



Boards of Commissioners Regular Board Meeting

April 27, 2021

AGENDA

O (559) 443-8400

F (559) 445-8981

1331 Fulton Street
Fresno, California 93721
TTY (800) 735-2929

www.fresnohousing.org

Regular Joint Meeting of the Boards of Commissioners of Fresno Housing

5:00pm - April 27, 2021 – Per Executive Order N-25-20, which allows local and state legislative bodies to hold meetings via teleconference and to make meetings accessible electronically, this Board Meeting will be held via conference call and can be accessed as follows:

To join via Zoom: <http://bit.ly/04272021JBM>

**To join via teleconference, call: (669) 900-6833. Meeting ID: 984 4584 7612
Passcode: 692972**

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. Please email your request to speak to executiveoffice@fresnohousing.org.

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

1. **Call to Order and Roll Call**

2. **Approval of agenda as posted (or amended)**

The Boards of Commissioners may add an item to this agenda if, upon a two-thirds vote, the Boards of Commissioners find that there is a need for immediate action on the matter and the need came to the attention to the Authority after the posting of this agenda.

3. **Public Comment and Presentations**

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. **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)

5. **Consent Agenda**

All Consent Agenda items are considered to be routine action items and will be enacted in one motion unless pulled by any member of the Boards of Commissions or the public. There will be no separate discussion of these items unless requested, in which event the item will be removed the Consent Agenda and considered following approval of the Consent Agenda.

- a. Governance: Consideration of the Minutes of March 4, 2021 and March 23, 2021 5
Approval of the minutes of the Board Meetings.

- b. Consideration of Application Submission and Memorandum of Understanding – Solar on Multifamily Affordable Housing Program (SOMAH) 26
Approval to apply for SOMAH program and enter into a MOU with SunRun.

6. **Staff Presentations and Discussion Items**

- a. Resident Safety and Empowerment Update 33
Staff will provide an update on outreach to residents and community members. Staff will discuss options/recommendations regarding the police services contract and partnerships that promote safety, advocacy, and healing. Action to be taken at the next board meeting.
- b. Real Estate Development Update 36
Staff will make a presentation on upcoming Development activities.

7. **Closed Session**

- a. CONFERENCE WITH REAL PROPERTY NEGOTIATORS

(Pursuant to Government Code § 54954.5(b))
 Property: 2127 Inyo Street, Fresno, CA 93721 (APN: 468-252-04)
 Agency negotiator: Housing Authority of the City of Fresno (HACF)
 Negotiating parties: HACF, Panchal Ramesh, Kalpana
 Under negotiation: Price and Terms

b. PUBLIC EMPLOYMENT

Title: CEO

8. **Report on Closed Session Items**

9. **Action**

- | | | |
|----|---|----|
| a. | Consideration of the Job Description For Chief Executive Officer and Presentation by CEO Recruitment Firm
<i>Approval of the job description for the Chief Executive Officer classification.</i> | 37 |
| b. | Consideration of Amended Salary Schedule and the CEO Compensation Range
<i>Approval of the Revised 2021 Salary Schedule to reflect the addition of the Interim CEO title and salary, and the CEO job classification.</i> | 45 |

10. **Governance**

- | | | |
|----|-----------------------------|----|
| a. | Commissioners' Report | |
| b. | Executive Director's Report | 52 |

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 4, 2021

5:00 P.M.

The Boards of Commissioners of the Housing Authorities of the City and County of Fresno met in a Special session on Tuesday, March 4, 2021, via teleconference.

1. The special meeting was called to order at 5:05 p.m. by Board Chair, Commissioner Jones, of the Board of Commissioners of the Housing Authority of the City of Fresno. Roll call was taken and the Commissioners present and absent were as follows:

PRESENT: Adrian Jones, Chair
 Caine Christensen, Vice Chair
 Stacy Vaillancourt
 Terra Brusseau
 Sharon Williams
 Ruby Yanez
 Sabrina Kelley

ABSENT: None.

The regular meeting was called to order at 5:05 p.m. by Board Chair, Commissioner Catalano, of the Board of Commissioners of the Housing Authority of Fresno County. Roll call was taken and the Commissioners present and absent were as follows:

PRESENT: Cary Catalano Chair
 Nikki Henry, Vice Chair
 Stacy Sablan
 Joey Fuentes
 Valori Gallaher
 Edugiben Ortiz
 Sophia Ramos

ABSENT: None

Also, in attendance were the following: Preston Prince, CEO/Executive Director, and Ken Price, Baker Manock and Jensen -General Counsel.

2. APPROVAL OF AGENDA AS POSTED

CITY MOTION: *Commissioner Yanez moved, seconded by Commissioner Christensen, to approve the agenda as posted.*

MOTION PASSED: 6-0

COUNTY MOTION: *Commissioner Sablan moved, seconded by Commissioner Ramos, to approve the agenda as posted.*

MOTION PASSED: 6-0

3. PUBLIC COMMENT

There was no public comment at this time.

4. CLOSED SESSION

Public Comment:

Preston Prince, CEO/Executive Director, read aloud public comments ([Attachment A](#)) that were submitted prior to the board meeting.

Commissioner Williams and Gallaher joined the meeting at this time.

In addition, public comments were given during the meeting as follows:

Gracie Bachicha, Fresno Housing employee, shares her support for Tracewell Hanrahan, Deputy Executive Director, as Interim CEO. She stated that Tracewell has made staff feel important by her support and actions. Tracewell's knowledge of the agency and leadership style makes her the logical person for the Interim CEO position. She believes that with this choice it would allow the agency to continue to flow and operate.

Zee Patel, Fresno Housing employee, requested the board follow the agency's succession plan and select Tracewell Hanrahan as Interim CEO. He stated that Tracewell is effective as a leader, an agency representative, and an advocate for our residents. Her work with DEI, revitalization of Motel Drive, and her data driven decisions are a cornerstone to achieving Fresno Housing agency goals.

Laurena Psenner, Fresno Housing employee, shared her and the Inspections team's support for Tracewell Hanrahan as Interim CEO. She shared a few examples of how Tracewell has been

able to help families pursue better, safer and quality housing. Tracewell not only understands the communities we serve, she insists we serve them better.

Laurena Betancourt, Fresno Housing employee, shared her thoughts on the Joint Board meeting that was held on February 23, 2021. Some of the public comments regarding Tracewell Hanrahan horrified her. Tracewell has the skills and knowledge that are required for the Interim CEO position. She was angry that members of the public could speak so disrespectfully and demand that Tracewell not be named Interim CEO. She would like to continue working with a board that will listen to staff recommendations as much as public recommendations.

Bobby Coulter, Fresno Housing employee, shared his experiences living in Fresno. He stated that the level of Tracewell Hanrahan's ability to challenge, empower and encourage people is something very few get to experience. He asked the board to consider Tracewell Hanrahan as Interim CEO.

Lesley Verret, Fresno Housing employee, showed her support for Tracewell Hanrahan as Interim CEO. Tracewell has made a point to be involved in the communities and aware of its needs. Tracewell is more than qualified and has an active interest in working with our residents. While a search is being held for a permanent CEO, she suggests that Tracewell be made Interim CEO.

Teresa Vasquez, Fresno Housing employee, wanted to share her support for Tracewell Hanrahan. Fresno Housing staff and residents deserve the continuity that Tracewell would bring as the Interim CEO. She asked the board to back up Tracewell as much as she backs up the residents and their needs.

Doreen Eley, Fresno Housing employee, shared her disappointment during the February 23, 2021 Joint Board meeting when Tracewell Hanrahan was publically disparaged. Tracewell has been instrumental in launching Diversity, Equity and Inclusion. She stated that Tracewell is the backbone of the leadership team. When things get difficult, there is no other person she would want to turn to.

Teresa Benavidez, Fresno Housing employee, asked the board to make Tracewell Hanrahan as Interim CEO while a search is conducted for a permanent CEO. The efficiency of our agency's productivity is dependent on all our efforts. She stated that Tracewell has been a vital member of many new projects that are coming into fruition. She requested the board to appoint Tracewell as the new Interim CEO.

Roseann Dominguez, Fresno Housing employee, shared her support for Tracewell Hanrahan as Interim CEO. Staff has shown support for Tracewell because they believe in her abilities and leadership. She requested the board nominate Tracewell as Interim CEO.

Jeffrey Rasbeary, Fresno Housing employee, stated that Tracewell Hanrahan should be appointed Interim CEO while a search is made for a permanent CEO. Tracewell has the experience leading the agency through a pandemic and requires no time to get caught up. He believes that Tracewell cares and is a part of the community.

Aurora Ibarra, Fresno Housing employee, asked the board to appoint Tracewell Hanrahan as Interim CEO. To maintain the continuity this agency needs, Tracewell is the best choice to remain on course. She mentions a few examples of how Tracewell's leadership has improved the lives of employees and residents. She asked the board to listen to the voices of all stakeholders and appoint Tracewell Hanrahan as Interim CEO.

Yolanda Keiser, Fresno Housing employee, shared her support to appoint Tracewell Hanrahan as Interim CEO. She discussed her experience at Fresno Housing and how Tracewell cared about the employees in a memorable way. Staff have shown that they believe in Tracewell and support her. She asked the board to appoint Tracewell Hanrahan as Interim CEO.

Eduardo Rodriguez, Fresno Housing employee, found it disheartening that the board did not automatically appoint Tracewell Hanrahan as Interim CEO at the previous board meeting. He fully supports a community driven, national search for the permanent CEO. He believes the agency should follow its succession plan currently in place, to ensure the smoothest transition possible. He believes Tracewell Hanrahan is the best fit for Interim CEO.

Doni Truax, Fresno Housing employee, expressed her support for Tracewell Hanrahan as Interim CEO. She recalled the last time a CEO search was held. She believes that Tracewell as Interim CEO would make for a better transition. What happens at the executive level will affect every employee.

Aysha Hills, Fresno Housing employee, stated that working for Tracewell Hanrahan has been transformative to her professional development. She credited Tracewell's strength and support for motivating her to continue to progress professionally.

Briana Zwifler, Representative from Barrios Unidos, stated that the appointment of a new CEO should be a transparent process with community engagement. She would like to hear from residents and community members on who they think should be the new CEO.

Anthony Esparza, Fresno Housing employee, shared his support for Tracewell Hanrahan as Interim CEO. He discussed a few examples of how Tracewell was able to improve resident's quality of life.

Hilda Reeves, Fresno Housing employee, stated that, as Deputy Executive Director, it is Tracewell Hanrahan's place to step up and lead the agency until a permanent CEO has been decided on. Having Tracewell, as Interim CEO, would help bring comfort and continuity of operations for the residents. She was embarrassed and disappointed that no one on the board spoke in defense of Tracewell Hanrahan after the previous joint board meeting's public comment.

Blanca Navarro, Fresno Housing employee, shared her support for Tracewell Hanrahan as Interim CEO. She was disappointed the Board of Commissioners had nothing to say in defense of Tracewell Hanrahan during the public comments on the previous joint board meeting. She asked the board to appoint Tracewell Hanrahan as Interim CEO.

The Board of Commissioners entered closed session at 6:55 pm.

- a. PUBLIC EMPLOYMENT APPOINTMENT
Title: Interim CEO/Executive Director

5. REPORT ON CLOSED SESSION MATTER

The Board returned from closed session at 7:55 pm.

Ken Price, General Counsel, announced the Boards have acknowledged the withdrawal of consideration from Tracewell Hanrahan, Deputy Executive Director, as the Interim CEO.

CITY MOTION: *Commissioner Yanez moved, seconded by Commissioner Williams, to appoint Angie Nguyen as Interim CEO.*

MOTION PASSED: 6-0

Commissioner Christensen was absent from the vote.

COUNTY MOTION: *Commissioner Fuentes moved, seconded by Commissioner Henry, to appoint Angie Nguyen as Interim CEO.*

MOTION PASSED: 7-0

6. 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 7:58 p.m.

