



# Boards of Commissioners Update

May 2019

## **Boards of Commissioners Update – May 2019**

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## BOARD UPDATE

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**TO:** Boards of Commissioners

**DATE:** May 16, 2019

Fresno Housing Authority

**AUTHOR:** Emily De La Guerra

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

**SUBJECT:** Fresno Housing Operating Budget as of March 31, 2019

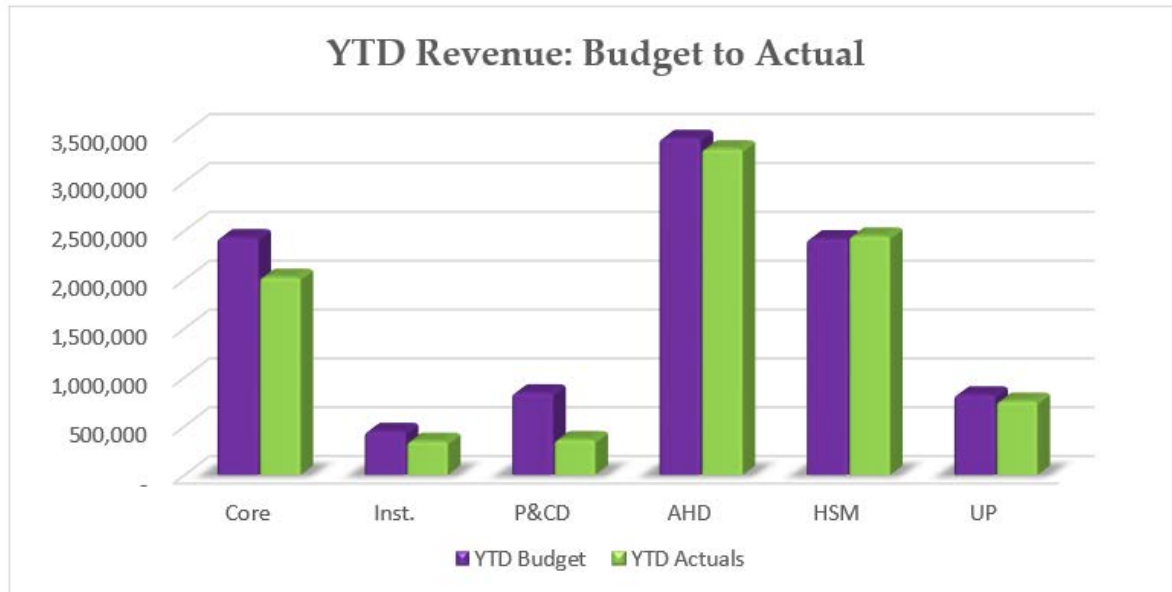
### Executive Summary

The purpose of this update is to present an overview of the financial operating results for the Fresno Housing Authority as of March 31, 2019. The attached financial report shows the consolidation of all Agency operational 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 2019 Operating Budget was approved by the Boards of Commissioners in December 2018 with total revenues of \$45.9 million and total operating expenses of \$42.1 million. As of March, total revenues are \$9.3 million, which is \$1.1 million less than anticipated. However, total operating expenses are \$2.4 million less than budgeted at \$8.2 million for the first three months of the year. This puts net income at \$1.1 million, which is \$1.3 million better than budgeted. As of March, the draw on unrestricted reserves \$86 thousand, which is \$775 thousand less than budgeted at this point in the year.

	Fresno Housing Authority		
	Annual Budget	YTD Budget	YTD Actuals
<b>OPERATING BUDGET</b>			
TOTAL INCOME	45,863,676	10,409,100	9,276,846
TOTAL EXPENSES	42,114,451	10,528,613	8,153,791
<b>NET OPERATING INCOME</b>	<b>3,749,225</b>	<b>(119,513)</b>	<b>1,123,055</b>
TOTAL NON-OPERATING EXPENSES	1,693,553	423,388	349,635
<b>NET INCOME</b>	<b>2,055,672</b>	<b>(542,902)</b>	<b>773,420</b>
<b>UNRESTRICTED NET INCOME</b>	<b>(1,124,696)</b>	<b>(861,639)</b>	<b>(86,392)</b>

## Agency Revenue

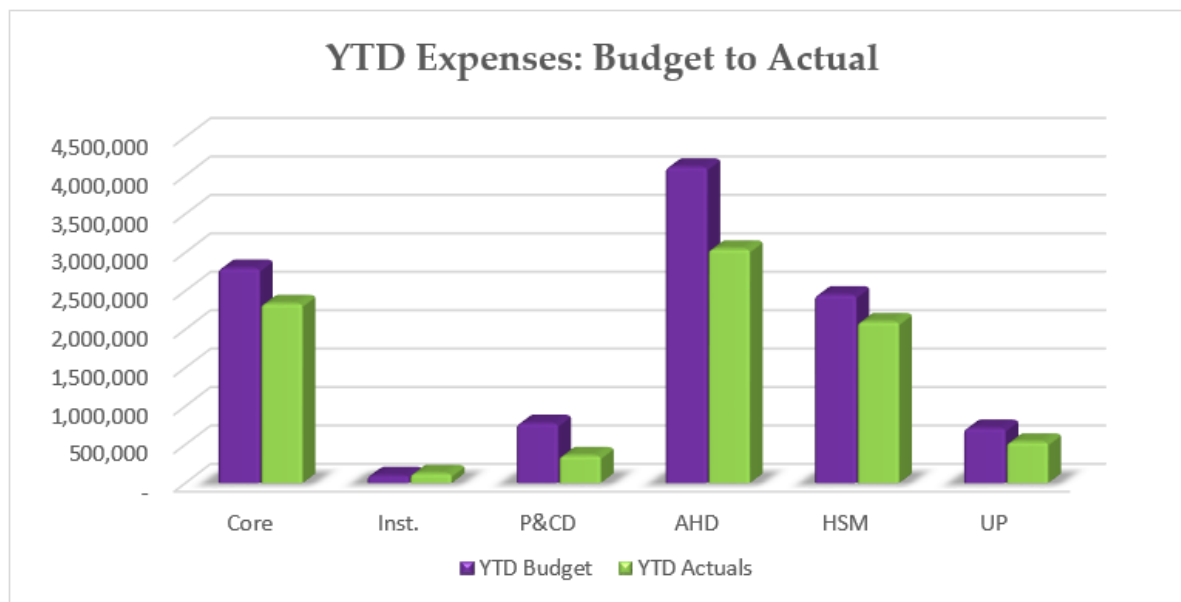


UP - Unrestricted Properties: Agency-owned non-subsidized properties, for example Dayton, Woodside, and San Ramon (formerly known as Affordable Housing)  
 HSM - Housing Management: Restricted, subsidized properties including all public housing, farm labor and migrant properties  
 AHD - Assisted Housing 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 \$9.3 million, or 11% less than the year-to-date budget largely due to reduced Admin & Management Fee Income to Core as well as the timing of developer fees to P&CD.

