



# Boards of Commissioners Update

May 2018

## **Boards of Commissioners Update – May 2018**

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## BOARD UPDATE

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[www.fresnohousing.org](http://www.fresnohousing.org)

**TO:** Boards of Commissioners

**DATE:** May 17, 2018

Fresno Housing Authority

**AUTHOR:** Emily De La Guerra

**FROM:** Preston Prince, CEO/Executive Director



**SUBJECT:** Fresno Housing Operating Budget as of March 31, 2018

### Executive Summary

The purpose of this update is to present an overview of the financial operating results for the Fresno Housing Authority as of March 31, 2018. Please see the attached financial report for a summary of revenues and expenses by Agency division.

The financial report attachment shows the consolidation of all Agency programmatic budgets combined into six divisions. Projections have been incorporated into the year-to-date budget to account for the timing of cash flows and known variable expenses. These adjustments were based on historical trends and the most current information available.

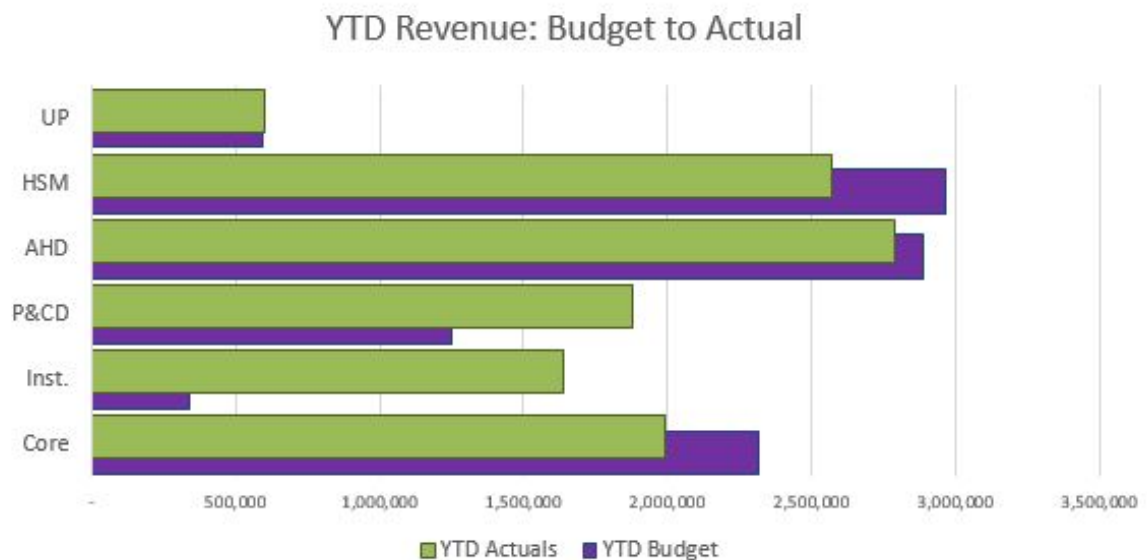
The 2018 Operating Budget was approved by the Boards in December 2017 with total revenues of \$41 million and total operating expenses of \$38 million. As of March, total revenues are \$11.5 million, and total operating expenses are \$7.7 million. Net Operating Income is \$3.8 million, which means that the Agency earned sufficient revenue within the first three months of the year to cover operating expenses.

#### OPERATING BUDGET

TOTAL INCOME  
TOTAL EXPENSES  
**NET OPERATING INCOME**  
TOTAL NON-OPERATING EXPENSES  
**NET INCOME**  
**UNRESTRICTED NET INCOME**

Fresno Housing Authority		
Annual Budget	YTD Budget	YTD Actuals
41,402,540	10,350,635	11,468,268
37,975,120	9,500,030	7,677,373
<b>3,427,420</b>	<b>850,605</b>	<b>3,790,894</b>
1,009,381	252,345	239,823
<b>2,418,039</b>	<b>598,260</b>	<b>3,551,071</b>
<b>(341,488)</b>	<b>(85,372)</b>	<b>1,501,389</b>

