit ("BRT") station on these parcels, as the City is interested in obtaining title to these parcels, which would be subject to CEQA review and Fresno City Council approval in May. Title transfer would be contingent upon the Fresno Housing Boards' approval and properties would be transferred "as is". Staff is in ongoing discussions with the City in reference to potential sites for exchange and anticipates a final site selection in May, 2015.

Recommendation

As the Agency recognizes the public benefit that would accrue from the transfer of these parcels, it is recommended that the Boards of Commissioners approve the attached resolutions effecting such transfer to the City of Fresno.

Fiscal Impact

It is anticipated that there will be minimal fees associated with transfer of title, currently estimated at \$2,000.

Background Information

On October 1, 2010, the Housing Authorities of the City and County of Fresno acquired the subject parcels from the County of Fresno for \$2,000. The parcels were the former site of a County of Fresno wastewater treatment plant operated in the 1960s that was dismantled in the early 1970s. The original project concept was to construct a new affordable housing development;

however, no development activities are currently underway. The City of Fresno desires to develop a police substation and BRT station at the site.

RESOLUTION NO. _____

BEFORE THE BOARD OF COMMISSIONERS OF THE

HOUSING AUTHORITY OF FRESNO COUNTY

**RESOLUTION AUTHORIZING TRANSFER OF PROPERTY (APNs 313-021-02T AND
313-021-03T) TO CITY OF FRESNO**

WHEREAS, the Housing Authority of Fresno County owns property adjacent to the proposed Fancher Creek Project; and

WHEREAS, the specific parcel numbers are APNs 313-021-02T and 313-021-03T and have an estimated appraised value of \$696,000; and

WHEREAS, the City of Fresno is interested in acquiring title to said property for purposes of future development of public benefit, which could include a police substation and Bus Rapid Transit station; and

WHEREAS, the transfer of title would be subject to CEQA review and City Council approval and that the properties would be transferred "as is".

NOW THEREFORE, BE IT RESOLVED that the Board of Commissioners of the Housing Authority of Fresno County, hereby approves the transfer of title to the above referenced property to the City of Fresno.

PASSED AND ADOPTED THIS 28th day of April, 2015. I, the undersigned, hereby certify that the foregoing Resolution was duly adopted by the governing body with the following vote, to-wit:

AYES:

NOES:

ABSENT:

ABSTAIN:

Preston Prince, Secretary of the Boards of Commissioners

RESOLUTION NO. _____

BEFORE THE BOARD OF COMMISSIONERS OF THE

HOUSING AUTHORITY OF THE CITY OF FRESNO

**RESOLUTION AUTHORIZING TRANSFER OF PROPERTY (APNs 313-021-02T AND
313-021-03T) TO CITY OF FRESNO**

WHEREAS, the Housing Authority of the City of Fresno owns property adjacent to the proposed Fancher Creek Project; and

WHEREAS, the specific parcel numbers are APNs 313-021-02T and 313-021-03T and have an estimated appraised value of \$696,000; and

WHEREAS, the City of Fresno is interested in acquiring title to said property for purposes of future development of public benefit, which could include a police substation and Bus Rapid Transit station; and

WHEREAS, the transfer of title would be subject to CEQA review and City Council approval and that the properties would be transferred “as is”.

NOW THEREFORE, BE IT RESOLVED that the Board of Commissioners of the Housing Authority of the City of Fresno, hereby approves the transfer of title to the above referenced property to the City of Fresno.

PASSED AND ADOPTED THIS 28th day of April, 2015. I, the undersigned, hereby certify that the foregoing Resolution was duly adopted by the governing body with the following vote, to-wit:

AYES:

NOES:

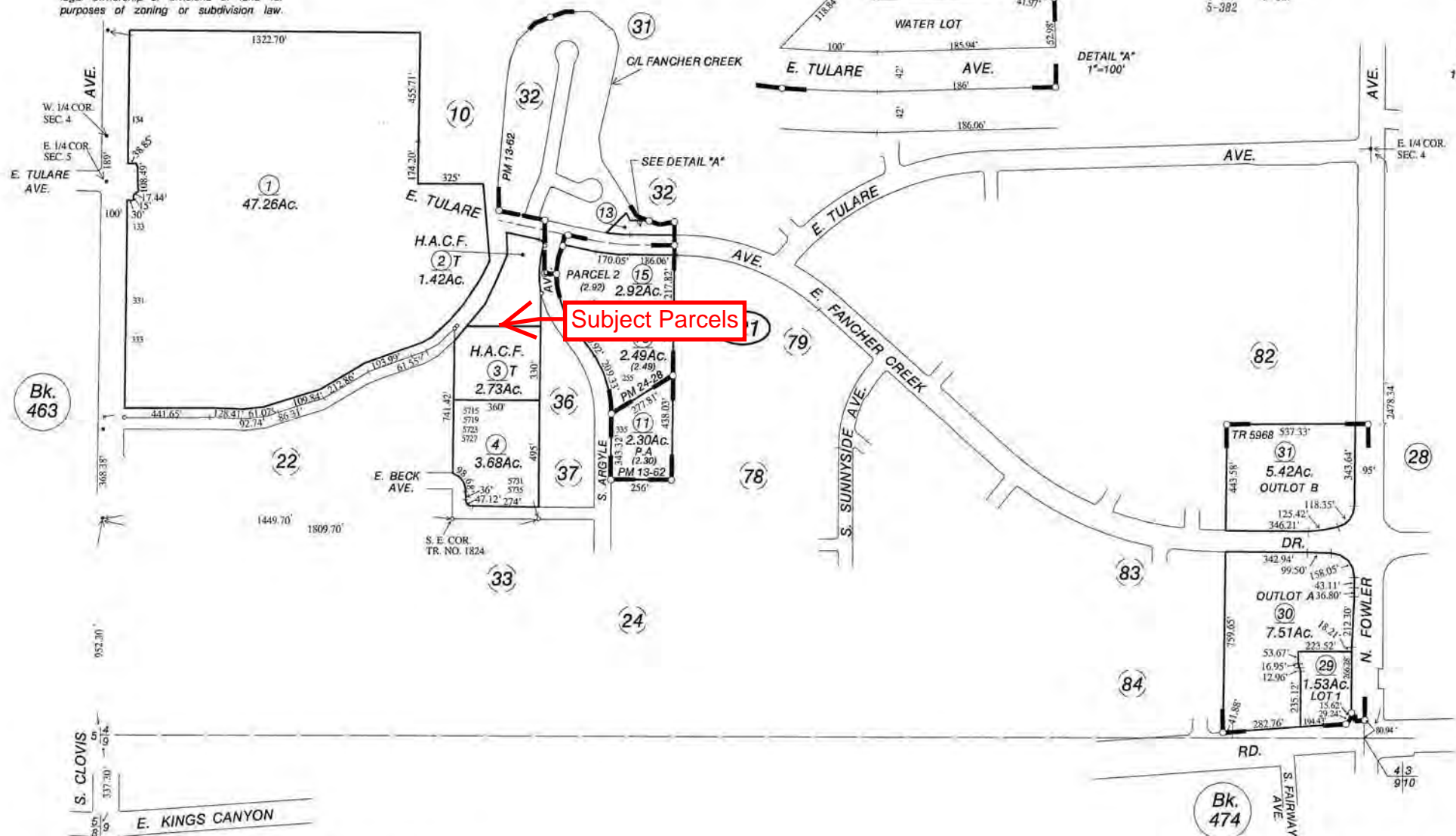
ABSENT:

ABSTAIN:

Preston Prince, Secretary of the Boards of Commissioners

Tax	Rate	Area
5-353		5-745
5-379		5-830
5-381		5-831
5-382		

--- NOTE ---
This map is for Assessment purposes only.
It is not to be construed as portraying
legal ownership or divisions of land for
purposes of zoning or subdivision law.



Parcel Map No. 2136 - Bk. 13, Pg. 62
Parcel Map No. 3564 - Bk. 24, Pg. 28
Tract No. 5968 - Plat Bk. 82, Pgs. 12-13

Assessor's Map Bk. 313 - Pg. 02
County of Fresno, Calif.


NOTE - Assessor's Block Numbers Shown in Ellipses.
Assessor's Parcel Numbers Shown in Circles.

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EXECUTIVE DIRECTOR'S REPORT

TO: Boards of Commissioners
Fresno Housing Authority
DATE: April 23, 2015
BOARD MEETING: April 28, 2015
FROM: Preston Prince 
CEO/Executive Director
AGENDA ITEM: 10
AUTHOR: Staff
SUBJECT: Executive Director's Report – April 2015

Executive Summary

The Boards of the Fresno Housing Authority have established the four strategic goals as: Place, People, Public, and Partnership. In addition, the following have been outlined as the management goals: Sustainability, Structure, and Strategic Outreach. The following report demonstrates the efforts of the Executive Leadership and Staff to progress towards the realization of these goals.