- **Core:** Admin & Management Fee Income in Core is less than budgeted due to a reduction in allocation revenue earned from Central Office charges, IT Services and Staff Development. Fees for these services are collected from Agency properties and programs and the revenue is booked in Core. As of March, expenses related to Central Office, IT Services and Staff Development have been less than budgeted therefore, less revenue has been collected and the net effect on the overall budget is neutral.
- **Inst.:** Other Income to Instrumentalities is the transfer of funds from the Housing Authority to HRFC, which the Boards will be asked to approve in the second quarter.
- **P&CD:** \$271 thousand in Developer Fees for Rio Villas were received in March. Staff anticipates the developer fees for several projects, including Orchard Apartments and Mariposa Meadows, will be received in the second quarter of 2019.
- **AHD:** Other Income is less than budgeted and Other Grant Income is more than budgeted due to changes in bookkeeping within the Project Liftoff and HOME TBRA programs. The net effect on overall revenue is neutral. Timing delays in grant reimbursements from the “A Family Home” program make up the remainder of the variance in Other Income. These reimbursements will be received in the second quarter of 2019.
- **UP:** The budget variance in Unrestricted Properties is mainly due to delays in reimbursements from the El Puente program. Staff expects these reimbursements to be received in the second quarter of 2019.

## Agency Expenses



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

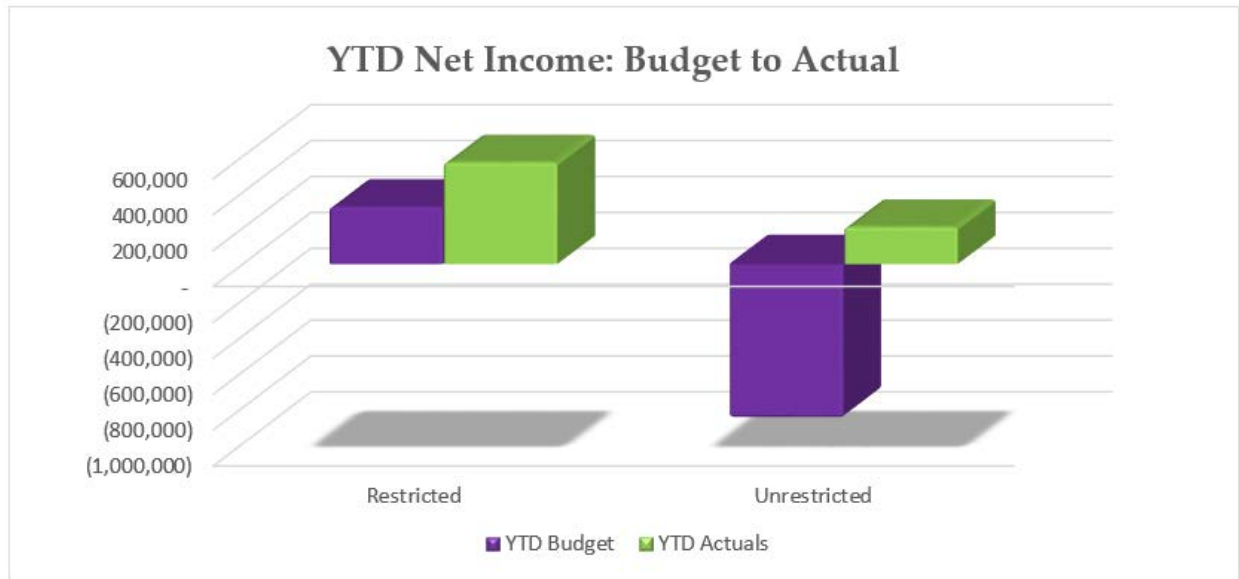
Inst. - Instrumentalities: Wholly-owned subsidiaries of the Agency, including HRFC, HSIC, and Silvercrest

Core: Administrative Services departments including Accounting, Executive, Human Resources and Asset Management

Overall, year-to-date operating expenses are \$8.2 million and non-operating expenses are \$350 thousand, which together are about 22% lower than budgeted.

- **Agency-wide:** Payroll Expenses are approximately \$707 thousand (15%) lower than anticipated, mainly due to a portion of January's first payroll period being accounted for in December 2018. Other payroll variances also include unfilled positions and/or planned hiring delays. Staff anticipates filling most of these positions throughout the year, specifically those that were approved as part of the Boards' strategic goals.
- **Agency-wide:** Administrative Expenses are approximately \$1 million (31%) lower than budgeted across the Agency. As the year progresses, Professional & Consulting Fees and Administrative Contract costs will increase as planned projects begin and expenses are incurred.
- **AHD:** Tenant Services Expenses are lower than budgeted at this point in the year. Staff expects that variance to reduce throughout the year as the High Income Pilot and Workforce Development programs are implemented and those budgeted expenses are incurred.
- **HMD:** Maintenance and Utility Expenses are lower than budgeted (19%) due to decreased costs for utilities, routine maintenance contracts, security and unit turnaround costs. As the year progresses, staff anticipates expenses to be in line with the overall budget as seasonal utility costs increase and planned maintenance projects begin.

## Agency Net Income



- Unrestricted net income is approximately \$775 thousand dollars higher than budgeted as of March 2019. The Agency will draw on unrestricted reserves throughout the year as the new pilot programs begin.
- Restricted net income is approximately \$540 thousand higher than budgeted due to the timing of revenue in Instrumentalities and HMD. The timing of these budgeted cash flows have been adjusted to account for quarterly cash flows. Future budget reports will reflect these mostly quarterly transactions.