Angie Nguyen, Secretary to the Boards of Commissioners

Attachment A

Crystal Aguilar, Fresno Housing employee:

Tracewell is a perfect example of someone that should be in that position. She leads by example at all times. I have had the pleasure to work side by side with her on projects: She has the "HEART, VISION, AND DEDICATION" that is needed to do the job. She understands what the community needs and what needs to be done to make the HA vision continue. She represents a true leader and a person with integrity. She has my vote 100%.

Helen Cooley, Fresno Housing employee:

I have been an employee for this organization for 39 years and I have seen a few administration come and go. In my tenure here at FH. I have never worked for a leadership team that is so focus on meeting the needs of its staff, residents and the overall population of the people of this County. That was a testament to the entire leadership team. But I am writing you today on behalf of Tracewell H. Tracewell symbolize to me "We Can Do This Together". She represent stability, strong, fair leadership and compassion for FH staff, our communities and the many residents we serve. Tracewell understands the needs of our communities regardless of their race, religion or income status. She is more than capable of carrying out FH vision and goals for building vibrant communities for the residents we served throughout Fresno County. As well as representing FH and our communities with pride and integrity nationally.

As I mentioned, I have worked for FH for 39 years and have watched Tracewell over the years continuously show dedication and commitment that is second to none. She has been mentored by the best ED/CEO (Preston Prince) in the history of FH since my employment here and is well prepared to take over as interim ED/CEO. Tracewell understand and know what it means to step into the role of ED/CEO and to continue to lead this organization with firmness and compassion; to maintain the standards of FH being a well-respected organization locally and nationwide. I believe this is something, she doesn't take lightly. I know you may be saying to yourself, why you think you know so much about Tracewell. To answer that question is simple the character of individual/person speaks volume And for me, out of all the years Tracewell has worked here, I have never heard anyone speak negative of her character as an individual or professionally. And I personally can't say that about a lot of people/staff. I am honor to say that I work under this current administration and support Tracewell 100% to finish the job that this current leadership team has started. We as an agency have so much to be thankful for and have accomplished so much in the last 14 years. Let's not throw that away.

Respectfully,

Helen Cooley

Stephanie Miller, Fresno Housing employee:

Tracewell Hanrahan has been the rock of this organization for years, in spite of her officially residing in another state. During Preston's frequent absences she has been the one guiding and steering FH, and there can be no better Interim or permanent replacement.

Doug Graham, Fresno Housing employee:

Tracewell is by far the most well suited person for this position and she has my full support.

Katherine Reyes, Fresno Housing employee:

Tracewell is more than suitable for the position. She is everything this organization needs as a leader. Not only is she two things we need most, strong and compassionate, she has also exhibited the ability to work side-by-side of every level and type of person that our organization deals with daily from upper management, work level employees, vendors, tenants, etc. I look forward to being part of an organization that she is leading as I know she will do so with the utmost grace and knowledge that is expected. Having her will only bring better things to come.

Hlee Vang, Fresno Housing employee:

Tracewell is an excellent communicator. She is an active listener, I believe she is a highly competent leader for this position. She has my vote.

Carol Loewen, Fresno Housing employee:

The inspection team, as well as myself, has had the opportunity to work collaboratively with Tracewell on several projects that effected not only the Agency, but the residents and landlords alike. She has her hand on the pulse of this City/County, with the residents, safety, success, and best interest at the forefront of any decision that she makes.

As staff, she challenges us to our fullest potential, she believes in us and our ability to do our jobs. She trusts decisions that we make and gives us the opportunity to spread our wings and flourish. She believes in positive motivation and has never disappointed in being a leader that we can follow.

Tracewell is compassionate and has proved her ability to work side-by-side with everyone at this agency. Which includes Board of Directors, vendors, residents, landlords, etc., she HAS put herself out in the community working with, Council Members, Mayors, Chief of Police, Faith Based organizations, as well as non-profit organizations, residents, landlords, etc. she has earned and deserves respect for what she has done for Fresno Housing and the City/County of Fresno.

She is dedicated and enthusiastic for the direction the Agency is leading the City/County while fighting homelessness. Tracewell is an accomplished multitasker who ensures efficiency on projects, developments, tasks that are entrusted to her. She is never shy in asking for help, and is always willing to help when asked. She is active in our community and serves the Agency with great pride, dignity and respect.

Mary Helen Caggianelli, Fresno Housing employee:

My statement is in support of appointing Ms. Tracewell Hanrahan as the interim CEO/Executive Director. Ms. Hanrahan has been a driving force in the decision making process for Fresno Housing. She has lead the agency in all operations including Resident Empowerment. She has been with the agency for a decade and has earned the trust and respect of many in the community including those in a leadership capacity not only locally, but nationally. Ms. Hanrahan has proven her dedication to the mission of this agency and has shown her compassion for our most important stakeholders, our residents in Fresno County. She has shown her support and has made every effort to attend resident events and activities. Not only does she attend, she participates in activities and takes the time to connect with families.

The agency has a comprehensive succession plan for the replacement of our CEO/Executive Director and I am appalled that Ms. Hanrahan's current role as the Deputy Executive Director/CFO is being questioned for the temporary transition. Ms. Hanrahan is and has been suitable for the interim position, as her experience and extensive knowledge supports it. She has been providing agency direction, in support of agency goals and in various occasions has served in a quasi-interim CEO/Executive Director role. Her physical presence at the office has not interrupted the day to day performance. As you know we are all working virtually, she has been allotted more time virtually to be in more team meetings across all departments during this pandemic. As we move through a transition, it is imperative to keep the business continuity and keep the culture of what the executive team has strongly built for our Fresno Housing Family!

Vincent Garcia, Fresno Housing employee:

Tracewell has the knowledge, competence, experience, vision, teamwork, heart, passion & love for Fresno Housing, Employees, Residents, Partnerships & Community to lead, guide & direct us to continued effectiveness, efficacy & greatness. She has my support & prayers.

Jennifer VanderDussen, Fresno Housing employee:

Tracewell has my full support to assume the acting CEO position. She has the experience and knowledge necessary to be successful and she also exhibits a warmth and kindness that is obvious to anyone that has ever interacted with her. She has been a strong voice for our agency and our residents and I believe she will continue to represent us positively to the community. Her physical absence from the office at times in no way hinders her performance or her ability to lead. To overlook her for this position based on that would be a mistake.

Monica Alvarado, Fresno Housing employee:

Tracewell Hanrahan exemplifies exactly what this organization needs in a leader. She has continually to lead by example while facing many issues impacting our community from socioeconomic changes, COVID-19, to striving to create diversity, equity and inclusion for our residents and employees. In spite of references made to her living in a different state, I strongly disagree that this has impacted her leadership abilities with Fresno Housing. She has continued to keep this organization moving in Preston prolonged absences, for months at a time, in his capacity as President of NARO.

Tracewell continues to see and move forward with our vision for our families and community to build a better, safer homes and provide opportunities for our assisted families. She has shown ability, knowledge, heart, compassion, love, and respect for all our FH families and employees at all levels of this organization. I have personally been privileged to work with Tracewell on several occasions, and she consistently makes an effort to not only discuss work, but she also shows concern and interest in how I am doing personally and professionally. If I haven't see her in some time she inevitably greets me with a big hug, just to let me know she was thinking of me. I have been with this organization almost 24 years and I have seen a lot of changes, however, I have never seen such unwavering support as that currently being shown by our staff to stand up for "The Right Person" to be designated the Interim Chief Executive Officer as I have seen for Tracewell Hanrahan.

I am extremely disappointed by the message sent by the FH Board of Directors in making such a hasty decision instead of fully considering Tracewell qualifications, and hope they will expediently reconsider their decision.

Phil Skye, Fresno Housing employee:

I am writing to express my strong support for the appointment of Fresno Housing's current COO,

Tracewell Hanrahan, as interim CEO of our agency. While some have expressed a desire for a national search in order to fill the interim position, such a search would be costly financially and would not yield the community's desired result – interim leadership that would ensure the highest quality of resident service possible. Ms. Hanrahan's history in our community and work within our agency speaks for itself. Her reputation and experience make her the most qualified candidate for this interim role and will ensure leadership continuity for our residents and staff. Any other choice would be unjustifiably costly and expose both staff and residents to an unnecessary gap in leadership.

While I deeply respect the community's desire for a national search, this type of search is most appropriately applied to the process of appointing a permanent CEO. Again, as a member of the management team of Fresno Housing, who has spoken to thousands of residents over the past eight months, it is my strong opinion that Ms. Hanrahan is the only choice for interim CEO that will serve both residents and staff at the level our entire community expects.

Laura Martinez, Fresno Housing employee:

Tracewell Hanrahan sets the bar high, as she leads by example every day, whether she is physically here in Fresno or working remotely as many CEO's across the nation have been doing so successfully. Where you manage your business from is just logistics. What matters is how well you perform the job. In my opinion she has done a phenomenal job at balancing all her responsibilities while producing effective results. Her availability by phone, email, teams and with her open door policy has made it very easy to communicate. Fresno Housing Employees and its Residents, Partners and our community will all greatly benefit by appointing her. Her vast knowledge, experience, and dedication alone is why Tracewell has my full support as Interim CEO. She has earned the opportunity to be appointed. I would like to encourage the board to consider appointing Tracewell as the permanent CEO to continue on the positive path that better serves our community.

The Quality Assurance and Program Integrity team of the Housing Choice Program at Fresno Housing:

Dear Members of the Board of Commissioners,

The Quality Assurance and Program Integrity Team of the Housing Choice Voucher Program are writing to address Tracewell Hanrahan serving as Interim Chief Executive Officer for Fresno Housing. We all agree that Tracewell is the most qualified person for the Interim position for several reasons. Even though she does not live here in Fresno, Tracewell has been in attendance to meetings virtually for many years now

and has assisted in running Fresno Housing since her move out of Fresno. Now that we are in the time of COVID our current CEO is not physically present at meetings but participates virtually. Which proves residency is not a factor. Someone who is capable of assisting to run an agency from another state and is already considered vital enough to be included in the decisions made for the benefit of our resident's and staff's needs is one of the reasons why they are more than qualified.

We consider Tracewell to be a fair person. She not only cares for the residents of Fresno County but also for the staff at Fresno Housing. She has proved her fairness in Union meetings during the time of negotiations when she always expresses the importance of the staff's value and worth in regards to increases.

Tracewell is also a genuine person. She is not merely polite to the staff of the agency but addresses each individual by name, no matter what their position is. Team members can attest that Tracewell has treated to them in a kind and considerate manner with genuine interest since the beginning of their employment with Fresno Housing. That type of comradery is important to us all.

We are living in a time where the current Vice President of the United States is a qualified woman for the position, and can only hope that Fresno Housing will follow that example and place Tracewell Hanrahan in the Interim position as Chief Executive Officer.

Thank you for your time,

The Quality Assurance and Program Integrity Team of the Housing Choice Voucher Program

Aurora Ibarra, Fresno Housing employee:

My name is Aurora Ibarra, Fresno Housing employee of nearly 26 years and in my early adult life was a recipient of low-income housing for 10. Commissioners, tonight, I ask that you seriously consider appointing Tracewell Hanrahan as Interim Executive Director. It should be undeniable that Tracewell is the right WOMAN for the job to sustain the continuity this agency needs to remain on course.

Tracewell TRULY is someone who grows leaders. She has this special talent of bringing all the right players to table and she has this way about her that leaves you feeling valued and respected on a personal level. She makes every effort to take a vested interest in the success of everyone she meets. And when necessary, she can be tough, but she is ALWAYS fair.

It is important to note that it was Tracewell who saw the need to take a deep dive, agency-wide, into the work of every Fresno Housing employee to ensure we were operating at our best for our community and

all stakeholders - - INCLUDING the folks who do the work to ensure our mission could be carried out, thoughtfully FOR the good of our residents and community.

We have not yet had a WOMAN break that glass ceiling as Executive Director here at Fresno Housing, but we have all seen Tracewell take the wheel on many occasions throughout the years, and in many instances at times when our ED was fulfilling his duties as President of NAHRO.