## Agency Revenue

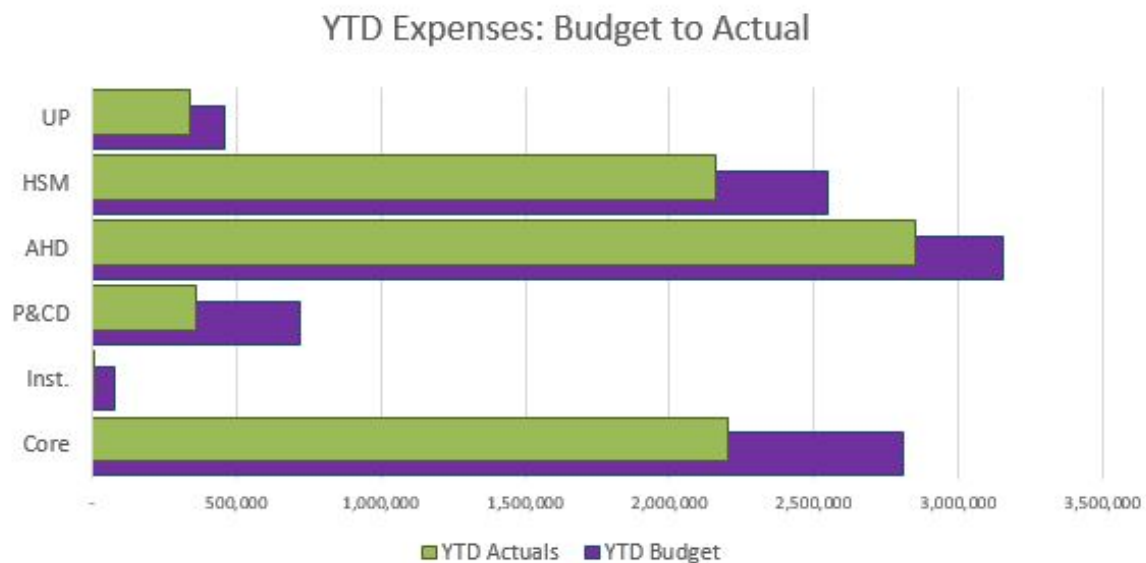


UP - Unrestricted Properties: Agency-owned non-subsidized properties, for example Dayton, Woodside, and San Ramon (formerly known as Affordable Housing)  
HSM - Housing Management: Restricted, subsidized properties including all public housing, farm labor and migrant properties  
AHD - Assisted Housing Division: Housing Choice Voucher, Resident Services and Homeless programs  
P&CD - Planning & Community Development: Real Estate Development and Construction Management departments  
Inst. - Instrumentalities: Wholly-owned subsidiaries of the Agency, including HRFC, HSIC, and Silvercrest  
Core: Administrative Services departments including Accounting, Executive, Human Resources and Asset Management

- Overall, year-to-date revenue is \$11.5 million, or 11% more than the March budget, mainly due to developer fee revenue in PC&D, and non-budgeted proceeds from a lawsuit in Instrumentalities.
- **Core:** Admin & Management Fee Income is less than budgeted due to expense reductions in IT Services and Staff Development. Fees for these two services are allocated to the programs and the revenue is booked in Core. If there are fewer expenses, there will be less revenue and the net effect on the overall budget will be zero.
- **Inst.:** Other Income is higher than anticipated because of a \$1.3 million payment received from the Department of Treasury as proceeds in the case of Clearwater HA vs. U.S. In 2012, HUD used PHA Reserves to supplement budgetary offsets to the Low-Income Public Housing program. The Agency was a plaintiff in a successful lawsuit against HUD, which deemed this practice as unlawful. The Agency will use this money for affordable housing purposes paid for thru Housing Relinquished Fund Corporation (HRFC). This revenue was not included in the 2018 budget.
- **P&CD:** Developer Fee income is higher than projected due to the receipt of \$1 million dollars for the Oak Grove closing and \$800 thousand for the Magill Terrace closing.
- **P&CD:** Other Income is higher than budget due to the Prevailing Wage Monitoring income paid from Parc Grove North East, Sanger, & Fresno Edison II.
- **AHD:** Other Income is more than budgeted due to additional revenue received by the Resident Services department from additional properties that have come online earlier than anticipated.

- **HSM:** Other Grant Income is lower than budgeted, due to a delay in revenue received from Emergency Housing. Staff expects to receive this income towards the end of April.
- **UP:** Net Tenant Income is 1% higher than anticipated, due to higher rents paid to San Ramon Court, The Woodside, Dayton Square, and El Cortez.