Fresno Housing Authority  
Financial Results as of March 31, 2019

	Core			Inst.			P&CD			AHD			HSM			UP			Fresno Housing Authority			YTD \$ Variance	YTD % Variance
	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		
OPERATING BUDGET																							
INCOME																							
NET TENANT INCOME	-	-	-	-	-	-	-	-	-	-	-	-	5,366,476	1,341,619	1,376,953	2,550,710	637,678	639,887	7,917,186	1,979,297	2,016,840	37,544	2%
INTEREST INCOME	8,000	2,000	3,531	1,713,000	428,250	346,867	-	-	-	-	-	-	-	-	-	-	-	-	1,721,000	430,250	350,398	(79,852)	-19%
OTHER INCOME	974,000	243,500	230,077	1,350,000	-	-	170,000	42,500	91,828	1,157,705	289,426	211,313	25,996	6,499	18,745	712,302	178,076	112,618	4,390,003	760,001	664,582	(95,419)	-13%
ADMIN & MANAGEMENT FEE INCOME	8,739,908	2,184,977	1,791,784	80,000	20,000	-	-	-	-	-	-	-	-	-	-	-	-	-	8,819,908	2,204,977	1,791,784	(413,193)	-19%
DEVELOPER FEE INCOME	-	-	-	-	-	-	5,521,860	800,000	270,744	-	-	-	-	-	-	-	-	-	5,521,860	800,000	270,744	(529,256)	-66%
HUD GRANT INCOME	-	-	-	-	-	-	-	-	-	12,118,911	3,029,728	2,940,694	4,282,660	1,070,665	1,050,954	-	-	-	16,401,571	4,100,393	3,991,648	(108,745)	-3%
OTHER GRANT INCOME	-	-	-	-	-	-	-	-	-	514,532	128,633	187,012	555,418	-	-	22,199	5,550	3,838	1,092,149	134,183	190,850	56,667	42%
TOTAL INCOME	9,721,908	2,430,477	2,025,393	3,143,000	448,250	346,867	5,691,860	842,500	362,572	13,791,148	3,447,787	3,339,019	10,230,550	2,418,783	2,446,653	3,285,211	821,303	756,342	45,863,676	10,409,100	9,276,846	(1,132,253)	-11%
EXPENSES																							
PAYROLL EXPENSES	7,023,013	1,755,753	1,593,853	-	-	-	1,450,179	362,545	299,807	7,584,893	1,896,223	1,535,979	2,422,006	605,502	497,246	487,913	121,978	108,172	18,968,005	4,742,001	4,035,056	(706,945)	-15%
ADMINISTRATIVE EXPENSES	3,418,339	854,585	596,051	382,150	95,538	111,522	1,645,312	411,328	57,386	5,802,611	1,450,653	1,072,787	1,875,579	468,895	405,286	332,471	83,118	77,456	13,456,463	3,364,116	2,320,488	(1,043,628)	-31%
TENANT SERVICES EXPENSES	51,000	12,750	28,093	-	-	-	5,000	1,250	-	2,967,050	741,763	424,832	246,757	61,689	36,083	6,450	1,613	696	3,276,257	819,064	489,704	(329,360)	-40%
UTILITY EXPENSES	172,144	43,036	20,260	-	-	-	-	-	-	-	-	-	1,737,628	434,407	363,865	458,690	114,673	95,346	2,368,462	592,116	479,471	(112,644)	-19%
MAINTENANCE EXPENSES	474,662	118,666	87,948	-	-	-	9,000	2,250	1,111	92,899	23,225	10,783	2,024,446	506,112	443,718	891,435	222,859	167,216	3,492,442	873,111	710,776	(162,335)	-19%
TAXES & INSURANCE EXPENSES	44,300	11,075	9,840	8,900	2,225	3,994	6,600	1,650	391	7,451	1,863	1,651	419,546	104,886	64,971	66,025	16,506	37,449	552,822	138,205	118,296	(19,910)	-14%
TOTAL EXPENSES	11,183,459	2,795,865	2,336,045	391,050	97,763	115,516	3,116,092	779,023	358,694	16,454,904	4,113,726	3,046,032	8,725,963	2,181,491	1,811,169	2,242,984	560,746	486,334	42,114,451	10,528,613	8,153,791	(2,374,822)	-23%
NET OPERATING INCOME	(1,461,551)	(365,388)	(310,653)	2,751,950	350,487	231,351	2,575,768	63,477	3,879	(2,663,756)	(665,939)	292,987	1,504,587	237,292	635,483	1,042,227	260,557	270,008	3,749,225	(119,513)	1,123,055	1,242,568	-1040%
NON-OPERATING EXPENSES																							
TOTAL NON-OPERATING EXPENSES	-	-	-	-	-	10,738	-	-	-	-	-	-	543,556	135,889	165,775	287,600	71,900	2,400	831,156	207,789	178,913	(28,876)	-14%
TOTAL FINANCING EXPENSES	-	-	-	-	-	-	-	-	-	-	-	-	532,613	133,153	123,496	329,784	82,446	47,226	862,397	215,599	170,722	(44,878)	-21%
TOTAL ADJUSTMENTS & OPERATING TRANSFERS	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0%
TOTAL NON-OPERATING EXPENSES	-	-	-	-	-	10,738	-	-	-	-	-	-	1,076,169	269,042	289,270	617,384	154,346	49,626	1,693,553	423,388	349,635	(73,754)	-17%
NET INCOME	(1,461,551)	(365,388)	(310,653)	2,751,950	350,487	220,612	2,575,768	63,477	3,879	(2,663,756)	(665,939)	292,987	428,418	(31,750)	346,213	424,843	106,211	220,382	2,055,672	(542,902)	773,420	1,316,322	-242%
UNRESTRICTED NET INCOME	(1,461,551)	(365,388)	(310,653)				2,575,768	63,477	3,879	(2,663,756)	(665,939)	-				424,843	106,211	220,382	(1,124,696)	(861,639)	(86,392)	775,247	90%

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**TO:** Boards of Commissioners

**DATE:** May 15, 2019

Fresno Housing Authority

**AUTHOR:** Aurora Ibarra

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

**SUBJECT:** Update on 2019 Leasing and Housing Assistance Payments for the Housing Choice Voucher Program

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### Executive Summary

The purpose of this memo is to update the Boards of Commissioners on March Housing Assistance Payments (HAP) and leasing activities, and projections for the remainder of 2019.

At this time, funding prorations are estimated at 99.5% for HAP, and a 79% Administrative Fee proration. The Agency budget assumed a 100% HAP proration and 78% Administrative Fee proration in its budget projections for 2019. Staff will continue to monitor legislation and analyze the financial impact to the Agency.

### City HCV

HAP expenditures for the month of March totaled \$4,060,162 with a HAP utilization rate for the month of March of 108.9%. The overall projected HAP utilization rate is 108.4%, with \$541 thousand in HAP reserves remaining at the end of 2019. This projection of year-end reserves factors in a \$776 thousand reserve offset, which was calculated based on the 2019 beginning balance of \$5 million in reserves. The Agency has been deliberately spending down HAP reserves in order to increase our baseline budget authority for 2020, provide higher payment standards to clients facing a tight rental market, and prevent another offset in future years.

Current voucher utilization for the month of March is 101.2% with an overall projected voucher utilization for CY 2019 of 99.2%, which would earn the Agency maximum points for leasing under SEMAP.

### County HCV

HAP expenditures for the month of March totaled \$3,232,572 with a HAP utilization rate for the month of March of 110.4%. The overall projected HAP utilization rate is 108.9%, leaving approximately \$116 thousand in HAP reserves at the end of 2019. Again, the Agency has been deliberately spending down HAP reserves in order to increase our baseline budget authority for 2020, and provide



higher payment standards to clients facing a tight rental market. The County HCV program did not have any reserves offset in 2019.

Current voucher utilization for the month of March is 102.5% with an overall projected voucher utilization for CY 2019 of 99.8%, which would earn the Agency maximum points for leasing under SEMAP.

### **Leasing Update**

Based on current leasing trends, the Agency expects to exhaust the current waiting lists in the second quarter of 2019. Staff expects to open the interest list for the HCV program in June 2019.