Some of you may recall that we lost Tracewell a few years back; and so while some have expressed a desire for a national search, I plead with you tonight, that you hear the voices of ALL stakeholders, to ensure that Fresno Housing staff have a voice in this decision, as we will be left to carry forward the good work we set out to do daily - - and a good leader, SUCH as Tracewell, will allow us to do that work. And, although, we WILL carry on our work as the responsible stewards we are committed to be - - respectful of your decision - - I ask that you consider the morale of our Fresno Housing Family and know THAT the work this staff commits TO do every day for this community doesn't end when we sign off at the end of a long day. Allow Tracewell to continue the good work.

Commissioners, please don't risk a lost opportunity while we have this treasure of a rare diamond right before us that we may miss an opportunity to hold onto such a gem as Tracewell Hanrahan. With all due respect, any other choice would be remiss.

Fresno Housing employees:

Boards of Commissioners:

During the February 23rd meeting, the undersigned were disappointed to watch as a valued team member, Tracewell Hanrahan, was publicly disparaged. When it comes to her character, work ethic and heart for our community, she deserved better last week. Unfortunately, we were caught off-guard, and don't want our silence to be mistaken for agreement.

Collectively, our management team of eleven individuals represents:

One hundred and sixteen (116) years of experience at Fresno Housing

We are 36% Hispanic, 27% Caucasian, 18% two or more races, 9% Black, 9% Asian,

Our expertise ranges from Housing Choice Voucher Programs, Technology, Real Estate, Resident Empowerment, Homelessness, Property Management, Communications, Neighborhood Initiatives, Finance, Accounting and Human Resources

Before we articulate a few of the reasons we are confident Tracewell is the most responsible choice for the interim position, we would be remiss not to address previous comments. We work every day with innovative, hard-working, and compassionate colleagues. This work is difficult with more need than

resources, and we remain committed to maintaining an environment free of toxicity for every resident and employee.

Tracewell has been instrumental in launching our Diversity, Equity and Inclusion initiative (DEI). Some key lessons emphasized along our DEI journey involve HUMILITY and RESPECT– and recognition that your perspective, or my perspective, is not the only perspective. There is no room for personal attacks when working to understand differences. Rather, it involves constant learning, being open-minded and RESPECTFUL to one another. We hope the discussion tonight leads only to higher caliber relationships, and improved communication, because these types of decisions have a direct impact on the morale of 200 plus staff members, who are responsible for serving nearly 50,000 residents. This management team of eleven is asking the Boards to consider tonight's decision with both humility and respect.

For anybody who is involved in the daily grind, the work-of-this-work, or has needed help solving a really challenging issue, Tracewell is consistently central to those solutions. She is the backbone of our leadership team, challenging us to think about how our actions impact residents, and has been the cornerstone of many nationally recognized accomplishments that we all enjoy celebrating. A decision to name her as interim CEO involves little to no learning curve and ensures consistency in business continuity. We don't think it is responsible to disrupt the forward progress currently under way.

When things get difficult, there is nobody else we would rather have in our corner. Tracewell has our confidence, she has our trust and she is thoroughly knowledgeable on some of the most complex subject matter in our industry. Her leadership provides stability for our teams and we can't imagine anybody else filling this important role.

These are just some of the reasons we strongly recommend that the Boards appoint Tracewell Hanrahan as interim CEO. Thank you again for being receptive, and truly considering our perspectives. We remain proud of the work we do and are honored to be part of this strong team at Fresno Housing.

With respect,

Angelica Cisneros

Aurora Ibarra

Bobby Coulter

Christina Husbands

Doreen Eley

Hilda Reeves

Juan Lopez

Kelli Furtado

Nicole Diaz

Summer Nunes

Tracy Navarro

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

Tuesday, March 23, 2021

5:00 P.M.

The Boards of Commissioners of the Housing Authorities of the City and County of Fresno met in a regular session on Tuesday, March 23, 2021, via teleconference.

1. The regular meeting was called to order at 5:04 p.m. by Board Chair, Commissioner Jones, of the Board of Commissioners of the Housing Authority of the City of Fresno. Roll call was taken and the Commissioners present and absent were as follows:

PRESENT: Adrian Jones, Chair
 Caine Christensen, Vice Chair
 Stacy Vaillancourt
 Terra Brusseau
 Sharon Williams
 Ruby Yanez
 Sabrina Kelley

ABSENT: None.

The regular meeting was called to order at 5:04 p.m. by Board Chair, Commissioner Catalano, of the Board of Commissioners of the Housing Authority of Fresno County. Roll call was taken and the Commissioners present and absent were as follows:

PRESENT: Cary Catalano Chair
 Nikki Henry, Vice Chair
 Stacy Sablan
 Valori Gallaher
 Edugiben Ortiz
 Sophia Ramos

ABSENT: Joey Fuentes

Also, in attendance were the following: Preston Prince, CEO/Executive Director, and Ken Price, Baker Manock and Jensen -General Counsel.

2. APPROVAL OF AGENDA AS POSTED (OR AMENDED)

COUNTY MOTION: Commissioner Sablan moved, seconded by Commissioner Gallaher, to approve the agenda as posted.

MOTION PASSED: 6-0

CITY MOTION: Commissioner Vaillancourt moved, seconded by Commissioner Christensen, to approve the agenda as posted.

MOTION PASSED: 6-0

3. PUBLIC COMMENT AND PRESENTATIONS

Terri Thacker shared her concerns about her situation with her Section 8 voucher with the board. She asked for any assistance regarding her concerns. Ms. Thacker was asked to resend her contact information to the Executive Office and staff would respond.

4. POTENTIAL CONFLICTS OF INTEREST

There were no potential conflicts of interest at this time.

5. CEREMONIAL PRESENTATIONS

- a. Recognition of Preston Prince for 14 years of service as Fresno Housing CEO and Executive Director

Chairs Catalano and Jones, along with Kelli Furtado, Assistant Director – Strategic Initiatives, presented on this item.

6. CONSENT AGENDA

- a. Governance: Consideration of the Minutes of January 26, 2021
- b. Governance: Consideration of the Minutes of February 23, 2021
- c. Procurement: Consideration of Contract – Wells Fargo Bank Services
- d. Consideration of Joe Serna Grant Application – Citrus Gardens (Orange Cove)
- e. Consideration of Joe Serna Grant Application – La Joya Commons (Firebaugh)

CITY MOTION: Commissioner Yanez moved, seconded by Commissioner Williams to approve the consent agenda.

MOTION PASSED: 6-0

COUNTY MOTION: *Commissioner Gallaher moved, seconded by Commissioner Ramos to approve the consent agenda.*

MOTION PASSED: 6-0

7. STAFF PRESENTATIONS AND DISCUSSION ITEMS

a. 2020 Agency Highlights

Preston Prince, CEO/Executive Director, presented on this item.

Commissioner Brusseau joined the meeting during this item.

b. Resident Safety and Survey Update

Angie Nguyen, Chief of Staff, presented on this item.

Public Comment:

Eric Payne, Executive Director at Central Valley Urban Institute, believed that communities most impacted by policing, lack access to public resources. There should be conversations about the most important solutions. There should also be investment in life sustaining resources that reduce residents' vulnerability. He suggested the board look to implement genuine strategies for dignified, temporary and permanent, housing. He also referred to an Executive Committee discussion on the Central Valley Urban Institute's work, affirming that they do have the data to support the comments that were made at a previous board meeting.

c. Real Estate Development: Homekey Update

Angie Nguyen, Chief of Staff, presented on this item.

8. CLOSED SESSION

The Board of Commissioners entered closed session at 6:57 pm.

a. CONFERENCE WITH REAL PROPERTY NEGOTIATORS

(Pursuant to Government Code § 54954.5(b))

Property: 959 N. Parkway Drive, Fresno, CA (APN: 449-324-11)

Agency negotiator: Housing Authority of the City of Fresno (HACF)

Negotiating parties: HACF, Singh Daljit, Surinker Kaur

Under negotiation: Price and Terms

b. CONFERENCE WITH REAL PROPERTY NEGOTIATORS

(Pursuant to Government Code § 54954.5(b))

Property: 933 N. Parkway Drive, Fresno, CA (APN: 449-335-32)

Agency negotiator: Housing Authority of the City of Fresno (HACF)
 Negotiating parties: HACF, Naresh Patel, Ragini Patel
 Under negotiation: Price and Terms

c. CONFERENCE WITH REAL PROPERTY NEGOTIATORS

(Pursuant to Government Code § 54954.5(b))

Property: 1949 Broadway Street, Fresno, CA (APN: 466-182-39)

Agency negotiator: Housing Authority of the City of Fresno (HACF)

Negotiating parties: HACF, Mahant Krupa, Inc.

Under negotiation: Price and Terms

d. PUBLIC EMPLOYMENT

Title: CEO

e. PUBLIC EMPLOYMENT

Title: Interim CEO

9. REPORT ON CLOSED SESSION MATTER

The Board returned from closed session at 7:40 pm.

Ken Price, General Counsel, stated there was nothing to report from closed session.

10. ACTION

- a. Authorization for Board Chairs to Execute an Amendment to the Employment Agreement for Interim CEO Angie Nguyen

CITY MOTION: Commissioner Yanez moved, seconded by Commissioner Williams to execute an Amendment to the Employment Agreement for Interim CEO Angie Nguyen.

MOTION PASSED: 7-0

COUNTY MOTION: Commissioner Sablan moved, seconded by Commissioner Gallaher to execute an amendment to the Employment Agreement for Interim CEO Angie Nguyen.

MOTION PASSED: 6-0

- b. Authorization for Interim CEO Angie Nguyen to Execute All Necessary Agreements and Documents on Behalf of the Agency

CITY MOTION: *Commissioner Yanez moved, seconded by Commissioner Christensen to authorize Interim CEO Angie Nguyen to execute all necessary agreements and documents on behalf of the Agency.*

MOTION PASSED: 7-0

COUNTY MOTION: *Commissioner Sablan moved, seconded by Commissioner Gallaher to authorize Interim CEO Angie Nguyen to execute all necessary agreements and documents on behalf of the Agency.*

MOTION PASSED: 6-0

Commissioner Sablan left the meeting at 7:48 pm.

c. Consideration of Acceptance of the 2020 Year-End Financial and HAP Results

Emily De La Guerra, Chief Business Officer, presented on this item.

CITY MOTION: *Commissioner Kelley moved, seconded by Commissioner Brusseau to accept the 2020 Year-End Financial and HAP Results.*

MOTION PASSED: 7-0

COUNTY MOTION: *Commissioner Gallaher moved, seconded by Commissioner Ramos to accept the 2020 Year-End Financial and HAP Results.*

MOTION PASSED: 5-0

d. Consideration of an Amended Contract Agreement – EJP Planning Consulting Group

Tiffany Mangum, Executive Operation Manager, presented on this item.

Commissioner Brusseau left the meeting during this item.

Public Comment:

Eric Payne, Executive Director at Central Valley Urban Institute, shared his experience watching the HUD site visit on Thursday March 18, 2021. He congratulated the Agency on the great work Tiffany and the CAN team did on their presentation. The level of community

engagement in the process has been amazing. He was thankful for the collaboration with staff and the community on this work.

CITY MOTION: *Commissioner Yanez moved, seconded by Commissioner Williams to approve the consideration of an amended Contract Agreement – EJP Planning Consulting Group.*

MOTION PASSED: 6-0

COUNTY MOTION: *Commissioner Gallaher moved, seconded by Commissioner Henry to approve the consideration of an amended Contract Agreement – EJP Planning Consulting Group.*

MOTION PASSED: 5-0

11. GOVERNANCE

a. Commissioners' Report

Adrian Jones:

- NAHRO meeting was held this week; there is a focus on pushing the level of engagement with city officials and residents.

Commissioner Catalano:

- Over the next couple of weeks, meetings will be scheduled with the County Board of Supervisors.

Commissioner Yanez:

- Attended the HUD meeting as a resident.
- The future of the CAN work looks promising.

b. Executive Director's Report

- Preston's Virtual Farewell - Staff Event to be held on Tuesday, March 30, 2021.

12. 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 8:37 p.m.