PLACE

Overview

Fresno Housing seeks to develop and expand the availability of quality affordable housing options throughout the City and County of Fresno by growing and preserving appropriate residential assets and increasing housing opportunities for low-income residents.

The matrix below outlines the Development Pipeline and status of each project.

Development Project Overview

Name of Property	Status	Description/Type	Total Units
Southeast Fresno RAD	Rehab Underway	Cedar Courts I & II, Inyo Terrace Multi-Family	193
Orange Cove RAD	Rehab Underway	Kuffel Terrace I & II, Mountain View Multi-Family	90
Mendota RAD	Rehab Underway	Rios Terrace I & II, Mendota Apts. Multi-Family	124

Name of Property	Status	Description/Type	Total Units
Viking Village RAD	Rehab Underway	Multi-Family	40
City View @ Van Ness (formerly Droge)	Stabilization	802 Van Ness Ave Mixed-Use	45 Units/ 3,000 sf commercial
Parc Grove Commons Northwest	Stabilization	Southeast Corner of Fresno/Clinton Ave Multi-Family	148
Marion Villas	Under Construction	Marion & Ellis St, Kingsburg, CA Senior Housing	46
Kings River Commons	Stabilization	2020 E. Dinuba Ave, Reedley, CA Muti-family	60
Bridges at Florence	Stabilization	649 E. Florence Avenue Senior Housing	34
San Ramon Court	Stabilization	1328 & 1346 E. San Ramon Rehab/Multi-Family	32
Fulton West/Cedar Heights Scattered Site	Under Construction	541 N. Fulton Street and 4532 E. Hamilton Ave Multi-Family	45
Trailside Terrace	Pre-Development	1233 & 1245 G Street, Reedley, CA	55
Firebaugh Gateway	Pre-Development	1238 & 1264 P St., Firebaugh, CA	30
Edison Apartments I	Pre-Development	Walnut/Florence, West Fresno	64
Lowell Neighborhood	Pre-Development	240-250 N. Calaveras & 146 N. Glenn, Fresno	30
Fowler RAD	Pre-Development	401 Nelson St., Fowler, CA	Approx. 50
Selma RAD	Pre-Development	2123 Olive Ave., Selma, CA	Approx. 50
Edison Apartments II	Pre-Development	Walnut/Florence, West Fresno	64

March City Occupancy <u>93.47%</u>					
CITY	No of Properties	Physical Units	Rentable Units	Vacant Units	Occupancy Percentage
City AMP 1	3	182	179	5	97%
City AMP 2	8	251	245	2	99%
Southeast Fresno RAD	3	193	191	44	77%
Viking Village RAD	1	40	39	0	100%
Pacific Gardens	1	56	55	1	98%
Renaissance Trinity	1	21	20	0	100%
Renaissance Alta Monte	1	30	29	1	97%
Renaissance Santa Clara	1	70	69	1	99%
Total City	19	843	827	54	93.47%

March City Occupancy (GSF Managed) <u>95.8%</u>					
Parc Grove	1	215	213	13	93.9%
Parc Grove - NW	1	148	147	2	98.6%
Yosemite Village	1	69	68	3	95.6%
Total City	3	432	428	18	95.79%

March County Occupancy <u>98.54%</u>					
COUNTY	No of Properties	Physical Units	Rentable Units	Vacant Units	Occupancy Percentage
County AMP 1	6	151	143	2	99%
County AMP 2	6	194	192	0	100%
County AMP 3*	3	90	89	4	96%
County AMP 4	4	152	151	3	98%
County AMP 5*	2	52	52	1	98%
County AMP 6	5	112	111	1	99%
Granada Commons	1	16	15	0	100%
Total County	27	767	753	11	98.54%

March County RAD Occupancy <u>89.5%</u>					
SITE	No of Properties	Physical Units	Rentable Units	Vacant Units	Occupancy Percentage
Mendota RAD	1	124	123	18	85.4%
Orange Cove RAD	1	90	68	2	97.1%
Total County RAD	2	214	191	20	89.53%
March Special Programs Occupancy <u>97.05%</u>					
SPECIAL PROGRAMS	No of Properties	Physical Units	Rentable Units	Vacant Units	Occupancy Percentage
Mariposa Farm Labor	1	40	40	3	93%
Parlier Farm Labor	1	40	40	0	100%
Orange Cove Farm Labor	1	30	30	2	93%
Mendota Farm Labor	1	60	60	1	98%
Firebaugh Family Apts.	1	34	34	0	100%
Garland Gardens (CalHFA)	1	51	51	2	96%
Parkside Apartments (CalHFA)	1	50	50	1	98%
Total Special Programs	7	305	305	9	97.05%

Wait List Report as of March 31, 2015

LIPH	1-Bdrm.	2-Bdrm.	3-Bdrm.	4-Bdrm.+	Total
City LIPH	11,589	7,964	3,914	766	24,233
County LIPH	11,713	10,278	4,674	697	27,362

Multifamily Developments	1-Bdrm.	2-Bdrm.	3-Bdrm.	4-Bdrm.	Total
Garland-S8N/C		11	104		115
Parkside-S8N/C		5	8	50	63

Tax Credit Properties	1-Bdrm.	2-Bdrm.	3-Bdrm.	4-Bdrm.	Total
Granada:					
tax credit units			11	8	19
subsidized units			75	20	95
Pacific Gardens :					
tax credit units	20	5	7		32
subsidized units	117	75			192
Parc Grove:					
tax credit units	95	26	19	12	152
subsidized units	1,721	1,076	193	55	3,045
Yosemite Village	810	207	24	0	1,041

Housing Choice Voucher (HCV) Utilization & Leasing Activity

Date Range: 3/1/15 – 3/31/15

Current Month Status						YTD		
Program	Current Waiting List	Applicants Pulled	New Vouchers Issued	Total Vouchers Searching	New Vouchers Leased	Applicants Pulled	New Vouchers Issued	New Vouchers Leased
City	37,716	0	166*	369	18	0	289	63
County	36,949	0	34*	62	153	0	80	382

*Vouchers issued were drawn from the waiting list in 2014.

PEOPLE

Overview

Fresno Housing works to respect community needs and knowledge – by listening, learning and researching – and respond to issues compassionately, intelligently, intentionally – by developing exceptional programs based on shared expectations.

Resident Services

Health Education

During the month of March 2015, the ROSS City Program collaborated with Diabetes Education Program (DEP) in presenting a 6 week educational series for residents. The Program Coordinator from Health Care Collaborative presented workshops with information geared towards African American and Hispanics within our communities. DEP aims to educate and empower individuals to properly manage their diabetes to avoid complications and strives to educate the community about the prevention of diabetes. Sessions included nutrition, physical activity, medication, complications, and emotional management.

The workshops were well received by our Low Income Public Housing (LIPH) residents at Fairview Heights and surrounding complexes. Residents were consistent in attending the workshops, and received pedometers, measuring tools, exercise bands, lunch totes, and a few other items. The next 6 week series will begin at Sequoia Courts during the month of April 2015.



Healthy Living

Fresno Housing's ROSS Program collaborated with Central California Regional Obesity Prevention Program in presenting The Champions for Change Peer-Led trainings. The training consists of five consecutive sessions focusing on helping LIPH residents increase their consumption and access to healthy foods such as, fruits, vegetables, as well increasing their level of physical activity. In addition, participants learned about related chronic conditions disproportionately impacting low-income communities.

Sessions were held at Granada Commons, in Kerman. At the conclusion of the five sessions, participants that have attended at least four of the five sessions will be receiving a certificate of completion and conducting a one-time training, known as a Mock Training. This training gives participants the opportunity to build upon their knowledge, role play a lesson in front of their peers and build confidence in delivering a presentation. Those that complete the training have the option of continuing the program within their community by delivering the trainings with peers at schools, churches, community centers, or other venues. Follow-up workshops will be held to update and mentor each other to continue reaching out to the community.



PUBLIC

Overview

Fresno Housing seeks to build support for housing as a key component of vibrant, sustainable communities through public information, engagement, and advocacy that promotes affordable housing and supports the advancement of Fresno's low-income residents.

Through our efforts in the 75th Anniversary celebration plan, we have engaged and provided public information presentations before a few of our local jurisdictions, including Fowler and Firebaugh. We have upcoming presentations scheduled before the City Councils of the cities of Reedley, Parlier, and Orange Cove. Additional presentations are being scheduled throughout the year in an effort to inform the public, engage our local officials, and advocate for affordable housing programs and services for the community.