# HCV Leasing and Spending Projection

## CA006 Two-Year Voucher Forecasting Summary

5/15/2019

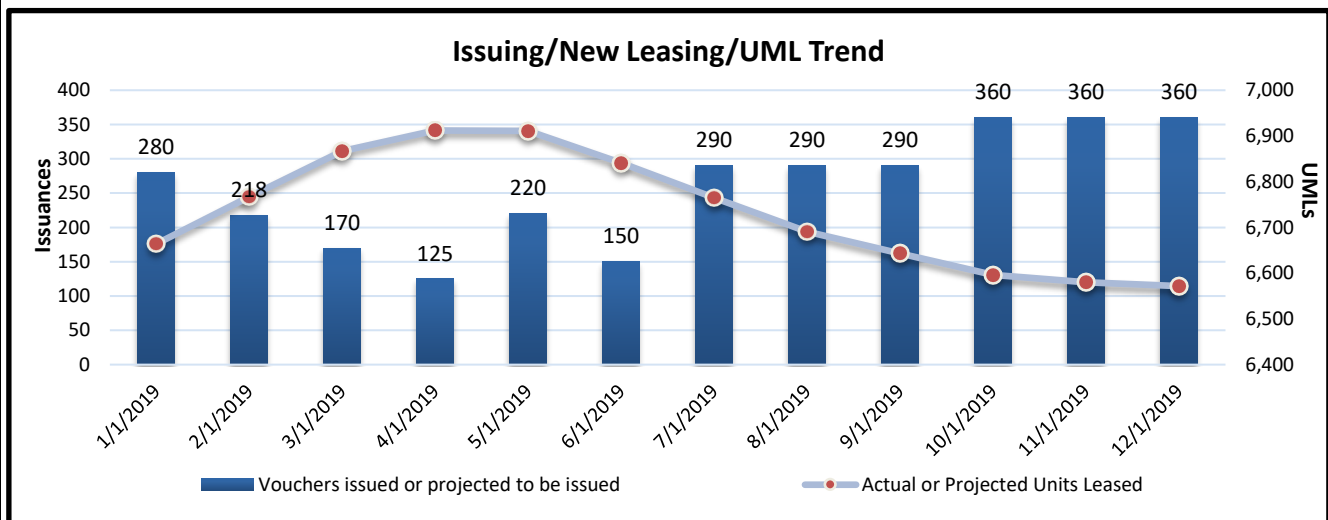
Prepared for: City Board of Commissioners

Prepared by: Housing Choice Department

Using the Housing Choice Voucher (HCV) Two-Year Tool, which allows a user to examine a PHA's voucher program under a variety of leasing, per-unit cost (PUC), and other key program scenarios, the attached tool estimates the program to end the current year with \$541,130, or 1% of budget authority. 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)	
45%	11%	Leased in	Percent
Year 1 PUC (Average monthly cost of a voucher - Year 1)		0-30 Days	13%
		31-60 Days	24%
		61-90 Days	21%
		91-120 Days	42%
\$573		121-150 Days	0%

After deciding upon the above variables, the leasing scenario revolves around the decision to issue 3,113 vouchers in 2019. This results in a total of 723 new lease-ups this year. Please see the below graph, which shows issued vouchers and associated leasing, as well as the total program UMLs, which takes into account attrition:



The PHA had an offset of \$776,526 this year. Additionally, the higher of this year's leased units (99.2%) or dollars (108.4%) is 108.4%, indicating full leasing indicator points in SEMAP. This estimate has been adjusted for VASH.

## CA006 Summary

HAP expenditures for March totaled \$4,060,162 with a HAP utilization rate for the month of March of 108.9%. Current voucher utilization for the month of March was 101.2% with an overall projected voucher utilization rate for CY 2019 of 99.2%. These utilization rates have been adjusted for VASH.

# HCV Leasing and Spending Projection

## CA028 Two-Year Voucher Forecasting Summary

5/15/2019

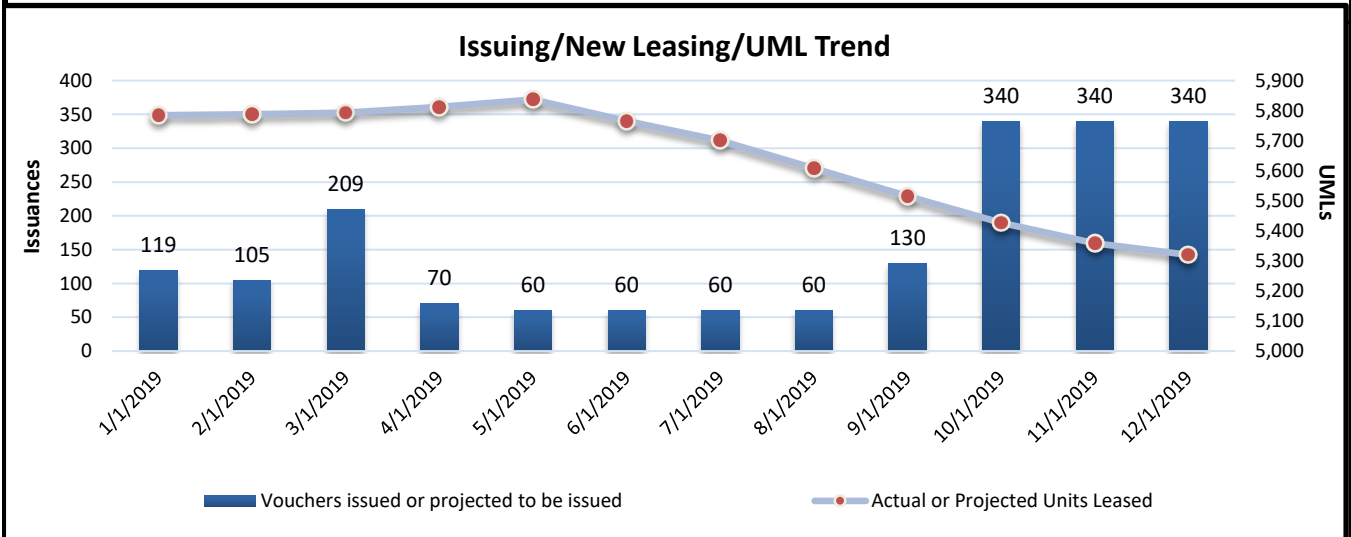
Prepared for: County Board of Commissioners

Prepared by: Housing Choice Department

Using the Housing Choice Voucher (HCV) Two-Year Tool, which allows a user to examine a PHA's voucher program under a variety of leasing, per-unit cost (PUC), and other key program scenarios, the attached tool estimates the program to end the current year with \$116,034, or 0% of budget authority. 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)	
45%	9%	Leased in	Percent
Year 1 PUC (Average monthly cost of a voucher - Year 1)	\$566	0-30 Days	13%
		31-60 Days	24%
		61-90 Days	21%
		91-120 Days	42%
		121-150 Days	0%

After deciding upon the above variables, the leasing scenario revolves around the decision to issue 1,893 vouchers in 2019. This results in a total of 325 new lease-ups this year. Please see the below graph, which shows issued vouchers and associated leasing, as well as the total program UMLs, which takes into account attrition:



The PHA had no offset for this year. Additionally, the higher of this year's leased units (99.8%) or dollars (108.9%) is 108.9%, indicating full leasing indicator points in SEMAP. This is an estimate.

## CA028 Summary

HAP expenditures for March totaled \$3,232,572 with a HAP utilization rate for the month of March of 110.4%. Current voucher utilization for the month of March was 102.5% with an overall projected voucher utilization rate for CY 2019 of 99.8%.