Angie Nguyen, Secretary to the Boards of Commissioners

Joint Meeting
Action Minutes: 03.23.2021
Adopted:

BOARD MEMO

O (559) 443-8400
F (559) 445-8981

1331 Fulton Street
Fresno, California 93721
TTY (800) 735-2929

www.fresnohousing.org

TO: Boards of Commissioners

Fresno Housing

FROM: Angelina Nguyen

Interim CEO/Executive Director

DATE: April 23, 2021

BOARD MEETING: April 27, 2021

AGENDA ITEM: 5b

AUTHOR: Dave Brenner

SUBJECT: Authorization to Enter into a Memorandum of Understanding with SunRun and Submit Applications to the Solar on Multifamily Affordable Housing (SOMAH) Program

Executive Summary

In 2017, the California State Legislature passed AB 693, thereby creating an annual funding allocation for rooftop solar on affordable housing. The program, known as Solar on Multifamily Affordable Housing (SOMAH), funds the offset of residential electricity bills and a portion of common area or property bills.

In October of 2019, Staff began evaluating the agency's portfolio for potential solar projects. The SOMAH program operates on a first come, first serve basis. Each utility territory is assigned a portion of the grant funds annually and all projects meeting the minimum requirements are awarded or placed on a waitlist.

In order to submit SOMAH projects, applicants must complete initial design and feasibility work, including the provision of product and electrical specifications. To more thoroughly evaluate potential sites and to complete initial design work, it is necessary to seek the support of a qualified solar contractor.

In October, 2020, Staff released a Request for Proposals (RFP) to identify potential contracting partners. The solicitation was published through the Fresno Bee, Builder's Exchange, and NAHRO e-procurement portal and extended twice before closing in January, 2021. Despite substantial outreach, SunRun was the only firm which responded to the RFP. After reviewing SunRun's proposal and draft contract documents, Staff is now proposing a partnership to conduct initial feasibility on a number of properties. SunRun's strengths include successful completion of SOMAH projects, substantial technical experience with PG&E solar interconnections and virtual net metering, a commitment to the 20 year program requirements through a power purchase agreement (PPA), and a network of local Central Valley installers.

Staff has created a list of 25 program-eligible properties: Sequoia Courts, Yosemite Village, Sequoia Courts Terrace, Legacy Commons, Legacy Commons II, Villa Del Mar, Brierwood Court, Viking Village, Parc Grove Commons, Parc Grove Northwest, Cedar Courts, Inyo Terrace, Kings River Commons, Paseo 55, Orange Cove RAD, Firebaugh Gateway, Mendota RAD, Helsem Terrace, Taylor

Terrace, San Joaquin Apartments, Oak Grove, Wedgewood Villas, Elderberry at Bethel, Blossom Terrace, Cueva de Oso.

The next step is to narrow down this list with the SunRun design team. Staff proposes submitting around five applications in the current calendar year and potentially more in future years. If project applications are successful, SunRun and Staff would seek local contractors to install the panels.

A typical project would likely involve around 200 kilowatts of solar. Therefore the initial round of applications could total more than 1 megawatt. The Agency currently has 1.4 megawatts of installed solar across twenty different properties.

Recommendation

It is recommended that the Boards of Commissioners of Fresno Housing adopt the attached resolutions authorizing Angelina Nguyen, Interim CEO/Chief Programs Officer, Tracewell Hanrahan, Deputy Executive Director, and/or their designee, to negotiate and execute documents in connection with the following approved actions:

1. Authorize entry into a Memorandum of Understanding with SunRun and other documents necessary to formalize the partnership.
2. Authorize Staff to submit funding applications on behalf of the Agency and other entities for which the Agency is a member, to the Solar on Multifamily Affordable Housing (SOMAH) program.
3. Provide for other matters related thereto.

Fiscal Impact

The program funds up to \$3,040 for each kilowatt of solar benefiting residents, and \$1,040 for each kilowatt of solar benefiting common area systems. The incentive provides enough funding to fully cover the cost of installing the tenant system. The remaining cost to install the common area system and to maintain and operate the system over the twenty year compliance period must be borne by the applicant. Though this cost will vary by project, it is projected to be less than the operational savings realized at the property level.

A typical project might have a SOMAH grant ask around \$600,000. That money would then be paid by the applicant - either the Housing Authority or a limited partnership in which the Housing Authority is a General Partner - to SunRun and to the local installer. If project applications are successful, Staff would return to the Board for approval of contracts.

The SOMAH program is intended to provide substantial economic benefits to low-income residents. The average savings are estimated to be around \$500 per household per year.

Background Information

AB 693 allocates funding from the 2006 California Global Warming Solutions Act. This distribution aims to reduce Green House Gas emissions by converting the state's electrical power to renewable sources.

The Solar on Multifamily Affordable Housing (SOMAH) program was designed to consolidate and replace all other affordable housing solar programs in the State. The program is intended to maximize use of California's Virtual Net Metering (VNEM) rules and redistribute the bulk of each system's value to low-income residents. In addition, the program has a job training component for installers and a tenant education requirement for recipients of the power generation.

While the SOMAH program encourages third party ownership of these systems, property owners are free to choose how the system is owned as long as they continue to meet the production and redistribution requirements over the twenty year compliance period. SunRun is proposing a third party owned arrangement through a power purchase agreement. This type of agreement would shift system responsibility and grant compliance to SunRun. After the fifth year of operations, the property owner would be able to exercise a buy-out option for a small sum equivalent to the discounted value remaining on the contract.

RESOLUTION NO. _____

BEFORE THE BOARD OF COMMISSIONERS OF THE

HOUSING AUTHORITY OF THE CITY OF FRESNO, CALIFORNIA

RESOLUTION AUTHORIZING ENTRY INTO A MEMORANDUM OF
UNDERSTANDING WITH SUNRUN AND THE SUBMISSION OF FUNDING
APPLICATIONS TO THE SOLAR ON MULTIFAMILY AFFORDABLE HOUSING
(SOMAH) PROGRAM

WHEREAS, the Housing Authority of the City of Fresno, California (“the Authority”) seeks to improve affordable housing properties within its portfolio and provide additional benefits to residents living within these properties; and,

WHEREAS, the Solar on Multifamily Affordable Housing (SOMAH) program is a State of California funded initiative to construct solar installations on income restricted multifamily properties and,

WHEREAS, the Agency released a Request for Proposals to procure a system design contractor; and

WHEREAS, due to the lack of competition in the industry, SunRun was the sole respondent to the RFP and the Agency desires to enter into a Memorandum of Understanding with the firm for the evaluation and design of potential projects; and

WHEREAS, the Agency intends to work with SunRun and other stakeholders to identify the most suitable projects; and

WHEREAS, the Agency anticipates submitting a number of funding applications to the SOMAH program for properties owned by the Agency and by limited partnerships of which the Agency acts as the Administrative General Partner, directly or through a limited liability corporation; and

NOW THEREFORE, BE IT RESOLVED that the Board of Commissioners of the Housing Authority of the City of Fresno, California authorize Angelina Nguyen, Interim CEO/Chief Programs Officer, Tracewell Hanrahan, Deputy Executive Director, and/or their designee to negotiate and execute documents in connection with the following approved actions:

1. Authorize entry into a Memorandum of Understanding with SunRun and other documents necessary to formalize the partnership.

2. Authorize Staff to submit funding applications on behalf of the Agency and other entities for which the Agency is a member, to the Solar on Multifamily Affordable Housing (SOMAH) program.
3. Provide for other matters related thereto.

PASSED AND ADOPTED THIS 27th DAY OF APRIL, 2021. 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:

Angelina Nguyen, Secretary of the Boards of Commissioners

RESOLUTION NO. _____

BEFORE THE BOARD OF COMMISSIONERS OF THE
HOUSING AUTHORITY OF FRESNO COUNTY, CA

RESOLUTION AUTHORIZING ENTRY INTO A MEMORANDUM OF
UNDERSTANDING WITH SUNRUN AND THE SUBMISSION OF FUNDING
APPLICATIONS TO THE SOLAR ON MULTIFAMILY AFFORDABLE HOUSING
(SOMAH) PROGRAM

WHEREAS, the Housing Authority of Fresno County, California (“the Authority”) seeks to improve affordable housing properties within its portfolio and provide additional benefits to residents living within these properties; and,

WHEREAS, the Solar on Multifamily Affordable Housing (SOMAH) program is a State of California funded initiative to construct solar installations on income restricted multifamily properties and,

WHEREAS, the Agency released a Request for Proposals to procure a system design contractor; and

WHEREAS, due to the lack of competition in the industry, SunRun was the sole respondent to the RFP and the Agency desires to enter into a Memorandum of Understanding with the firm for the evaluation and design of potential projects; and

WHEREAS, the Agency intends to work with SunRun and other stakeholders to identify the most suitable projects; and

WHEREAS, the Agency anticipates submitting a number of funding applications to the SOMAH program for properties owned by the Agency and by limited partnerships of which the Agency acts as the Administrative General Partner, directly or through a limited liability corporation; and

WHEREAS, the Agency anticipates entering into contractual agreements with SunRun for installation of the systems and for continued ownership and operations over the twenty year SOMAH compliance period; and

NOW THEREFORE, BE IT RESOLVED that the Board of Commissioners of the Housing Authority of Fresno County, California authorize Angelina Nguyen, Interim CEO/Chief Programs Officer, Tracewell Hanrahan, Deputy Executive Director, and/or their designee to negotiate and execute documents in connection with the following approved actions:

1. Authorize entry into a Memorandum of Understanding with SunRun and other documents necessary to formalize the partnership.
2. Authorize Staff to submit funding applications on behalf of the Agency and other entities for which the Agency is a member, to the Solar on Multifamily Affordable Housing (SOMAH) program.
3. Provide for other matters related thereto.

PASSED AND ADOPTED THIS 27th DAY OF APRIL, 2021. 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:

Angelina Nguyen, Secretary of the Boards of Commissioners

BOARD MEMO

O (559) 443-8400
F (559) 445-8981

1331 Fulton Street
Fresno, California 93721
TTY (800) 735-2929

www.fresnohousing.org

TO: Boards of Commissioners
Fresno Housing
FROM: Angie Nguyen
Interim CEO/Executive Director
DATE: April 23, 2021
BOARD MEETING: April 27, 2021
AGENDA ITEM: 6a
AUTHOR: Phil Skei
SUBJECT: Resident Safety Update

Executive Summary

The purpose of this Board Memo is to provide additional information concerning Fresno Housing's contract for safety services with the Fresno Police Department (PD). As an expression of Fresno Housing's recent work to identify opportunities that further enhance the safety of residents, the proposed options for consideration and a future contract proposal with Fresno PD reflects such an opportunity. The Boards were previously provided with a presentation in July 2020, as well as March 2021, summarizing several phases of outreach and engagement efforts resulting in direct feedback from thousands of residents. These survey efforts, together with dozens of resident and youth small-group conversations, and recent discussions with the Resident Empowerment Ad Hoc Committee have led to the development of two options for Board consideration. Based on Board direction, staff will potentially return at a future meeting for Board action on contracting opportunities consistent with resident feedback.

Background Information

The safety of residents and employees remains a high priority. As part of the Strategic Initiatives work, the Neighborhood Initiatives Manager led a collaborative resident outreach and engagement effort initially focused on Fresno Housing residents who are direct beneficiaries of our current safety contract with the Fresno PD. It is important to note that comprehensive resident surveying efforts continue around safety and was expanded to involve all 50,000 residents throughout Fresno County, both in Fresno Housing owned and/or managed properties, as well as in the Housing Choice Voucher Program.

This Board Memo is focused on the outreach and engagement efforts detailed in the following table, and are related to residents who are direct beneficiaries of the current safety contract with Fresno PD. The current contract includes two dedicated police officers, assigned to 12 properties (though they serve as many as 21 properties) for a total cost of \$318,000 per year.

The outreach efforts summarized in the table below represents contact (surveys sent to active contact info) with approximately 57% of households residing in a total of 21 properties affected in some way by the services Fresno PD provides.