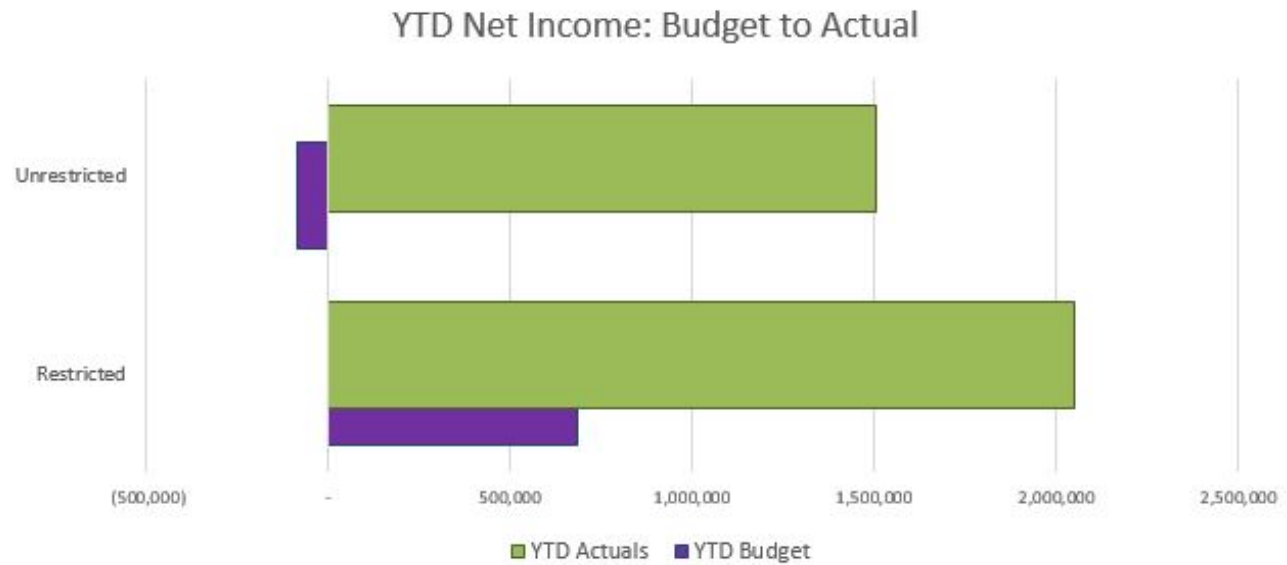
## Agency Expenses



UP - Unrestricted Properties: Agency-owned non-subsidized properties, for example Dayton, Woodside, and San Ramon (formerly known as Affordable Housing)  
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AHD - Assisted Housing Division: Housing Choice Voucher, Resident Services and Homeless programs  
P&CD - Planning & Community Development: Real Estate Development and Construction Management departments  
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Core: Administrative Services departments including Accounting, Executive, Human Resources and Asset Management

- Overall, year-to-date expenses are \$7.7 million, which is approximately \$1.8 million, or 19%, lower than budgeted for the first quarter.
- **Agency-wide:** Payroll Expenses are approximately \$899 thousand, or 19%, lower than anticipated, mainly due to unfilled positions and/or planned hiring delays.
- **Agency-wide:** Administrative Expenses are nearly \$557 thousand lower than budgeted across the Agency. Core and P&CD show the largest reductions in this line item, as Professional & Consulting Expenses have been less than anticipated for the third month of the year. In PC&D, expenses are lower than budgeted because the Agency has not incurred any associated consulting fees for co-developers. As the year continues, the Agency anticipates this line item to catch up to budget.
- **Agency-wide:** Maintenance Expenses are slightly lower than budgeted (about 11%) due to decreased costs for routine maintenance contracts, security, unit turnaround cleaning and painting. Staff anticipates that these expenses will fall in line with the overall budgeted by the end of the year.

## Agency Net Income



- Unrestricted net income is approximately \$1.6 million dollars higher than budgeted as of March 31, 2018. This is a significant change from February, as \$1.8 million dollars of developer fees was received in March. This will level out throughout the year, as no additional developer fees are expected until mid-May.
- Restricted net income is higher than budgeted due to the receipt of unbudgeted lawsuit proceeds in HRFC. This will remain a net positive increase to the 2018 financials throughout the year.