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**TO:** Boards of Commissioners

**DATE:** May 15, 2019

Fresno Housing Authority

**AUTHOR:** Tracewell Hanrahan

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

**SUBJECT:** Update on 2018-19 Strategic Goals

---

### Executive Summary

The purpose of this memo is to give the Boards of Commissioners an update on the Agency's 2018-19 Strategic Goals. In September 2017, Commissioners and Staff held a Board Workshop to develop the 2018-19 Strategic Goals. These goals and subsequent updates were presented to the Boards of Commissioners in February 2018, March 2018, April 2018 (Mid-Month Update) and August 2018.

Attached to this memo is a summary of the specific action items that were completed in 2018 related to the 2018-19 Strategic Goals. This list is not comprehensive and includes actions related to the Board-developed goals only. Throughout the year, Agency staff has additional management-level goals that are meant to focus on the efficiency and effectiveness of the numerous activities that are mandated by the Agency's programs.

Because the Strategic Goals span two years (2018-2019), some of these goals continue to be on-going into the current year. Those goals that are "on-going" are identified as such. The goals that were successfully completed are marked as "completed". Staff will be presenting an update on the 2019-2020 strategic goals at the Boards of Commissioners meeting in July.

### Background Information

The Fresno Housing Authority's Strategic Plan was adopted by the Boards of Commissioners in 2011. Since then, the Agency has used this document, alongside the vision and mission of the organization, to guide the Agency's goal setting process. Beginning in the third quarter of the year, staff and the Boards of Commissioners begin the process of goal setting for the organization. The Strategic Goals are set within the framework of the Agency budget, and normally span two years allowing time planning for both qualitative and quantitative outcomes to be realized. These Board-developed goals are then used to craft actionable steps for departments and individual staff members.

## 2018-19 Agency Goals and Strategic Plan Implementation

### Create and sustain vibrant communities throughout Fresno County Quality housing. Engaged residents. Vibrant communities.

#### Goal One – PLACE

*Develop and expand the availability of quality affordable housing options throughout city and county by growing and preserving appropriate residential assets and increasing housing opportunities for low-income residents.*

- Create a robust, balanced pipeline for development activities that appropriately responds to the needs of the low income residents of Fresno County. A balance of renovation and new construction should focus on existing properties and surrounding neighborhoods, areas of increased economic activity and transit corridors. **ON-GOING GOAL**
  - Completion of Renaissance at Parc Grove, Fresno
  - Completion of Legacy Commons Phase II, Fresno
  - Completion of Blossom Trail, Sanger
  - Construction of Magill Terrace, Fowler
  - Construction of Oak Grove, Parlier
  - Construction of Highway City Community Center, Fresno
  - Pre-Development of Mariposa Meadows, Fresno
  - Pre-Development of Orchard Farm Labor Housing, Parlier
  - Pre-Development of Blackstone and Simpson, Fresno
  - Pre-Development of Chinatown, Fresno
  - Pre-Development of Renaissance at Parc Grove IV, Fresno
  - Pre-Development of North Fulton Street Project, Fresno
  - Pre-Development of California Triangle/Southwest Fresno Master Plan, Fresno
  - Pre-Development of Willow/Alluvial, Clovis
  - Pre-Development of Kingsburg Seniors, Kingsburg
  - Pre-Development of Huron Civic Center, Huron
  - Pre-Development of Plaza Terrace, Fresno
  - Pre-Development of Econo Inn, Fresno
  - Pre-Development of Highway City housing project, Fresno
- Expand efforts to address housing needs and barriers for specific resident populations throughout the City and County of Fresno (e.g. homeless individuals, low-level ex-offenders, mental health, youth, etc.). **ON-GOING GOAL**
  - Continued to act as the Lead Agency and Collaborative Applicant for the Fresno-Madera Continuum of Care, leading thirty local organizations in the collaborative funding process

and grant management of \$10 million. This funding focuses on homeless services, domestic violence, substance abuse, mental health conditions, and social services.

- Completion of permanent supportive housing for homeless veterans, Renaissance at Parc Grove
  - Analyzed internal procedures on criminal background checks. This analysis led to changes in the ACOP and Admin Plan that lessened the lookback period from five years to three years, allowing for more housing opportunities for ex-offenders
  - Coordinated the Homeless Point-In-Time Count and survey to understand the specific housing population and needs for homeless individuals and families
  - Partnered with the Department of Behavioral Health to locate and acquire housing for persons with chronic mental health conditions
  - Expanded the definition of Displacement Referrals in the Administrative Plan to include victims of domestic violence, dating violence, sexual assault, and stalking, which will allow victims to receive a voucher even if the HCV interest list is closed
  - Changed the subsidy standard for the HCV program to issue single persons a one-bedroom voucher, instead of a zero-bedroom voucher, to decrease the rent burden on single person households
- Collaborate with landlords, neighborhood groups and Community Development Corporations (CDCs), and other partners to enhance the quality of rental stock across the county and provide a greater range of options for residents with vouchers. Programs should focus on landlord outreach, support and education, in addition to targeting housing options in areas of opportunity. **ON-GOING GOAL**
- Organized and executed a Landlord Open House and Training Session to provide local landlords and property management companies with information about the Housing Choice Voucher program. Over 50 individuals attend the “conference” and attended sessions on Inspections, Rent Increases, Landlord/Tenant Law and Yardi Payment Management.
  - Groundbreaking of the Highway City Community Center, a partnership with the Highway City CDC
  - Worked with Better Blackstone CDC to improve the rental stock along Blackstone Avenue
  - Continued partnership with Habitat for Humanity and Fresno City College to rehabilitate blighted single-family homes and provide homeownership opportunities for low-income families
  - HCV inspectors and management partnered with landlords interested in improving properties to complete pre-inspections and information on HQS standards

- Achieved high REAC Scores on HUD inspections throughout Housing Authority properties, meaning that our properties are maintained to the highest standards based on HUD's UPCS inspection standards
- Increased payment standards for HCV voucher holders to allow greater opportunities for families to lease up in a tight rental market
- Updated the Administrative Plan to allow the Agency to opt-in to Small Area FMR's, which could promote leasing in areas of opportunity
- Create a comprehensive oversight tool to monitor property performance. **COMPLETED**
  - Property Scorecard completed in 2018 and is being utilized by Property Management, Finance and Asset Management staff.
- Utilizing the Agency's Asset List, prioritize the assets that need a repositioning strategy and develop a plan to implement actions necessary to appropriately preserve or best dispose of the asset while preserving affordability and serving low-income residents. **ON-GOING GOAL**
  - Modernization and rehabilitation of Oak Grove, Magill Terrace, Mariposa Meadows and Orchard Farm Labor, all of which had a significant backlog of capital improvement needs. Secure over \$70 million in funding for these projects
  - Received a \$1.87 million dollar grant from USDA for critical improvements at Maldonado Plaza in Firebaugh
  - Analyzed opportunities for refinances and loan pay downs to generate additional cash to HRFC. Identified San Ramon Apartments as a strong candidate for a refinance and the loan will close in early 2019, bringing over \$1 million cash back to HRFC
  - Sale of Home Ownership Program (HOP) homes to eligible low-income families
- Continue to explore innovative avenues for funding new and rehabilitated affordable housing stock in Fresno County. Consider new opportunities for federal, state, local and private funding. **ON-GOING GOAL**
  - Research and Exploration of new funding sources, including:
    - Choice Neighborhood Initiatives
    - Fresno Revitalization Fund
    - Opportunity Zones
    - SB2 and SB3
    - Purpose Built Communities
    - USDA Grants & Loans
    - Private Activity Bonds
    - Private Foundation Grants
    - HUD Multifamily Products

- Met with local bankers and brokers to discuss terms of commercial loans for potential rehab projects
- Developed model templates and identified several sites for potential rehab

## Goal Two – PEOPLE

Respect community needs and knowledge - by listening, learning, and researching - and respond to issues compassionately, intelligently, and intentionally - by developing exceptional programs based on shared experiences.