PARTNERSHIP

Overview

Fresno Housing seeks to collaborate to strengthen its ability to address the challenges facing Fresno communities.

The efforts of the Boards and staff are ongoing and will be reported as outcomes are achieved.

MANAGEMENT GOALS

The goals of management include our efforts to stabilize, focus, and extend activities to meet the mandate of our mission through good decision making related to Sustainability (staffing, finances, effectiveness, evaluation, technology, facilities); Structure (governance); and Strategic Outreach (communications, image, visibility, public affairs, policy).

Sustainability

Build and maintain an innovative, engaged, visible, and sustainable organization, committed to its mission of providing housing for low-income populations.

Fiscal Services

2014 Audits: Our major FH City and County audits as of and for the year ended December 31, 2014 are fully under way. Our auditors, Mayer, Hoffman & McCann, completed major internal controls testing in January. Recently we provided to the auditors our final trial balance for 2014 along with substantive documentation as requested. The auditors are expected to finalize on-site fieldwork on April 23. Our next steps in logical sequence will be to provide note disclosures to the financials, to prepare the “Management’s Discussion and Analysis” and to load the audited financial statements into HUD’s electronic monitoring system. We anticipate that the final reports will be presented to the Boards at the regularly scheduled meeting to be held June 23rd.

Asset Management Highlights: Asset Management is now working closely with the Planning and Development staff to create and implement internal processes which will expedite and streamline the release of equity amounting to over \$15 million on projects that have been completed and are transitioning into operations. These funds will be used to pay off temporary construction loans, developer fees, legal costs and other project expenses. In addition, April has been a month of inspections on a significant number of our communities. Asset Management is conducting inspections, or will be accompanying HUD and CTCAC inspectors and lenders doing their annual inspections this month. Lastly, Asset Management, along with other departments in the Housing Authority, and including outside vendors, will be gearing up to conduct its first Post-Occupancy Evaluation in July on a newly constructed property at the Housing Authority. The first project to have such an evaluation will be City View at Van Ness.

Budget and Internal Reporting: The focus this month has been on budgetary review. Staff has been reviewing each program and are currently analyzing key differences between the budgets and the year-end performances of 2014 as well as the budgets and year-to-date performances of 2015. Staff is in the process of conducting our quarterly reviews with each program manager in order to discuss with them our findings and to hear about issues which may be of particular concern to them. These processes have been a team effort and are being efficiently executed via collaboration between finance, accounting, and program management.

Administrative Services

Procurement

The Procurement Department has worked closely with various Agency departments to acquire the following goods and services:

Recent Solicitations:

- An Enterprise Management System (EMS) RFP closed on 7/25/14. A thorough evaluation has been conducted and is almost complete. An award recommendation is expected to be made very soon.
- A Communications and Graphic Design Services RFP was issued on 1/8/15. The Agency was pleased to receive several proposals which are currently being evaluated. An award announcement will be issued shortly.
- A Human Resources Consulting Services RFP was issued on 3/25/15 after the Scope of Services was refined by management to best detail the Agency's present and future HR consulting needs. The deadline for proposals was 4/16/15.
- A Financial Advisory Services for Development Projects RFP was issued on 3/25/15. The selected firm will assist the Planning and Community Development department with evaluating and obtaining capital structure for developments. The Agency was pleased to receive several inquiries from interested firms. Proposals are due on 4/22/15.
- A Janitorial Services RFP was issued on 4/1/15. The selected firm(s) will perform regular cleaning of Agency offices and community buildings, as well as deep cleaning of vacant units that will be turned over to new tenants. A pre-bid site inspection of all specified properties/sites will take place from 4/20/15 to 4/22/15. Proposals are due on 5/18/15.
- A Property Management Services RFP was issued on 4/6/15. The selected firm(s) will provide services for a wide range of existing and future Agency properties. The deadline for proposals is 5/14/15.

Completed Procurements:

- A Background Checks (Criminal, Eviction, Credit) RFP was posted on 12/3/14, and proposals were due 1/15/15. National Credit Reporting was determined to be the top rated proposer by the evaluation team and a contract was awarded.
- A QSP for Security Guard Service for the 2015 Operating Season at Parlier Migrant Center was conducted to obtain the services of a guard from April through October. Two bids were received and a contract was awarded to Alliance Protection & Investigations, the lowest responsive and responsible bidder.
- A QSP for Answering services for after-hours maintenance emergencies at all City and County AMPs was conducted for professional call answering and maintenance dispatch services. The Agency was pleased to receive several responsive bids. Professional Exchange Service Corporation, a local vendor, was selected as the lowest responsive and responsible bidder and is pending contract approval.

- A QSP was conducted for the services of a realtor in the sale of 3 Agency properties. Two bids were received by licensed real estate agents. A contract was awarded to Delores Leon, who offered the best commission rate at 5%.

Solicitations for the Near Future:

The procurement department is working with various user departments to create scopes of work for the following services:

- Security Guard Service
- Landscaping
- Pest Control

Human Resources

The Human Resources team attended an Employment Law Conference presented by Atkinson, Andelson, Loya, Rudd and Romo to gain further knowledge in new employment laws and legislation, mediation, management of leaves of absence, job market economics and disability accommodations.

The department continues to meet with several employees who are participating in the Early Retirement Program to finalize details related to their departure from the Agency. Currently, four employees have already retired.

Recruitment activity continues to be a focus of the department in the areas of Assisted Housing, Finance, and Property Management positions. Recruitment was successful in filling the positions of Fiscal Services Coordinator, Property Manager and one of the On-Site Property Assistants.

IT Services

CMTi worked with the Accounting Department to submit digital copies of 1099s to the IRS for their records. These digital copies ensure that the IRS has information on file that matches the information sent out to all entities the Agency conducts business with.

CMTi worked with Information Technology personnel at the Boys and Girls Club of Fresno County to resolve a bug and configuration issue with their e-mail system that caused a disruption between the transfer of their e-mails to our Agency's network. CMTi quickly resolved the issue and all processes were fully restored.

In addition, Fresno Housing Boards of Commissioners received their individual Agency-managed iPads as the next proactive step in the Agency's paperless initiative. The iPads allow Commissioners to have access to Agency resources and digital copies of all pertinent Agency documents.

Structure

Maintain a committed, active, community-based Boards of Commissioners.

The efforts of the Boards and staff are ongoing and will be reported as outcomes are achieved.

Strategic Outreach

Heighten agency visibility, facilitate community dialogue about housing solutions; and build support for the agency and quality affordable housing.

Communications

In March, the Communications Department launched the 75th Anniversary celebration activities and strategic community outreach. The Community Outreach Presentations began at several organizations throughout Fresno County to increase visibility of the Agency's mission and vision and the great work of Fresno Housing. The outreach presentations will continue throughout the year. The Communications Department is also focused on increased communications throughout the Agency and community. In the past month, we have coordinated and implemented the monthly staff newsletter, the 75th Anniversary Fresno Bee article, Preston's facts/tweets of the day and will continue the strategic planning of increased communication throughout the year.

The Communications Department is committed to the successful implementation of celebrating the Agency's 75th Anniversary, all of which contributes to our mission to create and sustain vibrant communities throughout Fresno County.

BOARD MEMO

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TO: Boards of Commissioners
Fresno Housing Authority
FROM: Preston Prince
CEO/Executive Director

DATE: April 27, 2015
BOARD MEETING: April 28, 2015
AGENDA ITEM: 9c
AUTHOR: Richard Bradley

SUBJECT: Mixed Finance and Internal Revenue Code Section 42 Utility Allowance Schedules for Yosemite Village

Executive Summary

While the other 2015 Utility Allowance Schedules were presented at the March, 2015 Board Meeting, Yosemite Village was not included because Yosemite Village had been resubmitted to Nelrod for further analysis. That analysis has since been received and is presented as follows:

This memo provides the annual update to the Utility Allowance (UA) schedules for Yosemite Village, a Low Income Housing Tax Credit (LIHTC) mixed finance property that includes Low Income Public Housing (LIPH) and/or Project Based Vouchers (Section 8). The California Tax Credit Allocation Committee (CTCAC) has provided guidance to LIHTC developers for estimates of utility allowances to refer to the local public housing authority or an energy consumption model estimate calculated using the most recent version of the California Utility Allowance Calculator developed by the California Energy Commission. The average monthly consumption estimates for electricity and natural gas were developed by the Nelrod Company utilizing HUD's Utility Schedule Model (HUSM). This model enables the user to calculate utility schedules by housing type after inputting utility rate information. The Internal Revenue Service (IRS) uses this model to determine utilities for its LIHTC program.