OPERATING BUDGET

INCOME

NET TENANT INCOME  
INTEREST INCOME  
OTHER INCOME  
ADMIN & MANAGEMENT FEE INCOME  
DEVELOPER FEE INCOME  
HUD GRANT INCOME  
OTHER GRANT INCOME  
TOTAL INCOME

EXPENSES

PAYROLL EXPENSES  
ADMINISTRATIVE EXPENSES  
TENANT SERVICES EXPENSES  
UTILITY EXPENSES  
MAINTENANCE EXPENSES  
TAXES & INSURANCE EXPENSES  
TOTAL EXPENSES

NET OPERATING INCOME

NON-OPERATING EXPENSES

TOTAL NON-OPERATING EXPENSES  
TOTAL FINANCING EXPENSES  
TOTAL ADJUSTMENTS & OPERATING TRANSFERS  
TOTAL NON-OPERATING EXPENSES

NET INCOME

UNRESTRICTED NET INCOME

	Core			Inst.			P&CD			AHD			HSM			UP			Fresno Housing Authority			YTD \$ Variance	YTD % Variance	% of Budget Remaining
	Annual Budget	YTD Budget	YTD Actuals	Annual Budget	YTD Budget	YTD Actuals	Annual Budget	YTD Budget	YTD Actuals	Annual Budget	YTD Budget	YTD Actuals	Annual Budget	YTD Budget	YTD Actuals	Annual Budget	YTD Budget	YTD Actuals	Annual Budget	YTD Budget	YTD Actuals			
	-	-	-	-	-	-	-	-	-	-	-	-	5,935,766	1,483,942	1,433,715	2,300,350	575,088	582,795	8,236,116	2,059,029	2,016,510	(42,519)	-2%	76%
	7,000	1,750	1,778	866,667	216,667	279,812	-	-	-	-	-	24,495	17	4	-	-	-	-	873,684	218,421	306,088	87,667	40%	65%
	808,000	202,000	170,966	177,299	44,325	1,359,462	20,000	5,000	78,226	710,822	177,706	215,091	14,014	3,504	9,429	43,000	10,750	8,058	1,773,135	443,284	1,841,232	1,397,948	315%	-4%
	8,441,439	2,110,360	1,820,084	300,000	75,000	-	-	-	-	-	-	-	-	-	-	-	-	-	8,741,439	2,185,360	1,820,084	(365,276)	-17%	79%
	-	-	-	-	-	-	4,979,660	1,244,915	1,800,000	-	-	-	-	-	-	-	-	-	4,979,660	1,244,915	1,800,000	555,085	45%	64%
	-	-	-	-	-	-	-	-	-	9,491,065	2,372,766	2,268,347	4,916,293	1,229,073	1,058,565	-	-	-	14,407,358	3,601,840	3,326,912	(274,928)	-8%	77%
	-	-	-	-	-	-	-	-	-	1,354,390	338,598	280,979	1,000,338	250,085	70,324	36,420	9,105	6,140	2,391,148	597,787	357,443	(240,344)	-40%	85%
	9,256,439	2,314,110	1,992,828	1,343,966	335,992	1,639,274	4,999,660	1,249,915	1,878,226	11,556,277	2,889,069	2,788,911	11,866,428	2,966,607	2,572,033	2,379,770	594,943	596,996	41,402,540	10,350,635	11,468,268	1,117,633	11%	72%
	7,135,977	1,783,994	1,465,762	-	-	-	1,285,953	321,488	279,028	6,891,221	1,722,805	1,360,812	3,026,970	756,743	600,307	330,528	82,632	62,656	18,670,648	4,667,662	3,768,565	(899,097)	-19%	80%
	3,445,759	861,440	622,233	237,825	59,456	2,817	1,583,998	396,000	76,306	4,741,805	1,185,451	1,305,398	2,170,765	542,691	484,808	213,403	53,351	49,618	12,393,555	3,098,389	2,541,180	(557,209)	-18%	79%
	50,000	12,500	20,171	-	6,250	-	-	-	1,950	899,843	224,961	147,969	335,581	83,895	81,830	5,250	1,313	396	1,290,674	328,919	252,316	(76,603)	-23%	80%
	173,427	43,357	20,327	-	-	-	-	-	-	-	-	87	1,882,686	470,672	347,632	270,410	67,603	60,801	2,326,523	581,631	428,847	(152,784)	-26%	82%
	404,862	101,216	62,231	25,000	6,250	-	3,000	750	4,832	44,354	11,089	7,560	1,922,431	480,608	429,309	351,490	87,873	109,174	2,751,137	687,784	613,106	(74,679)	-11%	78%
	23,720	5,930	11,338	8,900	2,225	1,463	1,000	250	439	7,900	1,975	2,422	460,962	115,241	54,665	40,101	10,025	3,033	542,583	135,646	73,360	(62,286)	-46%	86%
	11,233,745	2,808,436	2,202,062	271,725	74,181	4,280	2,873,951	718,488	362,555	12,585,122	3,146,281	2,824,248	9,799,395	2,449,849	1,998,551	1,211,182	302,796	285,677	37,975,120	9,500,030	7,677,373	(1,822,657)	-19%	80%
	(1,977,306)	(494,327)	(209,234)	1,072,241	261,810	1,634,994	2,125,709	531,427	1,515,671	(1,028,845)	(257,212)	(35,337)	2,067,033	516,758	573,482	1,168,588	292,147	311,319	3,427,420	850,605	3,790,894	2,940,290	346%	-11%
	-	-	-	500	125	-	-	-	-	20,000	5,000	29,124	128,526	32,132	6,195	279,850	69,963	-	428,876	107,219	35,319	(71,900)	-67%	92%
	-	-	-	-	-	50	-	-	-	-	-	-	250,721	62,680	152,549	329,784	82,446	51,905	580,505	145,126	204,504	59,378	41%	65%
	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0%	0%
	-	-	-	500	125	50	-	-	-	20,000	5,000	29,124	379,247	94,812	158,744	609,634	152,409	51,905	1,009,381	252,345	239,823	(12,522)	-5%	76%
	(1,977,306)	(494,327)	(209,234)	1,071,741	261,685	1,634,944	2,125,709	531,427	1,515,671	(1,048,845)	(262,212)	(64,461)	1,687,786	421,947	414,738	558,954	139,739	259,414	2,418,039	598,260	3,551,071	2,952,812	494%	-47%
	(1,977,306)	(494,327)	(209,234)				2,125,709	531,427	1,515,671	(1,048,845)	(262,212)	(64,461)				558,954	139,739	259,414	(341,488)	(85,372)	1,501,389	1,586,762	1859%	540%