Outreach Summary		
Unique Households Reached	860	
Properties Included in Outreach	21	
Total Survey Responses	225 (26%)	
Breakdown		
E-mail (July 16 and 20)	470	Households
Text Message (July 16 and 22)	208	Households
Robo Call (July 16 & 20)	845	Households
Outreach Calls	650+	Households
Resident Meetings (February and March 2021)	24	Meetings
Youth Conversations (March and April 2021)	3	Meetings

The 225 residents who responded to the survey have indicated a preference for Fresno Housing to maintain the Fresno PD contract while also expressing a desire for activities that enhance individual and community health. Through follow-up conversations with residents at multiple properties, Fresno Housing staff learned that resident's desire for both the dedicated police services and community activities stem from a deep belief that enhanced safety requires a multi-pronged approach, and that any single approach falls short of achieving their goals. Residents agreed to continue exploring other options over time, but indicated a desire to continue Fresno Housing's contract for the two dedicated officers with the Fresno PD in the meantime.

We recognize the 225 respondents represents 26% of our total residents reached, and 15% of the total households in the properties served. Various factors that may have impacted the outreach and response rate could be attributed to contact information gap, no incentives, no door-to-door, and/or personal experiences or perceptions that may cause reluctance to respond to surveys or the topic.

Therefore, over the next year, Fresno Housing proposes to partner with community-benefit organizations (CBOs) who actively engage in community strategies that cultivates alternatives to safety through trauma-informed practices, advocacy, interventions, and healing. This approach would continue the resident engagement efforts, could potentially increase resident participation, and could lead to less reliance on police services through increased awareness and empowerment of self and community.

Staff Recommendation

This is an informational item only, and no Board action is requested at this time. However, staff is presenting two options for consideration with a staff recommendation for Option 1. Staff will provide greater detail to these options and recommended changes to the scope of work, metrics and outcomes during the staff presentation.

Option 1: *Maintain* current levels and model of safety services by Fresno PD and an additional investment for complimentary empowerment strategies to be provided by community-benefit organization(s), or

Option 2: *Reduce* and *change* current levels and model of safety services by Fresno PD and utilize the “savings” for complimentary empowerment strategies to be provided by community-benefit organization(s).

BOARD MEMO

O (559) 443-8400
F (559) 445-8981

1331 Fulton Street
Fresno, California 93721
TTY (800) 735-2929

www.fresnohousing.org

TO: Boards of Commissioners

Fresno Housing

FROM: Angelina Nguyen

Interim CEO/Executive Director

DATE: April 23, 2021

BOARD MEETING: April 27, 2021

AGENDA ITEM: 6b

AUTHOR: Michael Duarte

SUBJECT: Real Estate Development Update

Executive Summary

Staff will present an overview of development activities.

Recommendation

None at this time. Informational only.

BOARD MEMO

O (559) 443-8400
F (559) 445-8981

1331 Fulton Street
Fresno, California 93721
TTY (800) 735-2929

www.fresnohousing.org

TO: Boards of Commissioners

Fresno Housing

FROM: Angelina Nguyen

Interim CEO/Executive Director

DATE: April 23, 2021

BOARD MEETING: April 27, 2021

AGENDA ITEM: 9a

AUTHOR: Emily De La Guerra

SUBJECT: Consideration of Job Description for Chief Executive Officer/Executive Director

Executive Summary

The purpose of this memo is to request that the Boards of Commissioners approve and adopt the job description for the Chief Executive Officer/Executive Director (CEO).

The Executive Search Ad Hoc Committee has met and conferred on the attached job description and are recommending the document for approval. Feedback and comments have been received and incorporated into the job description from several sources, including ad hoc committee members, General Counsel, FH Leadership and HR staff, national and local HR consulting firms utilized by FH, and Gans, Gans and Associates, the national recruitment firm contracted to manage the recruitment of the CEO. A summary of this job description will be included in the promotional materials released for a new CEO.

Simone Gans Barefield and Ernest Barefield, from Gans, Gans & Associates, will be in attendance at the meeting of the Boards of Commissioners to present information on the CEO recruitment and answer any questions.

Recommendation

It is recommended that the Boards of Commissioners of the Housing Authority of Fresno County and the Housing Authority of the City of Fresno approve and adopt the Job Description for the Chief Executive Officer/Executive Director.

Background Information

According to the Bylaws of the Housing Authority of the City of Fresno and the Housing Authority of Fresno County, the CEO/Executive Director is the only employee appointed and supervised by the Boards of Commissioners. The Boards of Commissioners are responsible for the selection of the CEO/Executive Director, as well as their compensation and terms of employment. The CEO, who also acts as the Secretary/Treasurer of the Board, shall be approved by the Board of Commissioners and no Commissioner shall be eligible for this office.

JOB DESCRIPTION

Position Title:	Chief Executive Officer/Executive Director (CEO)		
Department:	Executive Office		
Reports To:	Boards of Commissioners		
FLSA Status:	Exempt	Union:	Not Represented
Creation Date:	01/01/2007	Revision Date:	04/27/2021

SUMMARY

Under the general direction of the Boards of Commissioners of the Housing Authority of the City of Fresno and the Housing Authority of Fresno County (jointly referred to as “Fresno Housing” or “FH”), the Chief Executive Officer/Executive Director (CEO) has full executive responsibility and accountability for overall management of the organization, including strategic, financial, programmatic and operational leadership. The CEO is expected to serve as an advisor to the Boards of Commissioners on FH’s vision, mission and strategic plan, which includes short- and long-range objectives relating to housing development, property and asset management, neighborhood revitalization, housing assistance programs, resident empowerment programs, Diversity, Equity and Inclusion efforts, and anti-poverty initiatives. The CEO is the organization’s key spokesperson and advocate and will be responsible for fostering positive relationships among federal, state, and local governments and officials, private and non-profit agencies, FH residents, clients and vendors, and the community at large.

All activities must support the organization’s strategic goals and objectives and produce results that accomplish the goals of the Executive department.

ESSENTIAL DUTIES AND RESPONSIBILITIES

The below statements are intended to describe the general nature and scope of work being performed by this position. This is not a complete listing of all responsibilities, duties and/or skills required. Other duties may be assigned.

Organizational Leadership

- Along with the Boards of Commissioners, the CEO establishes the Agency’s vision, mission and annual goals and objectives; formulates and executes transformational strategies that continuously improves the organization; directs resources and implements measures to track the success against the stated vision, mission and goals; leads and facilitates cooperation and interdependence among departments to ensure that staff is cognizant of and connected to the organization’s mission, vision and goals; ensures annual goals are achieved or exceeded and results are communicated to the Boards and other stakeholders.
- Leads all policy, administrative and management decisions concerning the daily operations of the organization; works closely with the Executive Leadership Team to oversee the programs and activities of all FH staff, including financial management, program management, real estate development, asset management and compliance functions; responsible for creating a financially sustainable organization that is compliant with all legal and procedural requirements; ensures that current housing programs are managed at the highest quality, meeting or exceeding the requirements of various stakeholders.
- Develops leaders and talent pipeline; supervises, monitors, coaches and evaluates all subordinate employees on a regular basis; ensures that staff understands and meets or exceeds various measures as expected; provides appropriate training resources for staff members to

accomplish their objectives; empowers staff to effectively engage with internal and external customers.

- Directs the Agency's service delivery system; designs, implements and sustains exceptional programs that invest in residents/program participants through an array of educational, employment and wellness platforms; develops and expands affordable housing options for low-income residents throughout the city and county to serve organizational and community goals, in collaboration with residents, clients, community partners, local departments, state and federal agencies.
- Institutes and exemplifies the values and principles of the organization; acts as an authentic and accessible leader who exercises personal integrity, stewardship and ethical leadership; sets the tone at the top; demonstrates a commitment to Diversity, Equity and Inclusion; maintains a work environment that attracts, retains and motivates a diverse staff of high-performing individuals.

Board Governance and Support

- Maintains a committed, engaged, and community-based Board of Commissioners; ensures that commissioners have access to the education, resources and training necessary to fulfill their role as effective board members; encourages board members to engage and advocate for key organizational issues and related topics of interest at the regional, state and/or national-level.
- Acts as secretary of the meetings for the Agency; ensures compliance with all federal, state and local laws regarding public and non-profit board management and governance; ensures that all contracts and legal instruments are executed appropriately, as directed by resolution of the Board; completes all other duties as required by the office of Secretary-Treasurer.
- Maintains appropriate, regular and timely communication with the Boards and its Chairs; cultivates strong, productive working relationships with each Board member; provides the information, tools and resources to assist the Boards in their role of developing and adopting policy, setting short- and long-term strategic plans and goals, implementing new legislative requirements, and navigating complex housing and social issues.

Community Leadership, Outreach and Advocacy

- Provides public relations and conducts community relations activities to promote the Agency's mission and goals; ensures that the Agency maintains a positive reputation in the community and that the community is aware of Agency's services; responds accurately and promptly to media inquiries; maintains a positive relationship with the media.
- Ensures the mechanisms are in place to respect and respond to the needs of residents, neighbors and the larger Fresno community; exhibits flexibility in ability to respond to changing community needs.
- Collaborates with others to strengthen the organization's ability to address the needs and challenges of the Fresno community; serves on community boards and builds partnerships with community groups, service providers, and other public agencies; attends and participates in professional groups and meetings; stays abreast of new trends and innovations in the field of public housing, management, and public administration.
- Establishes and maintains cooperative working relationships with local government leadership, resident groups, the education and health sectors, and area non-profits that may be helpful in accomplishing the public mission of the Agency and addressing quality of life issues of residents/participants.

QUALIFICATIONS

To perform this job successfully, an individual must be able to perform each competency satisfactorily. The requirements listed below are representative of the knowledge, skill, and/or

Fresno Housing Authority
Chief Executive Officer/Executive Director

ability required. Reasonable accommodations may be made to enable individuals with disabilities to perform the job competencies.

Job Competencies

Knowledge of:

- Key policies, procedures, functions and staff in the organization;
- The challenges and needs of low-income populations and communities;
- Various housing programs, policies and guidelines, including Federal, state and local laws, codes and regulations;
- Real estate development and financing principals using private and public funding sources, tax credits, tax-exempt bonds, private placement financing and qualified small issues;
- Personnel management principles and techniques that promote diversity, equity and inclusion;
- Complex financial management principals and tools, including budgeting formation and control, financial forecasting, revenue generation methods and regulations concerning federal and state funding sources.

Ability to:

- Exercise initiative and sound judgment in analyzing situations, and to make decisions in a timely manner;
- Work effectively and provide leadership to agency staff and third-parties;
- Develop positive, cooperative and supportive relationships with other housing and related agencies at the federal, state and local levels, and unite diverse interests toward supporting affordable housing and related programs;
- Establish and maintain effective relationships with the Boards of Commissioners, government officials, employees, developers, landlords, media partners, Agency clients and the general public; and
- Communicate the Agency program goals and objectives to individuals, community groups, business, elected officials and governmental agencies.

Education and/or Experience

Bachelor's Degree in public administration, business administration, finance, urban studies, social science or related field is required. Master's Degree preferred. Ten years of work experience in the management of complex, large housing authority, non-profit or affordable housing provider is required, including seven years in an Executive Leadership role. An equivalent combination of education and experience may be considered.

Language Skills

Ability to analyze and interpret general business periodicals, professional journals, technical procedures, or governmental regulations. Ability to write reports, business correspondence, and procedure manuals. Ability to effectively present information and respond to questions from groups of managers, clients, customers, and the general public.

Reasoning Ability

Ability to solve practical problems and deal with a variety of concrete variables in situations where only limited standardization exists. Ability to interpret a variety of instructions furnished in written, oral, diagram, or schedule form.

Computer Skills

To perform this job successfully, an individual should have strong computer skills (MS Word, MS Excel, social media, EMS and various other computer programs).

Certificates, Licenses, Registrations

Possession of a valid California driver's license and the ability to be insurable under the Agency's automobile insurance plan at the standard rate.