- Continue to refine and expand Resident Services activities. Create a resident services database with the goal of measuring outcomes for services offered. Consider a survey to benchmark resident needs and outcomes. **ON-GOING GOAL**
  - Staff began the exploration and research around creating a resident services database. This exploration included an analysis of the current Yardi software and its capabilities to track resident outcomes. Staff also worked with other PHA's and non-profits to understand their database systems and if they could potentially work for our organization. Staff continues to analyze our different options with the goal of implementing a system in calendar year 2019.
  - Other social services provided to residents included:
    - Partnership with 59daysofcode to provide a 14-week digital literacy course to over 250 residents in 2018, including website building, coding languages and a showcase at The Build Expo.
    - Summer Technology Camp provided a two-week summer camp to learn about coding opportunities to 25 resident youth at BitWise. Students were provided with transportation, meals a KANO computer kit and a pixel kit.
    - Valley Apprenticeship Connections
    - Healthy Smiles Mobile Dental Foundation
    - Community Engagement Activities: Carnival, NNO, Juneteenth
    - Mike's Books at Sequoia Courts
    - Digi Bus with Fresno County Public Library
    - Book Rich Environment Initiative (Summer Reading Challenge, Book Giveaways) Partnership with Fresno County Public Library, Reading and Beyond, and Break the Barriers to promote literacy among Fresno County youth. During the event, families were able to obtain library cards and all were given free books to build their home library.
    - Parent University (Fresno State) – Digital Literacy Course
    - In the Know (EOC) Healthy Relationships, Sexual Education
    - Performing Above the High (PATH) & "Lock It Up Program" – Youth and Adult Education Drug Prevention Programs
    - Holiday Book Giveaway for 112 residents
    - Beautiful Feet program in Fresno, where 62 children were given socks and shoes



- Read Across America Day, where over 100 youth celebrate reading and received books to take home.
- Over 258 children participated in Spring Break Camp at five Fresno Housing properties, which included arts & crafts, sports and educational activities
- Hosted a Father's Day – Hero Event at eleven Fresno Housing properties across Fresno County
- Coordinated the Fresno EOC Summer Food Service Program at nine properties to provide healthy lunches to youth residents
- Held two Back to School events for youth residents where they participated in a lunch event and activities and received a free back-pack for school. Over 140 families were in attendance at the two events

- Create additional opportunities to promote upward economic mobility for residents using data, policy updates and refined systems of support for residents reaching income limits. **ON-GOING**

**GOAL**

- Partnered with Betsy McGovern-Garcia at Self Help Enterprises to develop a Homeownership Class and Financial Literacy Workshop for high income residents
- Faith and Finance program at three Agency properties to promote financial literacy and mobility
- Fresno Area Hispanic Foundation presented information to residents in Mendota about how to start a small business, how to obtain financial assistance and financial education
- Partnered with Habitat for Humanity to offer homeownership opportunities to residents
- Reduce the number of homeless individuals in Fresno County through active leadership with partners to implement key steps outlined by Barbara Poppe in her work with the Fresno Community. **ON-GOING GOAL**

- Partnered with Barbara Poppe, the City of Fresno, the County of Fresno and other local partners to create and launch the Street2Home initiative
- Updated the Administrative Plan to increase the number of limited preference vouchers by 600, for a total of 800 vouchers available to those experiencing and/or at-risk for homelessness
- Supported the FMCOC Point in Time Count of homeless individuals
- Launched the PG&E SHARE program to eliminate overdue utility costs as possible cause for eviction and homelessness
- Opened Renaissance at Parc Grove, a partnership with WestCare which will house 32 veterans
- Partnership with Fresno Economic Opportunities' Commission (FEOC) to house chronically homeless households through the Welcome Home project
- Continued partnership with the City of Fresno to house families experiencing homelessness through the TBRA program

- National presentation at the Housing First Partners Conference
- Explore new opportunities to enhance and promote staff and resident safety at properties. **ON-GOING GOAL**
  - Developed and completed comprehensive property safety assessments. Staff continues making progress on implementing the recommendations from the safety assessments
  - Coordinated Movie Night at Cedar Courts with Fresno Police and youth residents to build relationships and trust with their community officers
  - Partnership with the Sanger Police Department to provide information and training to residents on property safety and telephone scams
  - Partnership with California Highway Patrol to learn about the carseat safety and how to properly install a carseat in their vehicle
  - Provided CPR and basic life-saving techniques to be used in emergency situations. Twenty-eight residents participated at three housing properties across Fresno County
  - Conducted a lobby safety review
  - Facilitated De-escalation training for staff
  - Facilitated utility cart training for staff to promote safe driving
  - Coordinated and participated in National Night Out at seven properties to build relationships between police and the communities
  - Sponsored a Neighborhood Block Party for Southwest Fresno Coordinated by Fresno Police Officer Steve Hunt
  - Updated Agency Emergency Action Procedures
  - Training for Emergency Response Team members on new handheld radio communication and protocol; building evacuation procedures; fire extinguisher use

### Goal Three – PUBLIC

Build support for housing as a key component of vibrant, sustainable communities through public information, engagement, and advocacy that promotes high quality affordable housing and supports the advancement of Fresno’s low-income residents.

- Complete a series of presentations to key city governments to facilitate a better understanding of Housing Authority benefits, priorities and opportunities and further enhance relationships across Fresno County. **COMPLETED**
  - Developed presentation template for use by staff and board members
  - Presented to:
    - Huron City Council
    - Firebaugh City Council

- Kerman City Council
  - Kingsburg City Council
  - Sanger City Council
  - Community members at San Joaquin Gardens
  - Community members at Fresno North Rotary Club
- Complete a website “refresh” to ease public access to key agency information and services. **ON-GOING GOAL**
    - Request for Proposal (RFP) was created and completed in 2018. The successful proposer will be working on the website refresh in early 2019

## Goal Four – PARTNERSHIP

Collaborate to strengthen the Housing Authority’s ability to address the challenges facing Fresno communities.