Projects developed under the Internal Revenue Code (IRC) Section 42, LIHTC program, similar to U.S. Dept. of Housing and Urban Development (HUD), United States Department of Agriculture (USDA) and several other agencies' programs, require the implementation of a utility (electric, gas, and water/sewer/garbage) allowance for use in calculating individual tenant subsidies for affordable housing. Due to the complexity of the data required to develop the utility allowances, we have used the services of the Nelrod Company of Fort Worth, Texas, to develop these allowances.

The Nelrod Company has prepared utility allowance schedules for Yosemite Village as follows:

Yosemite Village Tax Credit & Public Housing	Row House/TownHouse & Semi –Detached/ Duplex	Electric/Gas
--	---	--------------

Recommendation

It is recommended that the Board of Commissioners of the Fresno Housing Authority adopt the attached utility allowance rates for Yosemite in the City of Fresno for units developed under IRC Section 42 (LIHTC), to be effective April 28, 2015. The schedules to be adopted are those aforementioned.

Fiscal Impact

No Fiscal Impact

Background Information

Owners of properties financed with Low Income Housing Tax Credits (LIHTC) must limit rents and incomes to no more than 60% of the Area Median Income (AMI) numbers published annually by HUD. Owners must include the cost of all resident paid utilities in the gross rent charged. To do this, they must obtain annual utility cost estimates for buildings in their LIHTC affordable housing property. Owners may obtain annual allowances from Public Housing Authorities that have jurisdiction, or in California, owners may utilize the California Utility Allowance Calculation developed by the California Energy Commission, for a particular area or they may obtain an estimate from the local utility company, if possible, based on building units with similar size and construction to buildings in the property. In addition, most owners elect percentages below 60% AMI - ranging from 30% to 60% of AMI. The same utility cost estimate numbers apply to the maximum gross rent limit elected by the owner and must therefore be deducted from that limit to obtain the net rent paid by households. The Utility Allowance schedule must be updated on a yearly basis or 10% increase. According to the Internal Revenue Section 1.42-10, for the Low-Income Housing Tax Credit Program, utility allowances must be reviewed and updated at least once during each calendar year. The annual review must take into account any changes in utility rates as well as any changes such as energy conservation measures which may affect the energy consumption of the building. Similar to the LIHTC program, the Low Income Public Housing (LIPH) program and Project Based Voucher (Section 8) program provide requirements for a utility allowance in determining tenant rents. A site specific utility allowance study is conducted on sites that have mixed finance. Mixed finance projects are funded with LIHTC, Public Housing and/or Project Based Vouchers (Section 8).

RESOLUTION NO. _____
BEFORE THE BOARD OF COMMISSIONERS OF THE
HOUSING AUTHORITY OF THE CITY OF FRESNO

RESOLUTION ADOPTING MIXED FINANCE AND INTERNAL REVENUE CODE
SECTION 42 LIHTC UTILITY ALLOWANCE SCHEDULES FOR YOSEMITE
VILLAGE FOR 2015

WHEREAS, projects developed under the Internal Revenue Code (IRC) Section 42, Low Income Housing Tax Credit (LIHTC) program, similar to U.S. Dept. of Housing and Urban Development, United States Department of Agriculture (USDA) and several other agencies' programs, require the implementation of a utility (electric, gas, and water/sewer/garbage) allowance for use in calculating individual tenant subsidies for affordable housing; and

WHEREAS, the annual update to the Utility Allowance (UA) schedule for Yosemite Village, a mixed-finance LIHTC property that includes Low Income Public Housing (LIPH) and/or Project Based Voucher (Section 8); and

WHEREAS, due to the complexity of the data required to develop the utility allowances, the services of Nelrod Company of Fort Worth, Texas have been utilized to develop these allowances and provided two (2) utility allowance charts in a report dated March 2015.

NOW, THEREFORE, BE IT RESOLVED that the Board of Commissioners of the Housing Authority of the City of Fresno do hereby adopt the two (2) utility allowance charts for Yosemite Village developed under Internal Revenue Code Section 42 (LIHTC), as prepared by the Nelrod Company in March 2015.

PASSED AND ADOPTED THIS 28th day of April, 2015. I, the undersigned, hereby certify that the foregoing Resolution was duly adopted by the governing body with the following vote, to-wit:

AYES:

NOES:

ABSENT:

ABSTAIN:

Preston Prince, Secretary of the Boards of Commissioners

RESOLUTION NO. _____
BEFORE THE BOARD OF COMMISSIONERS OF THE
HOUSING AUTHORITY OF FRESNO COUNTY

RESOLUTION ADOPTING MIXED FINANCE AND INTERNAL REVENUE CODE
SECTION 42 LIHTC UTILITY ALLOWANCE SCHEDULES FOR YOSEMITE
VILLAGE FOR 2015

WHEREAS, projects developed under the Internal Revenue Code (IRC) Section 42, Low Income Housing Tax Credit (LIHTC) program, similar to U.S. Dept. of Housing and Urban Development, United States Department of Agriculture (USDA) and several other agencies' programs, require the implementation of a utility (electric, gas, and water/sewer/garbage) allowance for use in calculating individual tenant subsidies for affordable housing; and

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ABSTAIN:

Preston Prince, Secretary of the Boards of Commissioners



HOUSING AUTHORITIES OF THE CITY & COUNTY OF FRESNO, CA TAX CREDIT UNITS

PROPOSED MONTHLY UTILITY ALLOWANCES Chart 1

UPDATE MARCH 2015

Building Type: Row House/Townhouse

Yosemite Village (EE Equip: Win,WH)	0BR	1BR	2BR	3BR	4BR	5BR
Electricity (L&A,A/C,WH)		\$44.00	\$59.00	\$78.00	\$97.00	
Natural Gas (H,C)		\$10.00	\$13.00	\$15.00	\$16.00	
Totals		\$54.00	\$72.00	\$93.00	\$113.00	

Building Type: Semi-Detached/Duplex

Yosemite Village (EE Equip: Win,WH)	0BR	1BR	2BR	3BR	4BR	5BR
Electricity (L&A,A/C)				\$47.00		
Natural Gas (H,WH,C)				\$35.00		
Totals				\$82.00		

Building Type: Detached House

Yosemite Village (EE Equip: Win,WH)	0BR	1BR	2BR	3BR	4BR	5BR
Electricity (L&A,A/C)					\$71.00	
Natural Gas (H,WH,C)					\$56.00	
Totals					\$127.00	

A monthly average cost of the summer and winter adjustments were used for the electric and natural gas costs.

L&A= Lights & Appliances

A/C= Air Conditioning

H= Space Heating

WH= Water Heating

C= Cooking

EE Equip= Energy Efficient Equipment

Win= Windows

Note: These utility allowances are calculated similar to method used by each utility provider. They are not calculated by end use (like the Section 8 HCV Program), but by total usage for each utility type. Utility providers' monthly charges are included in the calculations.



HOUSING AUTHORITIES OF THE CITY & COUNTY OF FRESNO, CA PUBLIC HOUSING UNITS

PROPOSED MONTHLY UTILITY ALLOWANCES Chart 2

UPDATE MARCH 2015

Building Type: Row House/Townhouse

Yosemite Village (EE Equip: Win,WH)	0BR	1BR	2BR	3BR	4BR	5BR
Electricity (L&A,WH)		\$33.00	\$42.00	\$54.00	\$66.00	
Natural Gas (H,C)		\$10.00	\$13.00	\$15.00	\$16.00	
Totals		\$43.00	\$55.00	\$69.00	\$82.00	

Building Type: Semi-Detached/Duplex

Yosemite Village (EE Equip: Win,WH)	0BR	1BR	2BR	3BR	4BR	5BR
Electricity (L&A)				\$24.00		
Natural Gas (H,WH,C)				\$32.00		
Totals				\$56.00		

Building Type: Detached House

Yosemite Village (EE Equip: Win,WH)	0BR	1BR	2BR	3BR	4BR	5BR
Electricity (L&A)					\$29.00	
Natural Gas (H,WH,C)					\$56.00	
Totals					\$85.00	

A monthly average cost of the summer and winter adjustments were used for the electric and natural gas costs.

L&A= Lights & Appliances
H= Space Heating
WH= Water Heating
C= Cooking

EE Equip= Energy Efficient Equipment
Win= Windows

Note: These utility allowances are calculated similar to method used by each utility provider. They are not calculated by end use (like the Section 8 HCV Program), but by total usage for each utility type. Utility providers' monthly charges are included in the calculations.