BEHAVIORAL COMPETENCIES

To perform the job successfully, an individual should demonstrate the following competencies:

Strategic Capability and Leadership: Provides mission, sets direction, and inspires others to deliver on the organizational mandate. Decisions are based on ethical and socially responsible principles. Demonstrates accountability by advocating for what is right even in the face of opposition. Motivates using effective and innovative approaches to communication.

Program and Project Management: Ability to plan, manage, and evaluate specific activities to deliver the desired outputs.

Performance Management and Talent Development: Directs the activities and development of team, while respecting their individuality and the benefit of diverse ideas and approaches.

Problem Solving and Analysis (Resource Allocation and Analysis): Ability to systematically identify, analyze, and resolve existing and anticipated problems to reach optimum solutions in a timely manner.

Job Knowledge: Exhibits requisite knowledge, skills, and abilities to perform the position effectively. Demonstrates knowledge of policies, procedures, goals, objectives, operational entities, requirements, and activities as they apply to the assigned organizational entity of the Authority; uses appropriate judgment & decision making in accordance with level of responsibility.

Client Services and Teamwork: Provides timely, courteous, and quality service to an individual whether internal or external by anticipating individual needs, following through on commitments, and ensuring that our clients have been heard. Actively and collaboratively participates, despite personal differences, towards a common goal. Employee is open to new ideas and/or approaches. Employee is aware of changes that impact internal and external customers and effectively communicates the impact when working as a team.

Initiative: Proactively seeks solutions to resolve unexpected challenges. Actively assists others without formal/informal direction. Possesses the capacity to learn and actively seeks developmental feedback. Applies feedback for continued growth by mastering concepts needed to perform work.

Communication: Employee is clear, concise, and organized in all facets of communication to fully transfer understanding. Actively listens and is aware of the audience to adapt message appropriately. Strives to communicate information with appropriate personnel in a timely manner. Exhibits positive, polite, courteous, honest, and conscientious behavior with all internal/external clients. Accepts responsibility for actions and adjusts behavior as appropriate.

Safety & Risk Awareness: Employee is cognizant of his/her environment and any safety hazards and/or risks. Follows all safety-related policies and procedures to ensure the safety of self, others and the Agency. Identifies, communicates, and assists in the correction of any safety or risk concerns where appropriate.

Reliability & Judgment: Employee demonstrates sound reasoning and critical thinking by making decisions in line with established Agency expectations. Performs work in a reliable manner that is both accurate and timely.

PHYSICAL DEMANDS

The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

While performing the duties of this job, the employee is constantly required to sit, walk, stand and use hands to finger, handle or feel. The employee must be able to accurately exchange information in person, in writing and via e-mail and telephone. The employee is occasionally required to reach with hands and arms, reach above shoulder, climb or balance, stoop, kneel, and crouch. The employee must be able to accurately exchange information in person, in writing and via e-mail and telephone. The employee must regularly lift, push, pull and/or move up to 10 pounds, frequently lift, push, pull and/or move up to 5 pounds, and occasionally lift, push pull and/or move more than 25 pounds. Specific vision abilities required by this job may include close vision, distance vision, color vision, peripheral vision, depth perception, and ability to adjust focus.

WORK ENVIRONMENT

The work environment characteristics described here are representative of those an employee encounters while performing the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

Office environment: The noise level in the work environment is usually moderate. May be required to perform construction site visits, which may require the use of safety equipment.

Fresno Housing is committed to creating a diverse, equitable and inclusive work environment, and is proud to be an equal opportunity employer. At Fresno Housing, we have a clear vision to be an employer of choice in our community – a place of work that attracts a diverse mix of talented people to come, to stay and do their best work, make a difference and where our workforce represents the communities we serve. Fresno Housing recruits, employs, trains, compensates, and promotes without regard to race, color, religion, gender, gender identity or expression, sexual orientation, national origin, genetics, disability, age, or veteran status.

Read and Acknowledged:

Employee Signature: _____

Employee Name (Printed): _____

Date Signed: _____

RESOLUTION NO. _____

**BEFORE THE BOARDS OF COMMISSIONERS OF THE
HOUSING AUTHORITY OF THE CITY OF FRESNO**

**RESOLUTION TO APPROVE AND ADOPT THE JOB DESCRIPTION FOR THE
CHIEF EXECUTIVE OFFICER/EXECUTIVE DIRECTOR**

WHEREAS, the Boards of Commissioner of the Housing Authority of the City of Fresno are responsible for appointing, supervising and determining the compensation and terms of employment for the Chief Executive Officer/Executive Director (CEO); and

WHEREAS, an updated job description for the CEO is necessary to communicate the general responsibilities of the position, improve recruiting results, and ensure the right people apply for the position; and

NOW, THEREFORE, BE IT RESOLVED that the Board of Commissioners of the Housing Authority of the City of Fresno does hereby approve and adopt the job description for the Chief Executive Officer/Executive Director.

PASSED AND ADOPTED THIS 27th DAY OF April, 2021. 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:

Angelina Nguyen, Interim Secretary of the Boards of Commissioners

RESOLUTION NO. _____

BEFORE THE BOARDS OF COMMISSIONERS OF THE
HOUSING AUTHORITY OF FRESNO COUNTY

RESOLUTION TO APPROVE AND ADOPT THE JOB DESCRIPTION FOR THE
CHIEF EXECUTIVE OFFICER/EXECUTIVE DIRECTOR

WHEREAS, the Boards of Commissioner of the Housing Authority of Fresno County are responsible for appointing, supervising and determining the compensation and terms of employment for the Chief Executive Officer/Executive Director (CEO); and

WHEREAS, an updated job description for the CEO is necessary to communicate the general responsibilities of the position, improve recruiting results, and ensure the right people apply for the position; and

NOW, THEREFORE, BE IT RESOLVED that the Board of Commissioners of the Housing Authority of Fresno County does hereby approve and adopt the job description for the Chief Executive Officer/Executive Director.

PASSED AND ADOPTED THIS 27th DAY OF April, 2021. 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:

Angelina Nguyen, Interim Secretary of the Boards of Commissioners

BOARD MEMO

O (559) 443-8400
F (559) 445-8981

1331 Fulton Street
Fresno, California 93721
TTY (800) 735-2929

www.fresnohousing.org

TO: Boards of Commissioners

Fresno Housing

FROM: Angelina Nguyen

Interim CEO/Executive Director

DATE: April 23, 2021

BOARD MEETING: April 27, 2021

AGENDA ITEM: 9b

AUTHOR: Emily De La Guerra

SUBJECT: Consideration of the Revised 2021 Salary Schedule

Executive Summary

The purpose of this memo is to ask the Boards of Commissioners to consider and adopt the attached resolution approving the Revised 2021 Salary Schedule. The revision to the previously approved 2021 Salary Schedule is to reflect the Interim Chief Executive Officer appointment title and salary as well as to include the salary range for the Chief Executive Officer classification. California Public Employees' Retirement System (CalPERS) requires that this Salary Schedule be approved and adopted by the employer's governing bodies. The salaries included in this schedule are for current positions, budgeted openings, and/or positions that could be budgeted in the future.

On a regular basis, the Agency performs a detailed analysis of its job descriptions, job classifications and compensation levels for each position. Using a third-party consultant, salary and compensation information is compiled from other local governmental agencies, national non-profits and for-profit companies, and Public Housing Authorities (PHA's) across the United States. The information is consolidated, analyzed, and compared to current salary levels and job descriptions. The final report is then used to create Salary Schedules for non-represented employees, which helps to guide the Agency in its decisions around appropriate compensation levels. It is important that the Agency takes these factors into consideration to ensure Fresno Housing is attracting and retaining the most talented employees and ensuring that our organization stays competitive with other similar employers.

Recommendation

It is recommended that the Boards of Commissioners approve and adopt the attached Revised 2021 Salary Schedule.

Fresno Housing Authority 2021 Salary Schedule

<u>Classification / Position Title</u>	<u>Annual Minimum</u>	<u>Annual Maximum</u>
Interim Chief Executive Officer	\$225,000	
Chief Executive Officer	\$225,000	\$298,000
Deputy Executive Director	\$127,000	\$228,400
Chief	\$108,000	\$194,400
Chief Administrative Officer		
Chief Business Officer		
Chief Real Estate Officer		
Chief Financial Officer		
Chief Diversity Officer		
Chief of Staff		
Chief Program Officer		
Chief Operations Officer		
Director	\$86,000	\$150,500
Director of Administrative Services		
Director of Finance		
Director of Housing Choice		
Director of Human Resources		
Director of Property Management		
Director of Real Estate Development		
Director of Strategic Initiatives		
Assistant Director	\$78,000	\$132,600
Assistant Director - Administrative Services		
Assistant Director - Finance		
Assistant Director - Housing Choice Voucher Program		
Assistant Director - Human Resources		
Assistant Director - Innovation and Technology		
Assistant Director - Property Management		
Assistant Director - Real Estate Development		
Assistant Director - Special Programs		
Assistant Director - Strategic Initiatives		
Controller		
Senior Manager	\$72,000	\$119,000
Senior Manager - Asset Management		
Senior Manager - Finance		
Senior Manager - Housing Choice		
Senior Manager - Housing Programs/Community Engagement		
Senior Manager - Human Resources		
Senior Manager - Information Technology/Systems		
Senior Manager - Property Management		
Senior Manager - Real Estate Development		
Senior Manager - Strategic/Neighborhood Initiatives		
Manager II	\$68,000	\$108,800
Accounting Manager		
Communications Manager		
Construction Operations Manager		
Development Finance Manager		
District Manager		
Diversity, Equity & Inclusion Manager		

<u>Classification / Position Title</u>	<u>Annual Minimum</u>	<u>Annual Maximum</u>
Executive Operations Manager		
Finance Manager		
Housing Programs Manager		
Human Resources Manager		
Information Technology/Information Systems Manager		
Neighborhood Initiatives Manager		
Manager I	\$58,000	\$92,800
Area Manager		
Asset Manager		
Housing Programs Manager		
Maintenance Manager		
Property Operations Manager		
Quality Assurance Manager		
Real Estate Development Manager		
Resident Services Manager		
Senior Analyst	\$54,000	\$83,700
Assistant Manager - Homeless Initiatives		
Assistant Manager - Housing Choice		
Assistant Manager - Maintenance		
Assistant Manager - Resident Services		
Construction Project Manager		
Senior Accountant		
Senior Analyst - Asset Management		
Senior Analyst - Diversity, Equity & Inclusion		
Senior Analyst - Housing Programs		
Senior Analyst - Human Resources		
Senior Analyst - Quality Assurance		
Senior Analyst- Property Operations		
Senior Analyst - Real Estate Development		
Senior Database Administrator		
Senior Development Analyst - Special Projects		
Senior Financial Analyst		
Senior Impact Analyst		
Senior Policy Analyst		
Senior Project Manager		
Senior Quality Assurance Analyst - HMIS		
Senior Systems Administrator		
Analyst	\$50,000	\$78,500
Accountant		
Asset Management Analyst		
Business Operations Analyst		
Communications Project Manager		
Community Development Analyst		
Community Planning Analyst		
Database Administrator & Report Writer		
Diversity, Equity & Inclusion Analyst		
Financial Analyst		
Human Resources Analyst		
Impact Analyst		
Maintenance Supervisor		
Policy Analyst		
Program Analyst		

<u>Classification / Position Title</u>	<u>Annual Minimum</u>	<u>Annual Maximum</u>
Project Manager		
Project Coordinator HAC		
Property Manager		
Property Operations Analyst		
Quality Assurance Analyst		
Homeless Management Information System (HMIS) Analyst		
Supervisor - Inspections		
Supervisor - Intake, Leasing & Case Management		
Systems Administrator		
Training and Development Analyst		
Coordinator	\$44,000	\$66,500
Accounting Coordinator		
Administrative Coordinator		
Asset Management Coordinator		
Assistant Project Manager		
Communications Coordinator		
Community Coordinator		
Community Development Coordinator		
Development Services Coordinator		
Fiscal Services Coordinator		
Human Resources Coordinator		
Information Technology/Help Desk Coordinator		
Operations Coordinator		
Payroll Coordinator		
Procurement Coordinator		
Quality Assurance Coordinator		
Homeless Management Information System (HMIS) Coordinator		
Resident Services Coordinator		
Training Coordinator		
Clerical/Asst	\$34,000	\$49,000
Administrative Assistant - Accounting		
Administrative Assistant - Executive Office		
Administrative Assistant - Real Estate Development		
Administrative Assistant - Human Resources		
Outreach & Communications Assistant		
Intern	\$25,000	\$41,600
Accounting Intern		
Business Operations Intern		
CCRH (California Coalition for Rural Housing) Intern		
Communications/Marketing Intern		
Construction Management Intern		
Finance Intern		
HMIS (Homeless Management Information Systems) Intern		
Human Resources Intern		
Information Technology & Systems Intern		
Property Operations Intern		
Research Data Analysis Intern		
Resident Services Intern		