- Engage the community and other key agencies in discussions to facilitate quality planning for the Southwest Fresno community. **ON-GOING GOAL**
  - CNI Grant application and associated community engagement process
  - Agency participation in Juneteenth and Neighborhood Block Party events in Southwest Fresno
  - Secured commitments from over 50 stakeholders and residents to participate in the process including committee co-chairs from the City, the non-profit community and the local community
  - Partnered with Every Neighborhood Partnership to help lead resident and community engagement process in South West Fresno
- Revisit relationship and collaboration opportunities with Fresno Housing affiliate Fresno Housing Education Corps (Ed Corps). **ON-GOING GOAL**
  - Created a site specific data base to group data and information about our properties; including information about children and schools
  - Exploring opportunities to partner with Fresno Unified to improve educational outcomes in Southwest Fresno
  - Partnership with Betsey Martens, President of Bringing School Home to learn more about links between housing and education

## Management Goal One – SUSTAINABILITY

(Staffing, Finances, Effectiveness, Evaluation, Technology, Facilities)

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

- Create a comprehensive and purposeful approach to training that includes appropriate onboarding, professional development and key skill development components. Create circumstances to develop, expand and document best practice methodologies associated with specific positions and departments. **ON-GOING GOAL**
  - o Facilitated “Lunch and Learns” on various topics, including: Partnering with Your Doctor, Stress Management, CalPERS 457 Retirement Program, and Helping Our Aging Population with Medical and Financial Decisions
  - o Leadership and management training for supervisors, including Training and Development Session with Managers: Giving Feedback, Maximizing Performance Through Evaluation, A Guide to Implementing Public Employee Discipline, Workplace Bullying, Prevention and Control of Absenteeism, and Having Difficult Conversations with Your Employees
  - o Created a monthly training newsletter for staff
  - o Internal HMD trainings focusing on operations, quality assurance, and best practices for maintenance, customer service and resident relations
  - o Golf cart and vehicle use training
  - o Bringing in third party trainers offering State and Federal Certifications for Staff; TCS (Tax Credit Specialist), COS (Certified Occupancy Specialist), and BOS (Blended Occupancy Specialist).
  - o Training for staff on de-escalation
  - o Created an intake / eligibility training plan to quickly train 6 temporary HCV workers; plan will become a template for training future hires
  - o Customer Service Basics training for HCV staff – Part 1
  - o HQS Inspector onboard training plan created and implemented in July 2018
  - o Weekly trainings for accounting staff on a variety of topics including OMB regulations, GAAP and GASB Updates, Agency goals and initiatives, Procurement process, Development process, etc.
- Expand the use of meaningful key performance indicators for each department that can begin to create the framework of an agency data dashboard. **ON-GOING GOAL**
  - o Created an electronic check-in system for the main office lobby that allows for better customer service, better data, and careful monitoring of lobby traffic
  - o Each department created and maintained KPI’s (key performance indicators) and IT staff created a SharePoint site to access the data

- Hired one additional Database Administrator & Report Writer, who would specifically be responsible for the creation and maintenance of the Agency's data dashboards
- Created a Data Committee for data-minded staff to meet, receive training on various software and collaborate on projects. The committee created a DATA Library to house various analyses created by different departments, so staff could have access to the information and it was stored in one place.
- Develop strategies to attract, retain, and/or develop a diverse leadership team, representative of agency values and the populations we serve. **ON-GOING GOAL**
  - Created a robust internship program with Fresno State. Fresno Housing hosted seven interns with various educational backgrounds over the course of the year in several departments, including IT/IS, Communications, Accounting, Procurement, Resident Services
  - Established new professional network relationships with: BLOC (Black Leaders Organizing Change) Fresno; FLYP (Fresno's Leading Youth Professionals); Fresno Metro Black Chamber of Commerce
  - Participated at Fresno State's "Recruit The 99 Career and Interns Fair," BLOC Fresno Networking Mixer, FLYP Mixer, Fresno State University Meet The Professionals Day, and Fresno Pacific University's Career Achievement Program
- Continue to implement the Performance Management Program throughout the agency and expand the implementation of Pay For Performance. **ON-GOING GOAL**
  - Implemented Phase 3 of Pay For Performance August 1, 2018
  - Continued conversations with union partner SEIU Local 321 on Pay for Performance for represented employees
- Explore options to mitigate the financial impacts to the Agency of rising healthcare and pension costs. **ON-GOING GOAL**
  - Implemented software solution to help manage unfunded pension liabilities
  - Exploring options to ensure an effective long-term strategy for managing the Agency's unfunded pension liability.

## Management Goal Two – STRUCTURE

(Governance)

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

- In conjunction with the Board, continue to refine the Board handbook (i.e. orientation tool, administrative overview, agency information) for all board members. **ON-GOING GOAL**
  - Staff conducted a half-day training session with three new board members
  - Held various workshops for the Boards including Fulton Street Project Update, Review and History of Agency Goal Setting, and Fresno Housing’s Role in Community Solutions to Homelessness
- Succession planning and management is the practice that helps safeguard the stability of tenure of personnel and to ensure the agency is positioned to operate soundly in the event of change. The Boards should update their succession plan for the CEO position and encourage staff to develop a succession plan for key personnel. **COMPLETED**
  - Succession Plan was completed and adopted as part of the CEO Evaluation process
- Work to ensure all communication to the Board is informative, concise and timely. Offer opportunities for Board members to further engage with each other and staff through Board communications and retreats. **ON-GOING GOAL**
  - Board Retreat
    - Board Retreat held on September 14, 2019
    - Topics included, Federal Funding & Policy Changes, State Funding & Policy Priorities, Development Priorities & Pipeline, Resident Services Discussion, Homelessness Next Steps & the Agency’s Role, 2019 Goals & Strategic plans
  - Board Workshops
    - Fulton Street Project Update
    - Review and History of Agency Goal Setting
    - Fresno Housing’s Role in Community Solutions to Homelessness
  - Mid-Month Updates
    - Mid-month Updates were sent out on a monthly basis
    - Recurring updates included monthly budget reports and HCV leasing status
  - Staff Briefings

### **Management Goal Three – STRATEGIC OUTREACH**

(Image, Visibility, Materials and Tools, Outreach)

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

- Engage the Fresno community in discussions on housing issues and solutions - expanding the visibility of the Fresno Housing Authority as a key partner and contributor to vibrant communities.

**ON-GOING GOAL**

- o Participation in advocacy events in Washington DC and locally
  - o Community outreach presentations
  - o Monthly meetings with Mayor and staff to discuss key housing issues across the city and set priorities
  - o Partnering with the National Association of Housing and Redevelopment Agencies, Council of Large Public Housing Authorities, California Association of Housing Authorities, Central Valley Community Foundation, and other non-profit groups on housing advocacy issues
  - o Meet regularly with County Staff and Supervisors on key housing issues
- 
- Produce and distribute three community "newsletters" that address key national housing policy issues and relate it to the local community. **ON-GOING GOAL**
  - Expand the use of social media to promote the need for affordable housing in Fresno County, inform residents and the community of key dates and opportunities, and expand avenues for the Agency to learn from residents. **ON-GOING GOAL**
    - o Launched Agency's Facebook and Instagram page
    - o Social Media Policy was ratified and adopted in April 2018

## BOARD UPDATE

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**TO:** Boards of Commissioners

Fresno Housing Authority

**DATE:** May 15, 2019

**AUTHOR:** Christina Husbands

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

**SUBJECT:** List of Assets Owned

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### Executive Summary

In an effort to provide frequent updates to the Board of Commissioners regarding asset management, the attached document is a list of land and buildings owned by Fresno Housing, and/or its affiliated entities. Staff utilizes this list in order to track and analyze assets in order to further the goals and objectives of the Agency. Staff will continue to routinely update the information and present it to the Board, as needed or requested.