***Housing Choice Voucher
– 1st Quarter Housing
Assistance Payments
April 28, 2015***



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Presentation Overview

- 1st Quarter 2015 Voucher Utilization
- 2015 Housing Assistance Payments (HAP) Funding
- 1st Quarter 2015 HAP Utilization
- HAP Reserves
- 2015 HAP Projections



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1st Quarter Voucher Utilization

- HUD establishes a baseline (maximum) number of vouchers for a PHA
- One Unit Month Leased (UML) = one voucher leased for one month during the Fiscal Year
- Utilization is calculated by dividing the # of UMLs reported by 12 months and comparing to the baseline
- HUD expects a well-managed PHA to maintain an average voucher utilization rate at, or above, 98 percent at year-end



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1st Quarter Voucher Utilization

Jan-March Voucher Utilization	City	County
Monthly	101.52%	102.44%
YTD	101.66%	98.60%
<i>Projected Year-End</i>	99.03%	99.98%

- The City program projects to be at 99.03% year-end voucher utilization with a monthly utilization of 95.69% in December
- The County program projects to be at 99.98% year-end voucher utilization with a monthly utilization of 97.95% in December



2015 HAP Funding

- Generally, PHAs require a tenant to pay at least 30% of their income towards rent
- Housing Assistance Payments (HAP) represent the subsidized portion of a tenant's rent and is paid directly to the owner/landlord
- The HAP funding we receive from HUD is restricted and can only be used for rents



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2015 HAP Funding

- Renewal and Non-Renewal funding establish Total Funding available to a PHA
- Non-Renewal funding is funding from new vouchers (VASH)
 - May also come from HUD Set-Aside Funds
- Renewal funding is based on prior year HAP Expenses
 - HUD will use Prior Year HAP Expenses and, based on federal funding levels, apply a proration to these expenses to establish funding available to a PHA
 - If applicable, inflation may be used in calculation



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2015 HAP Funding

- 2015 HAP Proration levels have been set at 101.25% (no inflation factor applied)
 - Proration has fluctuated between 94% (2013) and 99.7% (2014)
- This relatively high proration level is tied directly to federal funding
- Corresponds to \$44.79m total funding for the City program and \$34.71m total funding for the County program



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HCV 1st Quarter HAP Utilization

Jan-March HAP	City	County
Revenue	11.47	8.45
Expenses	11.29	8.58
Net	.18	-.13

PHA-held Reserves	City	County
Begin Balance	.05	.22
<i>1st Qtr Net</i>	.18	-.13
March Ending Balance	.23	.09

**All \$ amounts are in millions*



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HAP Reserves

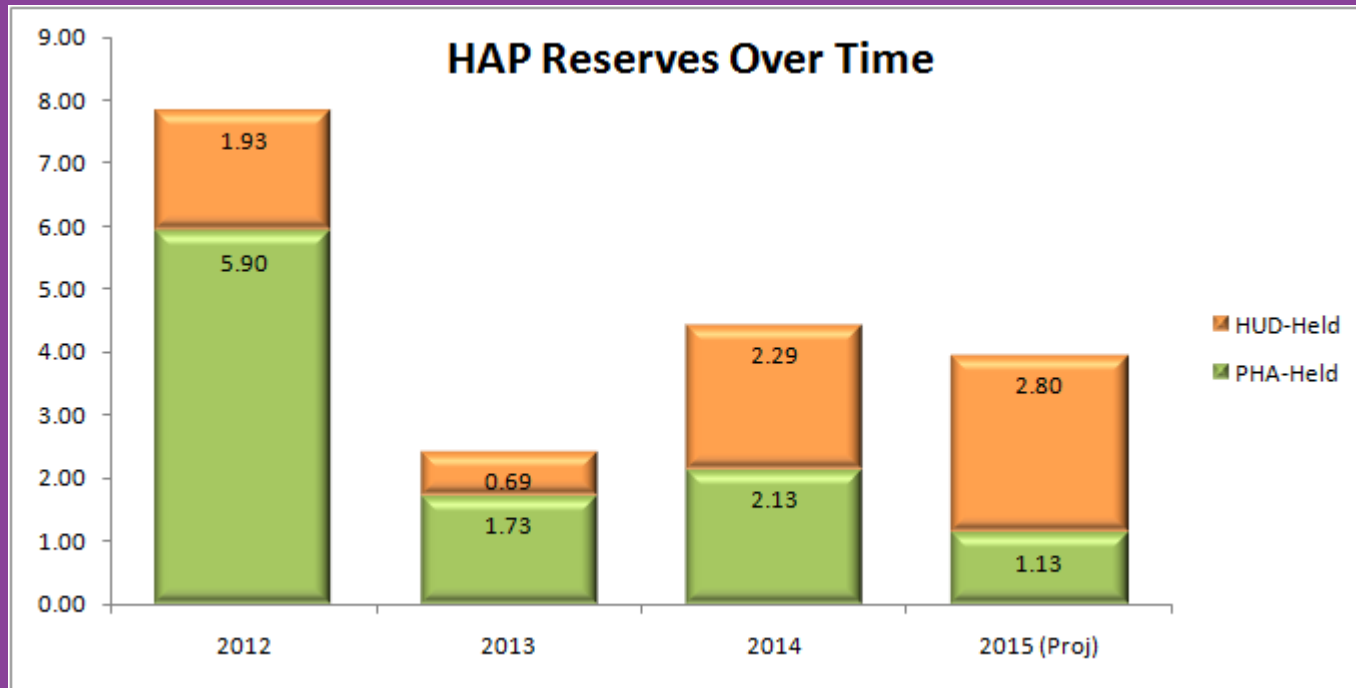
- HAP reserves consist of PHA-held reserves and HUD-held reserves
- In 2012, HUD sought tighter cash management controls and disbursed cash on an “as-needed” basis
- HAP expenses are calculated and cash is disbursed to cover these HAP expenses with just a small margin or cushion
- Reserves have since moved from PHA-held to HUD-held as a result of this cash management system



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HAP Reserves



- At the end of 2012, reserves were split 75%/25% between PHA-Held and HUD-Held, respectively
- 2015 Year-end reserves are projected to be split 29%/71%

**All \$ amounts are in millions*



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2015 HAP Projections

2015 HAP	City	County
Revenue	44.86	34.70
Expenses	43.83	34.87
Net	1.03	-.17

PHA-held Reserves	City	County
Begin Balance	.05	.22
<i>Net</i>	<i>1.03</i>	<i>-.17</i>
2015 Ending Balance	1.08	.05

**All \$ amounts are in millions*



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2015 HAP Projections

Reserves	City	County
PHA-held	1.08	.05
HUD-held	1.82	.98
2015 Ending Balance	2.90	1.03

- The large PHA-held balance will most likely shrink by year-end as HUD accounts for these reserves and withholds funds

**All \$ amounts are in millions*



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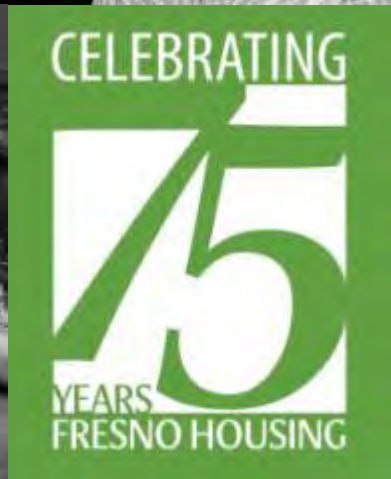
Questions?



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***Housing Quality
Standards (HQS)
April 28, 2015***



Presentation Overview

- HQS Inspection Process
- April Joint Inspections
- Process for Units that Fail
- Moving Forward



HQS Inspection Process

- Annual inspection is conducted at least once every 12 months
- An adult must be present to allow the inspector to access the unit



From the Eyes of an Inspector



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April Joint Inspections

- The Fresno Housing Authority collaborated with Fresno City Code Enforcement to better understand how the agencies can work in conjunction with one another
- Code Enforcement provided a list of owners whose properties received the most calls for service
- These owners and properties were cross-referenced with FH data and collaborative quality review inspections were performed at these properties



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April Joint Inspections

- These joint inspections provided differing perspectives on the inspections process
- Code Enforcement primarily responds to specific complaints and generally reviews the entire property
- Generally, their service calls are for issues that cover multiple units and present a health and safety hazard
- FHs HQS inspections focus on ensuring the unit and common areas to which the program participant has access meet HQS acceptability criteria



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Property #1 Common Deficiencies

- Pests/Roaches
- Eaves and overhang in front of units were in disrepair
- A/C issues – electrical cord overhang