2021 Salary Schedule - SEIU Bargaining Unit					
Classification	Step 1	Step 2	Step 3	Step 4	Step 5
Housing Navigator	49,880.77	52,374.81	54,993.55	57,743.23	60,630.39
HQS Enforcement Specialist	49,880.77	52,374.81	54,993.55	57,743.23	60,630.39
Maintenance Lead	49,880.77	52,374.81	54,993.55	57,743.23	60,630.39
Maintenance Specialist	49,880.77	52,374.81	54,993.55	57,743.23	60,630.39
Senior Client Services Specialist	49,880.77	52,374.81	54,993.55	57,743.23	60,630.39
Senior Housing Quality Inspector	49,880.77	52,374.81	54,993.55	57,743.23	60,630.39
Senior Housing Specialist	49,880.77	52,374.81	54,993.55	57,743.23	60,630.39
Senior Leasing Specialist	49,880.77	52,374.81	54,993.55	57,743.23	60,630.39
Senior Property Specialist	49,880.77	52,374.81	54,993.55	57,743.23	60,630.39
Client Services Specialist	47,505.61	49,880.89	52,374.94	54,993.68	57,743.37
Housing Quality Inspector	47,505.61	49,880.89	52,374.94	54,993.68	57,743.37
Leasing Specialist	47,505.61	49,880.89	52,374.94	54,993.68	57,743.37
Market Specialist	47,505.61	49,880.89	52,374.94	54,993.68	57,743.37
Housing Specialist	43,926.11	46,122.41	48,428.53	50,849.96	53,392.46
Maintenance Technician	43,926.11	46,122.41	48,428.53	50,849.96	53,392.46
Owner Services Specialist	43,926.11	46,122.41	48,428.53	50,849.96	53,392.46
Program Integrity Specialist	43,926.11	46,122.41	48,428.53	50,849.96	53,392.46
Property Specialist II	43,926.11	46,122.41	48,428.53	50,849.96	53,392.46
Wait List Specialist	43,926.11	46,122.41	48,428.53	50,849.96	53,392.46
Accounting Specialist	43,492.54	45,667.16	47,950.52	50,348.05	52,865.45
Property Specialist I	41,819.75	43,910.73	46,106.27	48,411.58	50,832.16
Quality Assurance Specialist	41,819.75	43,910.73	46,106.27	48,411.58	50,832.16
HQS Inspections Scheduler	37,481.97	39,356.07	41,323.88	43,390.07	45,559.57
Maintenance Assistant	37,481.97	39,356.07	41,323.88	43,390.07	45,559.57
Office Assistant II- QA/Operations	37,481.97	39,356.07	41,323.88	43,390.07	45,559.57
Office Assistant II- Rcrds, Waitlist, Case Mgmt, QA	37,481.97	39,356.07	41,323.88	43,390.07	45,559.57
Property Assistant	37,481.97	39,356.07	41,323.88	43,390.07	45,559.57
Receptionist	37,481.97	39,356.07	41,323.88	43,390.07	45,559.57
Custodian	34,867.56	36,610.94	38,441.48	40,363.56	42,381.74

RESOLUTION NO. _____

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

RESOLUTION TO APPROVE AND ADOPT THE REVISED 2021 SALARY
SCHEDULE

WHEREAS, the California Public Employees' Retirement System (CalPERS) requires participating agencies to have a publicly available pay schedule that is duly approved and adopted by the Agency's governing body; and

WHEREAS, the salary schedule for non-represented employees is compiled as part of a classification and compensation analysis; and

NOW, THEREFORE, BE IT RESOLVED that the Board of Commissioners of the Housing Authority of the City of Fresno does hereby approve and adopt the Revised 2021 Salary Schedule.

PASSED AND ADOPTED THIS 27th DAY OF April, 2021. 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:

Angelina Nguyen, Interim Secretary of the Boards of Commissioners

RESOLUTION NO. _____

BEFORE THE BOARDS OF COMMISSIONERS OF THE
HOUSING AUTHORITY OF FRESNO COUNTY

RESOLUTION TO APPROVE AND ADOPT THE REVISED 2021 SALARY
SCHEDULE

WHEREAS, the California Public Employees' Retirement System (CalPERS) requires participating agencies to have a publicly available pay schedule that is duly approved and adopted by the Agency's governing body; and

WHEREAS, the salary schedule for non-represented employees is compiled as part of a classification and compensation analysis; and

NOW, THEREFORE, BE IT RESOLVED that the Board of Commissioners of the Housing Authority of Fresno County does hereby approve and adopt the Revised 2021 Salary Schedule.

PASSED AND ADOPTED THIS 27th DAY OF April, 2021. 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:

Angelina Nguyen, Interim Secretary of the Boards of Commissioners

O (559) 443-8400
F (559) 445-8981

1331 Fulton Street
Fresno, California 93721
TTY (800) 735-2929

www.fresnohousing.org

EXECUTIVE DIRECTOR'S REPORT

TO: Boards of Commissioners
Fresno Housing

FROM: Preston Prince

Interim CEO/Executive Director

SUBJECT: Directors Report – April 2021

DATE: April 23, 2021

BOARD MEETING: April 27, 2021

AGENDA ITEM: 10b

AUTHOR: Staff

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/Type	Address	Total Units	Percent Complete
------------------	-------------	---------	-------------	------------------

The Villages at Paragon	Under Construction	4041 Plaza Drive West Fresno, CA	28	75%
Linnaea Villas	Under Construction	2530 Sierra Street Kingsburg, CA	47	92%
Solivita Commons	Under Construction	725 W Alluvial Avenue Clovis, Ca	60	96%
The Villages at Broadway	Under Construction	1828 Broadway Street Fresno, CA	26	67%
The Monarch @ Chinatown	Under Construction	1101 F Street Fresno, CA	57	15%
Alegre Commons	Under Construction	130 W Barstow Avenue Fresno, CA	42	12%
The Arthur @ Blackstone (<i>fka Blackstone/Simpson</i>)	Pre-Development 2020 NPLH, IIG Awarded HOME Award Pending 1 st Round 2021 TCAC Pending	3039 N Blackstone Avenue Fresno, CA	41	N/A
Esperanza Commons (<i>fka Mendota Farm Labor</i>)	Pre-Development 1 st Round 2021 TCAC Pending	241 Tuft Street Mendota, CA	60	N/A
Corazón del Valle Commons (<i>fka Huron RAD</i>)	Pre-Development MHP Awarded	Fresno and 12 th Street Huron, CA	61	N/A
La Joya Commons (<i>fka Firebaugh Family</i>)	Pre-Development 2021 Joe Serna, Jr. Pending	1501 Clyde Fannon Road Firebaugh, CA	68	N/A
Avalon Commons (<i>fka Chestnut/Alluvial</i>)	Pre-Development Potential 2 nd Round TCAC	7521 N. Chestnut Ave. Fresno, CA	105	N/A
Citrus Gardens	Pre-Development 2021 Joe Serna, Jr. Pending Potential 2 nd Round TCAC	201 Citrus & 451 10 th St. Orange Cove, CA	30	N/A
Step Up on 99 (<i>fka Motel 99</i>)	Pre-Development Homekey Awarded Potential 2 nd Round TCAC	1240 & 1280 Crystal Ave Fresno, CA	62	N/A

Sun Lodge (fka Day's Inn)	Pre-Development Homekey Awarded Potential 2 nd Round TCAC	1101 N. Parkway Drive Fresno, CA	63	N/A
California Avenue Neighborhood	Pre-Development Planning CNI Awarded	Southwest Fresno - TBD	TBD	N/A

Project Highlights

None at this time.

PEOPLE

Overview

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

Executive Summary

FRESNO HOUSING PORTFOLIO - MANAGED ASSETS, 03/01/2021 – 03/31/2021			
	Total No. of Units	Total Vacant	Current Occupancy
CITY OF FRESNO			
City of Fresno	980	12	98.77%
COUNTY OF FRESNO			
County of Fresno	1263	24	98.09%
COUNTY OF FRESNO - SEASONAL			
Seasonal Properties	193	147	23.83%

Property Management

All Property Management staff attended an online Fair Housing course on April 15, 2021. The course addressed both Federal and State requirements and allowed staff to earn annual Continuing Education Credits (CEC) required for their California Certified Resident Manager (CCRM) Certifications.

Staff in Sanger and Parlier worked with the local Walgreens and distributed vaccine clinic information. Many of our elderly residents in Sanger and Parlier received their vaccines as a result.

Parlier Migrant Center opened on April 12 and 13th. United Health Center was on site and made the vaccine for coronavirus available to our migrant families. Fresno Housing collaborated with “Reading & Beyond” and the “Department of Behavioral Health” to assist with vaccine registration on both days.

Housing Choice Voucher (HCV) Leasing Update

During the month of March staff continued to hold regular meetings to review both HAP and voucher utilization. On-going data assessments are reviewed in an effort to maintain the leasing rates. We continue to issue vouchers, conduct inspections, and complete HAP contracts for move-ins. In March, we had 889 households searching for units with their voucher in a very tight rental market. In that same month, 91 households who had previously been searching for a unit successfully leased up. Households with fewer barriers to renting usually secure a unit within 57 days, however, that's only applicable to approximately 53% of voucher households. The remaining voucher households experience longer delays in securing a unit, if they find one at all, before their voucher expires. A few things are important to note here:

- Barriers to secure housing include negative or lack of rental history, low credit scores, and/or insufficient funds to cover holding or move-in deposits.
- Extensions are provided beyond 150-day search periods for extenuating circumstances.
- Existing HCV families who are in the search process due to a move are more likely to secure a unit than a household who is new to the HCV program.

Staff continue to analyze leasing and market trends and make recommendations to leadership accordingly.

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.

Efforts are ongoing and we will report on those items as outcomes are achieved.

PARTNERSHIP

Overview

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

Fresno Housing is exploring several partnerships in the course of pre-development activities.

Project	Organization	Role
The Villages at Paragon	Fresno County Department of Behavioral Health	Partner in application to the No Place Like Home program to provide housing and services to homeless populations
The Villages at Broadway	Fresno County Department of Behavioral Health	Partner in application to the No Place Like Home program to provide housing and services to homeless populations

Alegre Commons (<i>fka Barstow Commons/The Villages at Barstow</i>)	Fresno County Department of Behavioral Health	Partner in application to the No Place Like Home program to provide housing and services to homeless populations
The Arthur @ Blackstone (<i>fka Blackstone/Simpson</i>)	Fresno County Department of Behavioral Health	Partner in application to the No Place Like Home program to provide housing and services to homeless populations
Project Homekey	City of Fresno Turning Point Fresno County	Partner in application to the Homekey program and operational funding to provide housing to populations most vulnerable to COVID-19

MANAGEMENT GOALS

The goals of management include our efforts to stabilize, focus, and extend activities to meet the mandate of our mission through good decisionmaking 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.

Human Resources

During the month of April Training and Development, in partnership with Resident Services department, created a YouTube training video on the application process for Fresno Housing's Education Advancement Scholarship. The goal for this video is to make the application process for this program as easy and smooth as possible. In addition to this, a new feature called Community was launched to all staff through the HR software, Paylocity. This feature acts as a virtual, central hub for employees to see important agency announcements, ask questions of department experts, and create their own communication groups based on shared interests. Content such as videos and web links, audio files, and other media can be posted through Community instantly for everyone to view and—best of all—does not clog anyone's inboxes!