Property Name	City	Property Type	Total Units
Biola Apartments	Biola	Multifamily	12
Vacant Land - Willow/Alluvial	Clovis	Vacant Land	60
Del Rey Complex	Del Rey	Multifamily	30
Vacant Land	Del Rey	Vacant Land	1
Cardella Courts	Firebaugh	Multifamily	32
Firebaugh Elderly	Firebaugh	Multifamily	30
Mendoza Terrace II	Firebaugh	Multifamily	40
Mendoza Terrace	Firebaugh	Multifamily	50
Firebaugh FLH	Firebaugh	Multifamily	34
Maldonado Migrant Center	Firebaugh	Multifamily	64
Firebaugh Classrooms	Firebaugh	Office Building	1
Firebaugh Maintenance Building/Office	Firebaugh	Office Building	1
Rio Villas (Firebaugh Gateway)	Firebaugh	Seniors	30
Magnolia Commons (Magill Terrace)	Fowler	Multifamily	60
City View Commercial	Fresno	Commercial	1
Blackstone/Simpson Commercial	Fresno	Commercial	1
CityView @ VanNess	Fresno	Multifamily	45
Fenix at Glenn/Calaveras	Fresno	Multifamily	30
Fresno Villa Del Mar	Fresno	Multifamily	48
Legacy Commons I	Fresno	Multifamily	64
Pacific Gardens	Fresno	Multifamily	56
Yosemite Village (YEC)	Fresno	Multifamily	69
Parc Grove Commons II	Fresno	Multifamily	215
541 @ South Tower (Fulton/Cedar Heights)	Fresno	Multifamily	45
Legacy Commons II	Fresno	Multifamily	64
Southeast Fresno RAD	Fresno	Multifamily	193
Viking Village RAD	Fresno	Multifamily	40
Parc Grove Commons Northwest	Fresno	Multifamily	148
Mariposa Meadows	Fresno	Multifamily	40
DeSoto Gardens	Fresno	Multifamily	40
DeSoto II	Fresno	Multifamily	28
Fairview Heights Terrace	Fresno	Multifamily	74
Marcelli Terrace	Fresno	Multifamily	24
Monte Vista Terrace	Fresno	Multifamily	44
Pinedale Apartments	Fresno	Multifamily	50
Pinedale Apartments	Fresno	Multifamily	30
Sequoia Courts	Fresno	Multifamily	60
Sequoia Courts Terrace	Fresno	Multifamily	78
Sierra Plaza	Fresno	Multifamily	70
Sierra Terrace Lower	Fresno	Multifamily	26
Dayton Square Apartments	Fresno	Multifamily	66
El Cortez	Fresno	Multifamily	48
Sierra Terrace Upper	Fresno	Multifamily	46
Woodside Apartments	Fresno	Multifamily	76
San Ramon Apartments	Fresno	Multifamily	32
Garland Gardens	Fresno	Multifamily	51
Plaza Terrace	Fresno	Multifamily	30
Central Office	Fresno	Office Building	1
Community Enrichment Center	Fresno	Office Building	1
Helm Home	Fresno	Office Building	1
Modular Classrooms	Fresno	Office Building	1
Pine Warehouse	Fresno	Office Building	1

Property Name	City	Property Type	Total Units
Pinedale Office	Fresno	Office Building	1
Bridges at Florence	Fresno	Seniors	34
Fresno HOP	Fresno	Single	1
Fresno HOP	Fresno	Single	1
Fresno HOP	Fresno	Single	1
Chance Home	Fresno	Single	1
Renaissance at Alta Monte	Fresno	Special Needs	30
Renaissance at Parc Grove (PGCNE)	Fresno	Special Needs	40
Renaissance at Santa Clara	Fresno	Special Needs	70
Renaissance at Trinity	Fresno	Special Needs	21
Vacant Land	Fresno	Vacant Land	1
Vacant Land	Fresno	Vacant Land	1
Vacant Land	Fresno	Vacant Land	1
Vacant Land	Fresno	Vacant Land	1
Vacant Land	Fresno	Vacant Land	1
Vacant Land	Fresno	Vacant Land	1
Vacant Land	Fresno	Vacant Land	1
Vacant Land	Fresno	Vacant Land	1
Vacant Land	Fresno	Vacant Land	1
Vacant Land	Fresno	Vacant Land	1
Vacant Land - Chinatown	Fresno	Vacant Land	1
Vacant Land - California Triangle	Fresno	Vacant Land	1
Vacant Land	Fresno	Vacant Land/Alley	1
Vacant Land	Fresno	Vacant Land/Ponding Basin	1
Vacant Land	Fresno	Vacant Land/Ponding Basin	1
Vacant Land	Fresno	Vacant Land/Ponding Basin	1
Vacant Land	Fresno	Vacant Land/Ponding Basin	1
Cazares Terrace II	Huron	Multifamily	20
Cazares Terrace	Huron	Multifamily	24
Huron Apartments	Huron	Multifamily	20
Parkside Apartments	Huron	Multifamily	50
Granada Commons (Kerman Acre)	Kerman	Multifamily	16
Helsem Terrace	Kerman	Multifamily	40
Marion Villas	Kingsburg	Seniors	46
Laton Apartments	Laton	Multifamily	20
Mendota FLH	Mendota	Multifamily	60
Mendota RAD	Mendota	Multifamily	124
Orange Cove RAD	Orange Cove	Multifamily	90
Citrus Gardens FLH	Orange Cove	Multifamily	30
Oak Grove Commons	Parlier	Multifamily	56
Orchard Apartments	Parlier	Multifamily	41
Parlier Migrant Center	Parlier	Multifamily	132
Parlier Office	Parlier	Office Building	1
Kings River Commons	Reedley	Multifamily	60
Paseo 55 (Trailside)	Reedley	Multifamily	55
Sunset Terrace	Reedley	Multifamily	20
Sunset Terrace II	Reedley	Multifamily	20
San Joaquin Apartments	San Joaquin	Multifamily	20
Taylor Terrace	San Joaquin	Multifamily	28
Vacant Land	San Joaquin	Vacant Land	1
Vacant Land	San Joaquin	Vacant Land	1

Property Name	City	Property Type	Total Units
Vacant Land	San Joaquin	Vacant Land	1
Vacant Land	San Joaquin	Vacant Land	1
Vacant Land	San Joaquin	Vacant Land	1
Blossom Trail Commons (Memorial Village)	Sanger	Multifamily	48
Wedgewood Commons	Sanger	Multifamily	64
Elderberry at Bethel (Sanger Seniors Limited)	Sanger	Seniors	75
Sanger HOP	Sanger	Single	1
Sanger HOP	Sanger	Single	1
Sanger HOP	Sanger	Single	1
Sanger HOP	Sanger	Single	1
Sanger HOP	Sanger	Single	1
Cueva de Oso (Shockley Terrace)	Selma	Multifamily	48