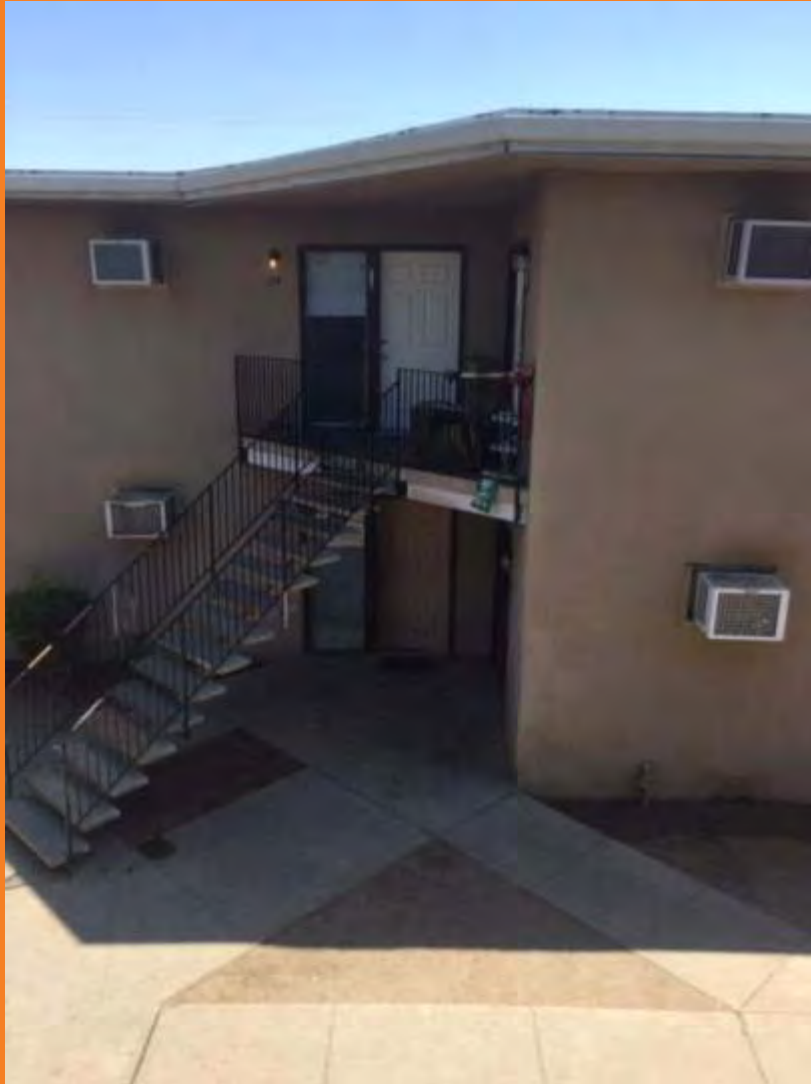
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Units 1-6 Common Deficiencies



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Units 1-6 Common Deficiencies



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Units 1-6 Common Deficiencies



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Unit 1

- Owner fails:
 - Garbage disposal and faucet issues
 - Refrigerator seal broken
- Tenant fails:
 - Writing on the Walls



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Unit 2

- Owner fails:
 - Door knob/locks loose
 - Refrigerator seal broken
- Tenant fails:
 - Cable wire tripping hazard



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Unit 3

- Owner fails:
 - Front door not weatherized
 - Cutting hazard on counter top



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Unit 4

- Owner fails:
 - Window sills dirty and in disrepair
 - Kitchen cabinets don't close properly
 - Burned out outlet in bedroom
 - Outlets painted over



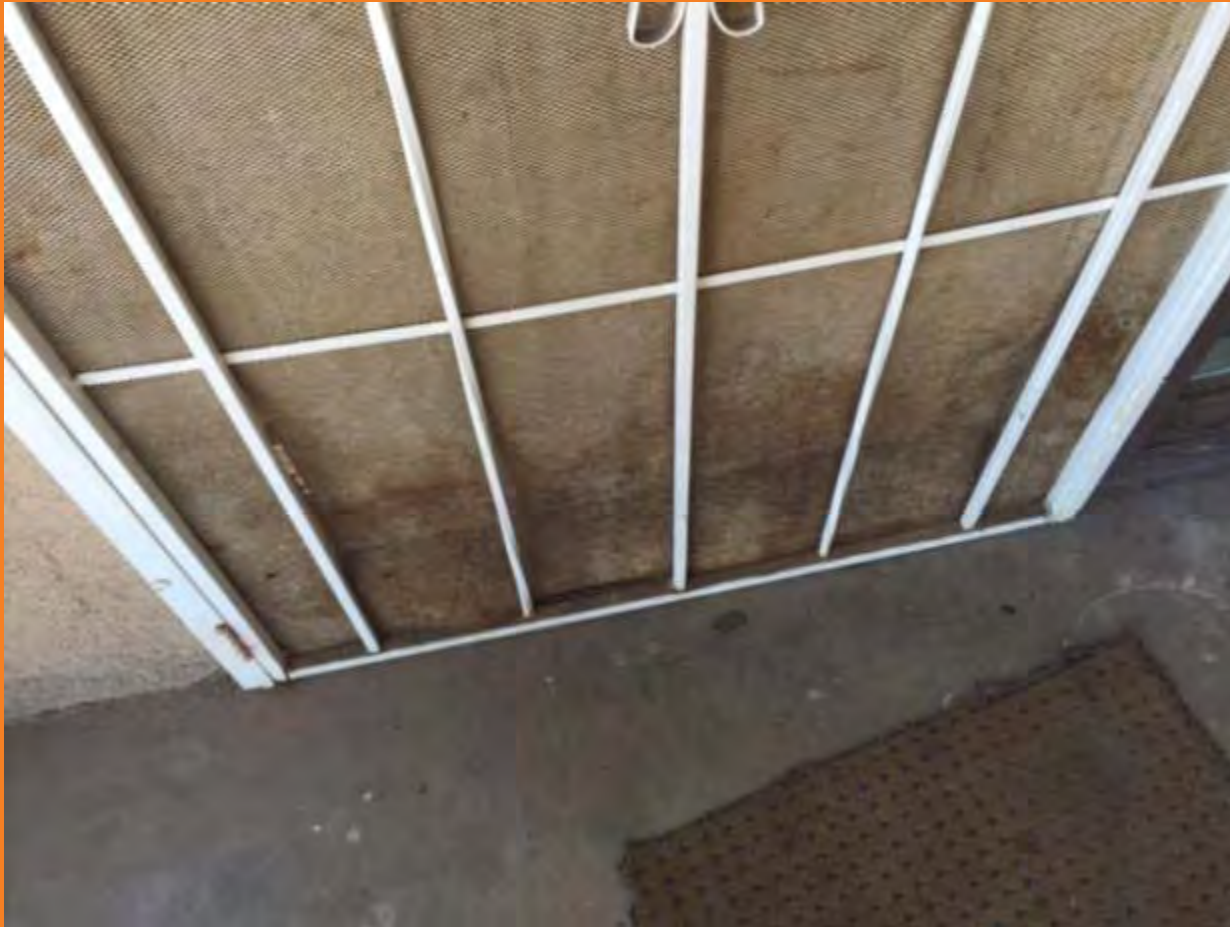
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Unit 5

- Owner fails:
 - Security door in disrepair
 - Caulk around toilet
 - Open ground in kitchen outlet
- Tenant fails:
 - Dirty carpet
 - Unsanitary shower



Unit 5



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Unit 6

- Owner fails:
 - Oven door broken
 - Ceiling has loose material
 - Closet chipping/peeling
 - Burned out outlet in bathroom
- Tenant fails:
 - Cable wire tripping hazard



Property #2 Common Deficiencies

- Pine trees and overhang pose a fire hazard
- Hand rails throughout complex are loose
- Exterior cable wire not properly mounted and secured
- Mailboxes broken and inoperable
- Insufficient lighting throughout complex
- Garbage and debris
- Laundry room in need of extensive repairs
- Pests/Roaches



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Property #2 Common Deficiencies



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Unit 1

- Owner Fails
 - Burned out outlets
 - Flooring near tub not watertight
 - Bathroom vent fan not working
 - Address number not visible



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Unit 2

– Owner Fails

- Security door in disrepair
- Missing CO detector
- Flooring near toilet is lifting
- Bathroom ceiling paint chipping
- Air Filter needs replacement

– Tenant Fails

- Tall, leaning mirror poses a safety hazard



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Property #3 Common Deficiencies

- Pests/Roaches
- Carport electrical hazards
- Walkway tripping hazards
- Lawn/yard maintenance
- Garbage and debris
- Broken exterior vents



Property #3 Common Deficiencies



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Property #3 Common Deficiencies



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Unit 1

- Owner Fails
 - Bedroom windows inoperable
 - Caulking around tub
 - Front door not weatherized



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Unit 1



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Unit 2

- Owner Fails
 - Bedroom windows inoperable and dirty
 - Interior paint – entire unit
 - Shower wall waterproofing
 - Bathroom mirror light broken
 - Kitchen cabinets in disrepair
- Tenant Fails
 - Stove and oven dirty
 - Hallway closet dirty and unorganized



Unit 2



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Unit 2



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HQS Inspections

Annual Inspections

- **Pass** (60.2% compliant with HQS standards)
 - See you next year!
- **No Entry** (9.5% requires another attempt)
 - Tenant is non-compliant
 - Rescheduled for one additional inspection
- **Fail** (30.3% fail the physical inspection)
 - Owner receives deficiency notice and appointment
 - Re-inspection conducted within 20 days



HQS Inspection/Abatement Process

Re-inspection for Failed Units (20 days later)

- Pass

- See you next year!