## BOARD UPDATE

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**TO:** Boards of Commissioners

**DATE:** May 17, 2018

Fresno Housing Authority

**AUTHOR:** Aurora Ibarra

**FROM:** Preston Prince



CEO/Executive Director

**SUBJECT:** Update on 2018 Leasing and Housing Assistance Payments for the Housing Choice Voucher Program

---

### Executive Summary

The purpose of this memo is to update the Boards of Commissioners on the status of voucher leasing and Housing Assistance Payments (HAP) for the Housing Choice Voucher (HCV) program as of March 31, 2018. Overall, challenges continue to present themselves as the rental market in Fresno County tightens and demand for affordable housing units increase. Staff continues their efforts to lease up in both programs, utilizing new and innovative approaches to housing families in accordance with our mission. As in the past, we will continue to diligently monitor our HAP and voucher utilization rates and provide additional information to the Boards, as needed.

### City HCV

HAP expenditures for the months of January through March totaled \$10,238,093 with current voucher utilization of 95.7%. Overall projected voucher utilization for CY 2018 is 98.5%.

### County HCV

HAP expenditures for the months of January through March totaled \$8,293,458, with current voucher utilization of 95.3%. Overall projected voucher utilization for CY 2018 is 93.5%.

### Leasing Strategies

Staff is working to appropriately increase leasing rates so that we can continue to serve more families, all while monitoring HAP utilization and per unit cost (PUC).

Staff continues to analyze leasing rates and trends in the HCV program. Some findings include an increasingly tight rental market, higher rents across the City and County and a reduction in the response rate of applicants drawn from the waitlist. Staff has been evaluating the workflow from the waitlist draw to the first appointment, and the effectiveness of allowing a second appointment. In addition, appointment notification letters are being mailed out 15 days in advance of the first appointment, opposed to 10 days in advance to allow families more time to plan for their appointment.



As a reminder, the Housing Choice Department enlisted several strategies to increase leasing in the last quarter of 2017 and will continue to evaluate the effectiveness of these strategies. The department continues to evaluate the pre-inspection pilot project to determine the impact on success rates. Staff also continues to accommodate extensions on voucher search times. Staff will continue to analyze issues and trends, and adjust leasing strategies where appropriate.