– Fail

- Housing Assistance Payment will be abated the 1st of the following month – Owner-responsible items only
- There are no retroactive payments of abated rent
- Abated monies can not be recovered from the tenant

- No Entry

- The unit will be considered a fail



HQS Inspection/Abatement Process

- **Abatement Re-inspection** (3rd inspection)
- Owner reports repairs completed and requests inspection
- **Passes**
 - Abate a pro-rated portion of the HAP
- **Fail/No Entry**
 - Contract is cancelled
 - Tenants issued a voucher to move and have 60-120 days to find a new residence
 - If tenant stays while they are looking for a new residence, they are responsible for the entire contract rent



HQS Inspection/Abatement Process

Current Abatement Information

- 138 units are currently in abatement status
- Most clear deficiencies and contracts remain in force
- Estimated 10% of contracts actually cancel



Possible Next Steps

- Inspections visits for Commissioners
 - Show samples of units that pass and fail
- Neighborhood/Zip code Analysis and Action
 - Realign resources to focus on Quality Control and Courtesy Inspections by neighborhoods starting with highest fail rates
- Continue working with City Departments
 - Align City Code and HQS and Health and Safety Code
 - Develop and define a cooperation process/agreement
- Develop potential recommendations on higher standards
 - Screens, Boarded up units, AC/Ventilation, Disposals
- Reflect on impact to residents, landlord relationships, staff
- Develop Landlord Education and Support Program
 - Clear guidelines and inspections expectations
 - Operations and maintenance trainings



Questions?



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Asset Management: An Overview

*Fresno Housing Authority
Boards of Commissioners Meeting
April 28, 2015*



ASSET MANAGEMENT

- *Fresno Housing Portfolio*
- *Goal of Asset Management*
- *What is Asset Management?*
- *Asset Management at FH*
- *Looking Ahead*

Fresno Housing's Portfolio

- A “portfolio” is a collection of financial assets
 - Examples include cash, investments, loans, land, and/or buildings
 - These different types of assets are usually grouped together in categories for efficient management
- The City and County Authorities manages over \$382 million in assets
 - \$170 million in fixed assets which includes land, buildings, and housing.
- When we talk about our “portfolio”, we mean our fixed or housing assets.

Fresno Housing's Portfolio

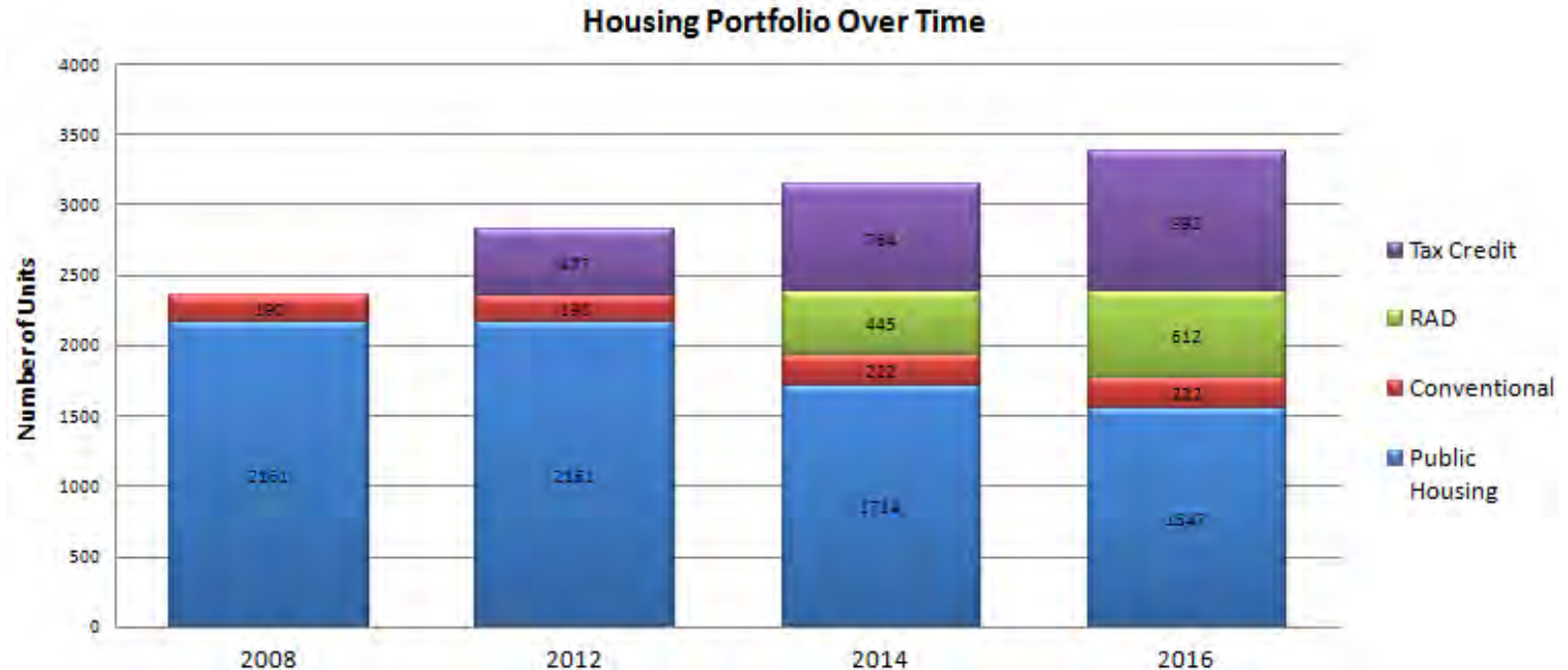
How Do We Gain Housing Assets?

- Development: We build new properties
- Acquisition: We purchase properties that are already built
- Partnerships: We partner with other developers or non-profits to help build or finance affordable housing

How Do We Manage These Assets?

- In-house Property Management (Housing Management Division)
 - Historically oversees Public Housing and RAD projects
- Third Party Property Management
 - Contract with outside firms to manage a majority of our Tax Credit properties.

Composition of FH's Portfolio



- In 2008, 92% of our housing stock was Public Housing, and 8% was Conventional.
- In 2014, 54% of our housing stock was Public Housing, 7% was conventional and 39% was Mixed Finance (Tax Credit and RAD)
- By 2016, the number of Mixed Finance units may outnumber the Public Housing

Composition of FH's Portfolio



- In 2008, FH was internally managing 92% of our portfolio, and 8% was managed by a 3rd party.
- In 2014, 75% was self-managed, and 25% was 3rd party managed.
- By 2016, we expect that 70% of our portfolio will be self-managed and the remainder will go to a 3rd party.

FH's Portfolio

- What do these charts show?
 - The Housing Portfolio chart shows a significant change between 2008 and 2016. No longer is public housing the majority of the portfolio.
 - As we've increased our tax credit developments, the Property Management chart shows a gradual increase of third-party management,
 - We may choose to rethink this strategy in future years as we reach certain required milestones.

FH's Portfolio

- What do these charts mean?
 - Portfolio is growing and responding to the needs of our community
 - Reduced reliance on HUD for funding. Our funding sources are becoming more complex.
 - Strong partnerships remain critical to success
 - Evolving from a property manager of public housing and into a manager of assets
 - Thoughtful implementation of asset management strategy is key to long-term viability of our assets

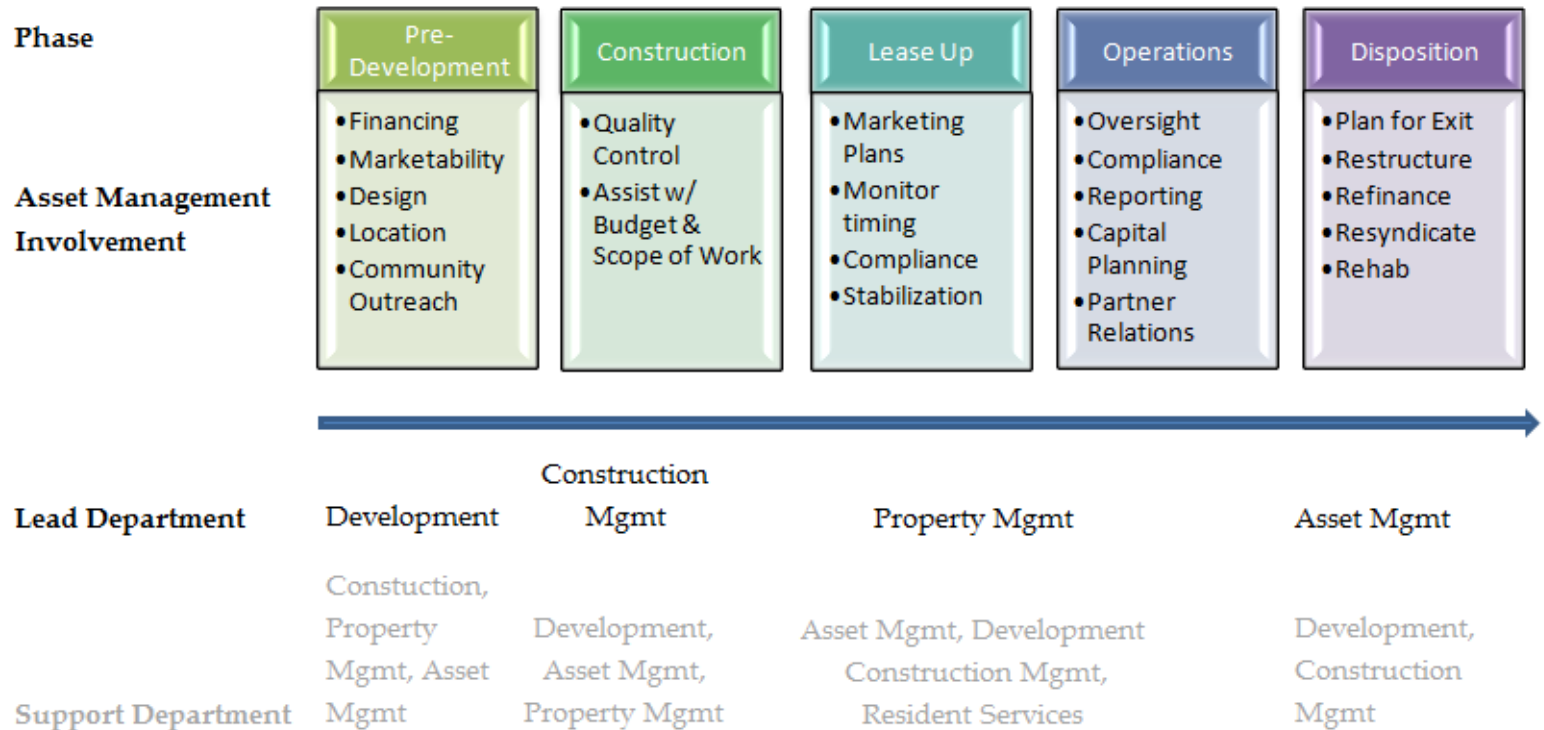
Goal of Asset Management

“ To increase the value of the portfolio, while maintaining and preserving affordable housing for long-term use and enhancing community vitality”

Asset Management: What is it?

- Asset Management:
 - is necessary for the long-term success of our housing portfolio
 - takes into consideration a property's goals and the FH's organizational mission (balances between business-driven and mission-based goals)
 - provides benchmarks for the on-going oversight of the portfolio
 - is a *tool* to identify policies to be adopted, tasks to be undertaken, the responsible parties, and the performance standards that apply
 - recognizes that a property has a long and complicated lifespan and each phase must be carefully orchestrated

Asset Management through the Life Cycle

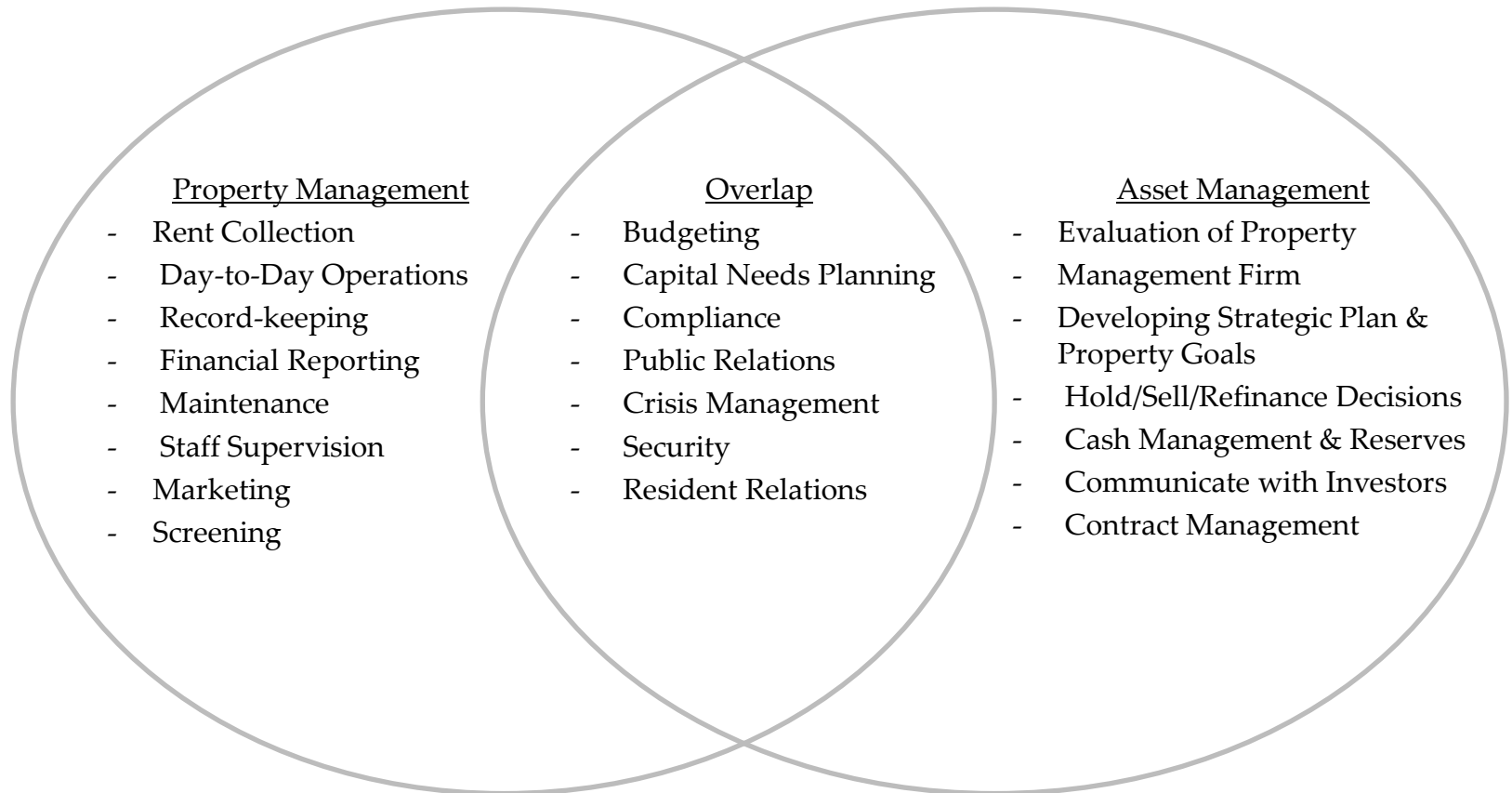


Asset Management: A Liaison



- Asset Management works as a liaison between departments to ensure the property is in compliance at all time and meeting its goals.

Property vs. Asset Management



Asset Management: A Look Ahead

- Ways Asset Management will support the evolving and increasingly sophisticated portfolio:
 - Standardize and Implement Key Performance Indicators on FH portfolio
 - Explore an information tracking system for FH's assets that will capture historical data, track performance, and maintain its lifecycle events in concert with the EMS system implementation
 - Set uniform expectations and standards for Property Management Companies and provide them with consistent evaluative feedback
 - Develop Building Standards for New and Rehabilitated Developments
 - Implementing a Post-Occupancy Evaluation ("POE") 6-9 months after stabilization to inform Standards and decision making

Asset Management: Conclusion

- The Asset Management Team is made up of many FH departments and is a holistic approach to managing its portfolio
- Asset Management maintains the balance between meeting FH's mission and maintaining its fiscal goals
- Investors, lenders, stakeholders, and partnerships are vital to current and future housing. Asset Management maintains and nurtures the relationships over the life of the properties
- The future of Asset Management at FH is evolving, with new tools to implement. Stay tuned!

Questions or Comments?