# HCV Leasing and Spending Projection

## CA006 HCV City Forecasting Summary

5/15/2018

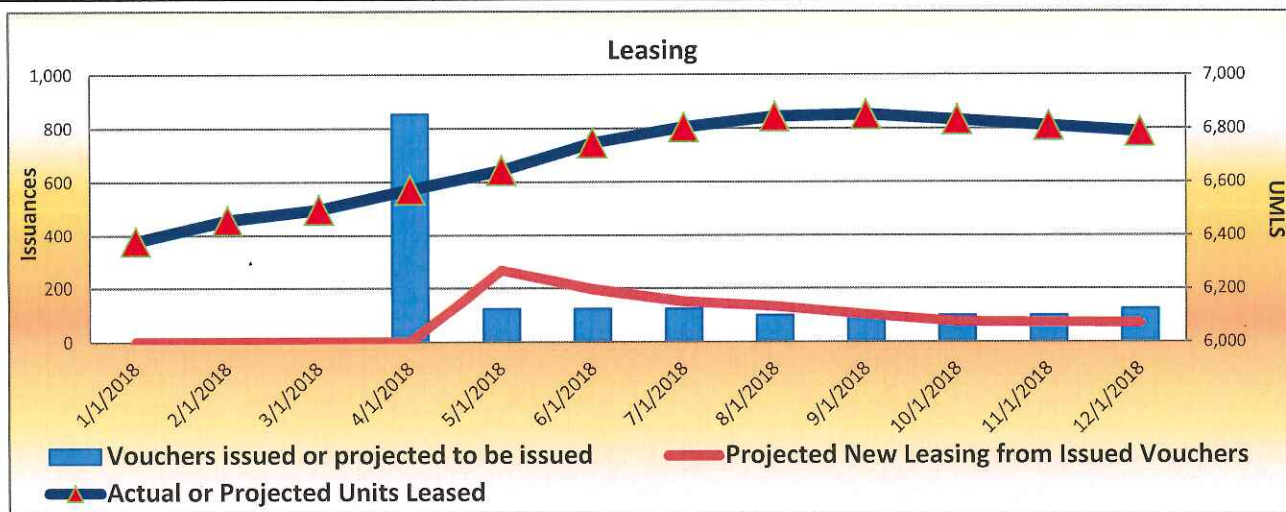
Prepared for: Board of Commissioners

Prepared by: HUD Forecasting Tool

Housing Assistance Payment (HAP) Utilization: Using the Housing Choice Voucher (HCV) Forecasting Tool provided by HUD, it's estimated the HCV program will end calendar year 2018 with \$3,968,744 in reserves or 10% of budget authority. This is the total amount of funds projected to remain at the end of the year and the percent of reserves FH projects for year end. This scenario relies upon the following key variables:

Success Rate	Attrition Rate	Time from Issuance to HAP Effective Date	
(How many issued vouchers will go to HAP)	(What percent of participants annually leave)	(How fast do successful issuances lease up)	
70%	10%	Leased in	Percent
		0-30 Days	44%
		31-60 Days	26%
		61-90 Days	15%
		91-120 Days	10%
		121-150 Days	4%
Year 1 PUC			
(Average monthly cost of a voucher - Year 1)			
\$539			

Voucher Utilization: Based on the leasing trends, HCV projects issuing 1,753 vouchers in 2018 which will result in 1,067 new lease-ups this year. The graph below shows vouchers issued and projected leasing based on the chart above:



Under this scenario, Fresno Housing has no offset for next year or the following year. Additionally, the higher of this year's leased units or dollars is 102.8%, indicating full leasing indicator points in SEMAP. This is an estimate. Next year, the higher of leased units or dollars is 99.9%, indicating full leasing indicator points in SEMAP. This is an estimate.

## Leasing Activity Update

Staff will work continuously to appropriately increase leasing rates so that we can continue to serve more families, all while monitoring HAP and Voucher utilization and per unit cost (PUC). Regular meetings are held to evaluate the workflow from waitlist draw to the first appointment to increase leasing success rates and to analyze issues and trends, making adjustments to leasing strategies where appropriate.



# HCV Leasing and Spending Projection

## CA028 - HCV County Forecasting Summary

5/15/2018

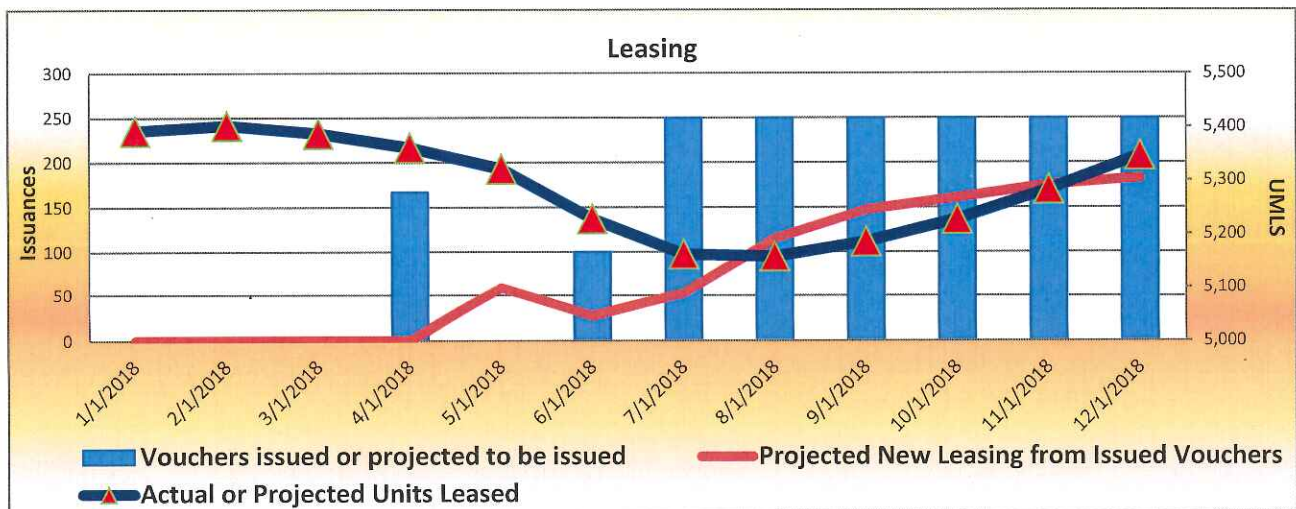
Prepared for: Board of Commissioners

Prepared by: HUD Forecasting Tool

Housing Assistance Payment (HAP) Utilization: Using the Housing Choice Voucher (HCV) Forecasting Tool provided by HUD, it's estimated the HCV program will end calendar year 2018 with \$3,371,421 in reserves or 10% of budget authority. This is the total amount of funds projected to remain at the end of the year and the percent of reserves FH projects for year end. This scenario relies upon the following key variables:

Success Rate	Attrition Rate	Time from Issuance to HAP Effective Date	
(How many issued vouchers will go to HAP)	(What percent of participants annually leave)	(How fast do successful issuances lease up)	
73%	10%	Leased in	Percent
		0-30 Days	48%
		31-60 Days	22%
		61-90 Days	14%
		91-120 Days	9%
		121-150 Days	7%
PUC			
(Average monthly cost of a voucher)			
\$519			

Voucher Utilization: Based on the leasing trends, HCV projects issuing 1,767 vouchers in 2018 which will result in 918 new lease-ups this year. The graph below shows vouchers issued and projected leasing based on the chart above:



Under this scenario, Fresno Housing has no offset for next year or the following year. Additionally, the higher of this year's leased units or dollars is 100.2%, indicating full leasing indicator points in SEMAP. This is an estimate. Next year, the higher of leased units or dollars is 105.3%, indicating full leasing indicator points in SEMAP. This is an estimate.

## Leasing Activity Update

Staff will work continuously to appropriately increase leasing rates so that we can continue to serve more families, all while monitoring HAP and Voucher utilization and per unit cost (PUC). Regular meetings are held to evaluate the workflow from waitlist draw to the first appointment to increase leasing success rates and to analyze issues and trends, making adjustments to leasing strategies where appropriate.

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**TO:** Boards of Commissioners

**DATE:** May 17, 2018

Fresno Housing Authority

**AUTHOR:** Emily De La Guerra

**FROM:** Preston Prince

CEO/Executive Director



**SUBJECT:** Expenditure Update January 2018- March 2018

---

### Executive Summary

The purpose of this update is to provide the Boards of Commissioners with a requested update regarding significant vendor expenditures for the first quarter of 2018. This information was previously provided to the Board in March 2018 and will be included in Board updates going forward on a quarterly basis.

Below is a list of vendors to whom the Agency paid over \$50,000 during the quarter. Not included on this list are expenses tied to real estate development, as these expenditures have been approved by the Boards in various actions. This list includes payments made by the Housing Authority and affiliated limited partnerships.

Payee	Service Type	City	State	Amount
Kaiser Foundation Health Plan	Employee Benefits	Los Angeles	CA	478,737.98
CA Housing Finance Agency	Lender	Sacramento	CA	308,122.42
CHWCA	Insurance	Sacramento	CA	259,544.00
Fresno County	Property Taxes	Fresno	CA	223,138.70
UnitedHealthCare Of California	Employee Benefits	Los Angeles	CA	216,056.23
Central Valley Lawnsapes	Landscaping	Fresno	CA	174,752.00
City Of Parlier	Utilities, Permits, Fees	Parlier	CA	160,172.05
Pacific Gas & Electric	Utilities	Sacramento	CA	152,150.06
KC Construction Company	Building Maintenance	Clovis	CA	126,782.50
City Of Fresno	Utilities, Permits, Fees	Fresno	CA	105,796.81
HD Supply Facilities Maint.	Maintenance Supplies	San Diego	CA	85,669.52
Appleone Employment Services	Temporary Employment Services	Glendale	CA	77,794.52
Mid Valley Disposal	Trash Removal	Fresno	CA	74,785.09
Beam & Company Inc	Building Maintenance	Fresno	CA	64,835.90
Southern CA Gas Company	Utilities	Monterey Park	CA	64,425.73
Novogradac & Co	Auditing Services	San Francisco	CA	59,946.32
City Of Firebaugh	Utilities, Permits, Fees	Firebaugh	CA	55,917.15
Geil Enterprises Inc	Security Services	Fresno	CA	55,432.46
AT&T	Utilities	Carol Stream	IL	53,879.59
City Of Fresno Police Department	Security Services	Fresno	CA	51,425.49

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**TO:** Boards of Commissioners

**DATE:** May 17, 2018

Fresno Housing Authority

**AUTHOR:** Emily De La Guerra

**FROM:** Preston Prince, CEO/Executive Director



**SUBJECT:** Update on the HUD-PIH Compliance Monitoring Review

---

### Executive Summary

The purpose of this memo is to update the Boards of Commissioners on the compliance monitoring review that was conducted by the U.S. Department of Housing and Urban Development's (HUD) Office of Public and Indian Housing (PIH) in 2017.

On May 4, 2018, staff received a letter from the HUD San Francisco Field Office informing the Agency that the compliance monitoring report has been closed out and that all corrective actions have been satisfactorily addressed. This letter is the culmination of over fifteen months of work between the Agency and HUD to ensure that all requirements and regulations are being followed for HUD-funded programs. Staff is pleased to report that the review can now be considered finalized and that no further action is needed from the Agency.

### Background Information

On March 22, 2017, the Agency was notified that a team from the U.S. Department of Housing and Urban Development's (HUD) Office of Public and Indian Housing (PIH) would be conducting an assessment of both the Housing Authority of the City of Fresno and the Housing Authority of Fresno County. The purpose of the assessment was to review the performance of the Agency's programs, as well as compliance with HUD requirements and regulations.

A preliminary remote assessment of the Agency was conducted by HUD staff, with an on-site assessment from August 14, 2017 through August 18, 2017. The Agency was issued a final Compliance Monitoring Review Report on December 19, 2017, which resulted in eleven findings and nine concerns. Staff submitted responses and deliverables to a majority of the findings on January 4, 2018. Remaining items, including the Agency master lease, were submitted to HUD in April 2018, which completed the outstanding corrective actions.

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**TO:** Boards of Commissioners      **DATE:** May 14, 2018

Fresno Housing Authority      **AUTHOR:** Aurora Ibarra

**FROM:** Preston Prince, CEO/Executive Director   
**SUBJECT:** Vera Institute of Justice – Technical Assistance Grant

## Executive Summary

The Vera Institute of Justice (Vera) – with funding from the U.S. Department of Justice, Bureau of Justice Assistance (BJA) – was soliciting applications from public housing authorities who are seeking technical assistance to plan and implement reentry programs and/or change their admissions policies regarding people with conviction histories. Housing Authorities that manage their own units as well as those administering the Housing Choice Voucher Program were eligible to apply. Fresno Housing (FH) submitted its application on May 2, 2018.

The goals of this initiative are to:

1. Safely increase access to housing for people with conviction histories;
2. Improve the safety of public housing and surrounding communities through the use of reentry housing strategies; and
3. Promote collaboration between public housing authorities, law enforcement agencies, and other criminal justice stakeholders to effectively reduce crime and improve reentry outcomes for people leaving prisons and jails.

Fresno Housing updated its 2018 Admissions and Occupancy (ACOP) and the Housing Choice Voucher Program's (HCV) 2018 Administrative Plan to include language that allows FH to consider adopting policies that allow formerly incarcerated individuals to live with their families in assisted housing while receiving supportive services.

## Letters of Support

The Agency received letters of support from the following community partners:

1. Board Chair for the Housing Authority of the City of Fresno,
2. Board Chair for the Housing Authority of the County of Fresno
3. City of Fresno, Fresno Police Department

4. Fresno County Sheriff's Office
5. California Department of Corrections and Rehabilitation, Division of Rehabilitative Programs
6. WestCare California, Inc. (WC-CA)
7. Fresno Economic Opportunities Commission
8. Fresno County Public Defender's Office