On April 29th the agency is hosting a Community Pop-Up Vaccination Health Clinic at Parc Grove Commons from 10:00 a.m. – 2:00 p.m. in partnership with the Fresno County Department of Public Health and Pinnacle Training Systems (vaccination provider). This event is open to Fresno Housing staff and their immediate family members along with residents of Parc Grove, ages 16 and up. This will be a two-part event as the vaccination being used (Pfizer) requires recipients to receive two immunizations spaced approximately three weeks apart. The required second immunization event is scheduled for Thursday, May 20th from 10 a.m. to 2:00 p.m. at Parc Grove. It is the agency's goal to make this event a success and

bring as many Community Pop-Up Vaccination Clinics as possible to agency properties across Fresno County.

On April 21st Glenn Elizarde, Human Resources Analyst, attended Liebert, Cassidy and Whitmore's webinar on Legal Issues Regarding Hiring. This webinar covered a variety of topics including non-discriminatory hiring practices paired with diversity, equity and inclusion, hiring pitfalls, and promotion processes.

In addition, Summer Nunes, Senior Manager – Human Resources, and Kayla Giosa, Human Resources Analyst, continue to attend weekly trainings/webinars facilitated by Atkinson, Andelson, Loya, Ruud and Romo (aalrr) related to COVID-19 updates, general legislative updates pertinent to Agency operations, and employee relations.

New Hires

- Jonita “Nita” Perry, Resident Services Coordinator
- Glenn Elizarde, Human Resources Analyst

Promotions

- Audrey Quintero, Wait List Specialist (promoted from Office Assistant II – Wait List)
- Lesley Verret, Senior Housing Specialist (promoted from Housing Specialist)
- Jennifer Vanderdussen, Senior Housing Specialist (promoted from Housing Specialist)

The Human Resources Department is currently recruiting for positions within the Housing Choice, Property Management and Administrative Services Departments.

Structure

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

Efforts are ongoing and we will report on those items 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.

Landlord Outreach

The Assistant Manager of Special Projects and Landlord Outreach continues to reach out to non-participating landlords including landlords in high opportunity areas. Despite challenges with office closures during the pandemic, she successfully pivoted to virtual and other forms of outreach. During such efforts, she aims to better understand screening standards and causes for denials. This creates an

opportunity to increase awareness of the new source of income protection laws and impact on tenants' rent portion when rent increases occur. It is also an opportunity for landlords to share their concerns and other experiences that may cause some reluctance in being a participating landlord in the HCV program.

Landlord Incentive Pilot

Fresno Housing launched its Landlord Incentive Pilot in March 2021. The pilot is funded through the use of CARES funding to incentivize landlords to rent to voucher recipients searching for affordable units within Fresno Housing's jurisdiction. Housing Choice staff work with voucher holders (applicants and movers) who have obstacles in obtaining safe and affordable housing after being issued a voucher. Obstacles can include, but are not limited to, poor credit, rental history or evictions. The goal of testing this phase of the pilot is to incentivize and offer monetary rewards through a points system to landlords for leasing to voucher recipients who may not meet their applicant qualification criteria.



Fresno Housing Resident Safety Update

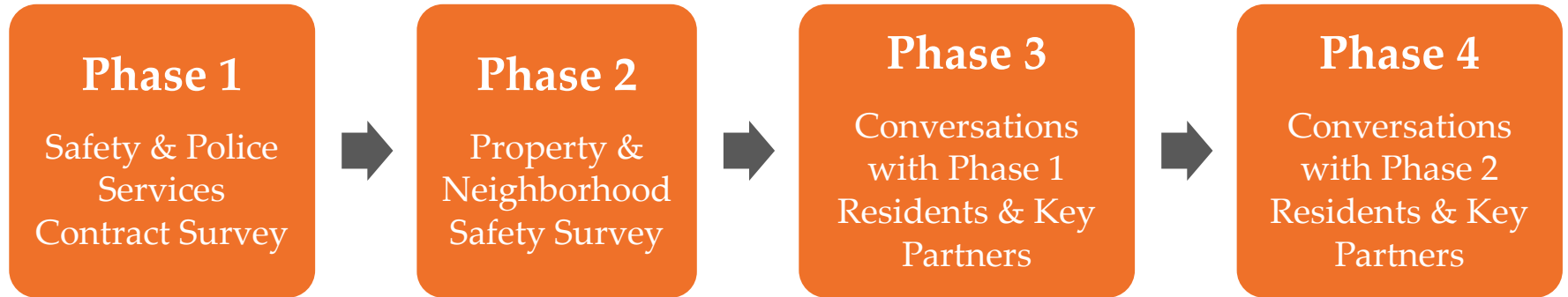
Tuesday, April 27, 2021



FRESNO VIBRANT
COMMUNITIES
QUALITY HOUSING **HOUSING** ENGAGED
RESIDENTS



Process



Outreach Summary

860

Unique Households Reached

21

Properties Included

225

Total Survey Responses

26%

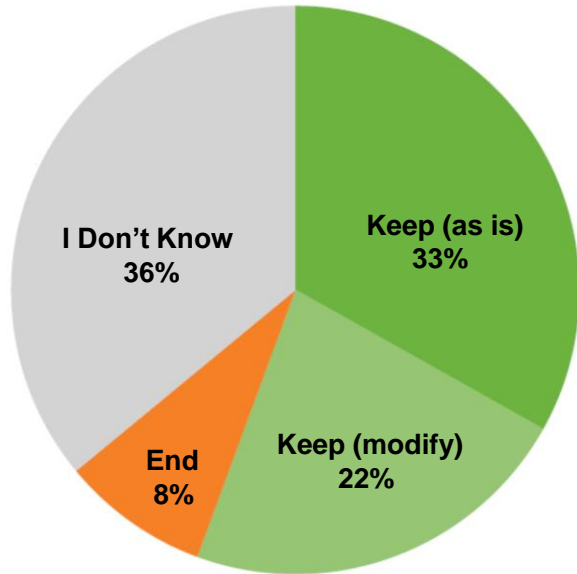
Survey Response Rate

*Robo calls, texts,
emails, paper surveys,
phone interviews



FRESNO HOUSING

Resident Preference



Regarding Fresno Housing's contract with the Fresno Police Department, which would you recommend?

- Most respondents indicated a preference to keep Fresno Housing's police services contract.

Site-based Conversations

- Security guard options
- Infrastructure
- Community health activities

Options for Consideration

Options to enhance resident safety:

1. *Maintain* current levels and model of safety services by Fresno PD and an additional investment for complimentary empowerment strategies to be provided by community-benefit organization(s); or
2. *Reduce and change* current levels and model of safety services by Fresno PD and utilize the “savings” for complimentary empowerment strategies to be provided by community-benefit organization(s)

Option 1*

- Renew the contract to cover cost of two (2) dedicated F/T officers (currently \$318k)
- Coverage 7 days, 10 hr shifts
- Keeps consistency of two officers known to the FH residents, staff, and neighborhood
- Maintains frequent communication w/property staff
- Additional investment to partner with CBOs who actively engage in strategies that cultivates safety & empowerment of self & community

Option 2

- Enter into alternative police contract services for hourly officer (\$82.62 hr/officer + vehicle)
 - Reduce coverage from 10 hrs to 8 hrs daily
 - Cost savings approx. \$100k per year
 - Officers will vary based on who signs up for OT
 - Limited scope of services & reporting
- Use savings and reinvest in CBOs who actively engage in strategies that cultivates safety & empowerment of self & community

Investment in CBO Partnerships

- Trauma-informed practices
- Advocacy & leadership
- Interventions
- Restorative Justice practices
- Alternate activities & supports
- Healing

Changes to Scope of Work

- Commitment to platoon schedule 5/10s & 3/10s
- Enhanced control of officer schedule
- Consistent foot patrols
- FH participation in selection process (vacancies)
- Engage with residents in addressing safety concerns and creating alternatives to policing

Examples of Metrics

- Define reporting expectations and metrics
 - Monthly Report to include:
 - *Relevant site activity*
 - *Complete listing of off-site activity*
 - *Metric: Comparative calls for service by site vs PD Zones*
 - *Metric: Comparative Part 1 & Part 2 Crimes by site vs PD Zones (Q)*
 - *Other: demographic data related to contacts made on site and type of contact*

Next Steps

- Consider options
- Staff will continue to work on potential scope and metrics
- Request action in May

Any Questions?



Real Estate Development Update

April 27, 2021

Boards of Commissioners Meeting



FRESNO VIBRANT
COMMUNITIES
QUALITY HOUSING **HOUSING** ENGAGED
RESIDENTS



Development Updates

- Homekey 2.0 and City of Fresno Partnership
- 2021 9% Tax Credit Funding Opportunities
 - Pending Applications
 - Citrus Gardens (Orange Cove)
 - Avalon Commons (Fresno)
 - Sun Lodge (Fresno)
 - Step up on 99 (Fresno)

Homekey 2.0 + City of Fresno Partnership

- Homekey 2.0
 - \$750 million in Gov. Newsom's 2021-2022 budget
- Potential Partnership with the City of Fresno
 - Goal to acquire motels and get them online quickly
 - Shared ownership of properties during interim phase
 - Shared strategy and decision making
 - City and other possible funding will fund operations of interim housing
 - FH to lead the possible conversions to permanent housing

2021 9% Tax Credit Opportunities

- Round 1 Update :

- The Arthur @ Blackstone (Fresno)
- Esperanza Commons (Mendota)

- Round 2 Outlook

- Competitive Environment
- Potential Applications
 - **Citrus Gardens** – Substantial rehab of 30 former USDA units
 - **Avalon Commons** – New construction of up to 105 units in two phases
 - **Sun Lodge** – Conversion of Homekey motel into permanent housing
 - **Step up on 99** – Conversion of Homekey motel into permanent housing



UNIT TYPE	UNIT COUNT	%
STUDIO	18	29%
1 BED	10	16%
2 BED	19	30%
3 BED	16	25%
TOTAL	63	100%

SUN LODGE EXCLUSIVE PARKING COUNT: 63

SHARED PARKING COUNT: 30

- COMMUNITY GARDEN
- TRASH ENCLOSURE
- STUDIO UNIT
- 1-BEDROOM UNIT
- 2-BEDROOM UNIT
- 3-BEDROOM UNIT
- SHARED PARKING



N SCALE: 1"= 32'-0"

SUN LODGE CONCEPTUAL SITE PLAN



FRESNO HOUSING



Rehab/conversion + New Construction
63 units (Studios, 1-3 bedrooms)

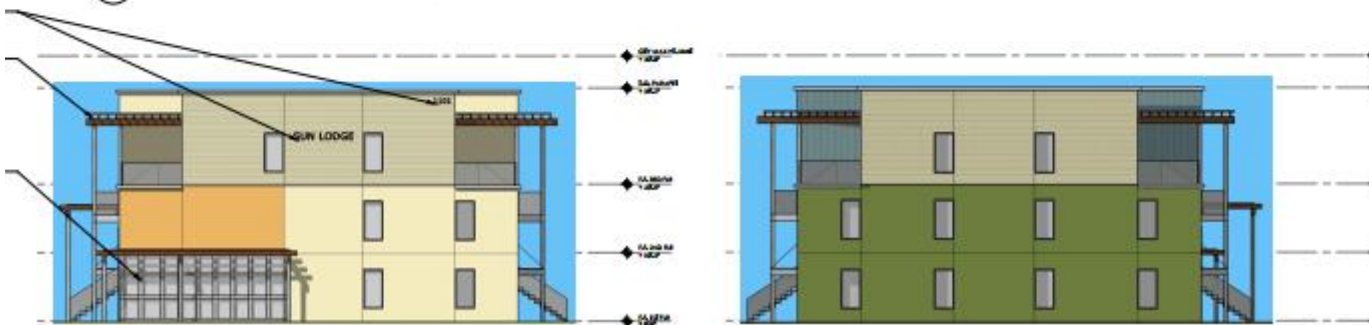
FRESNO HOUSING



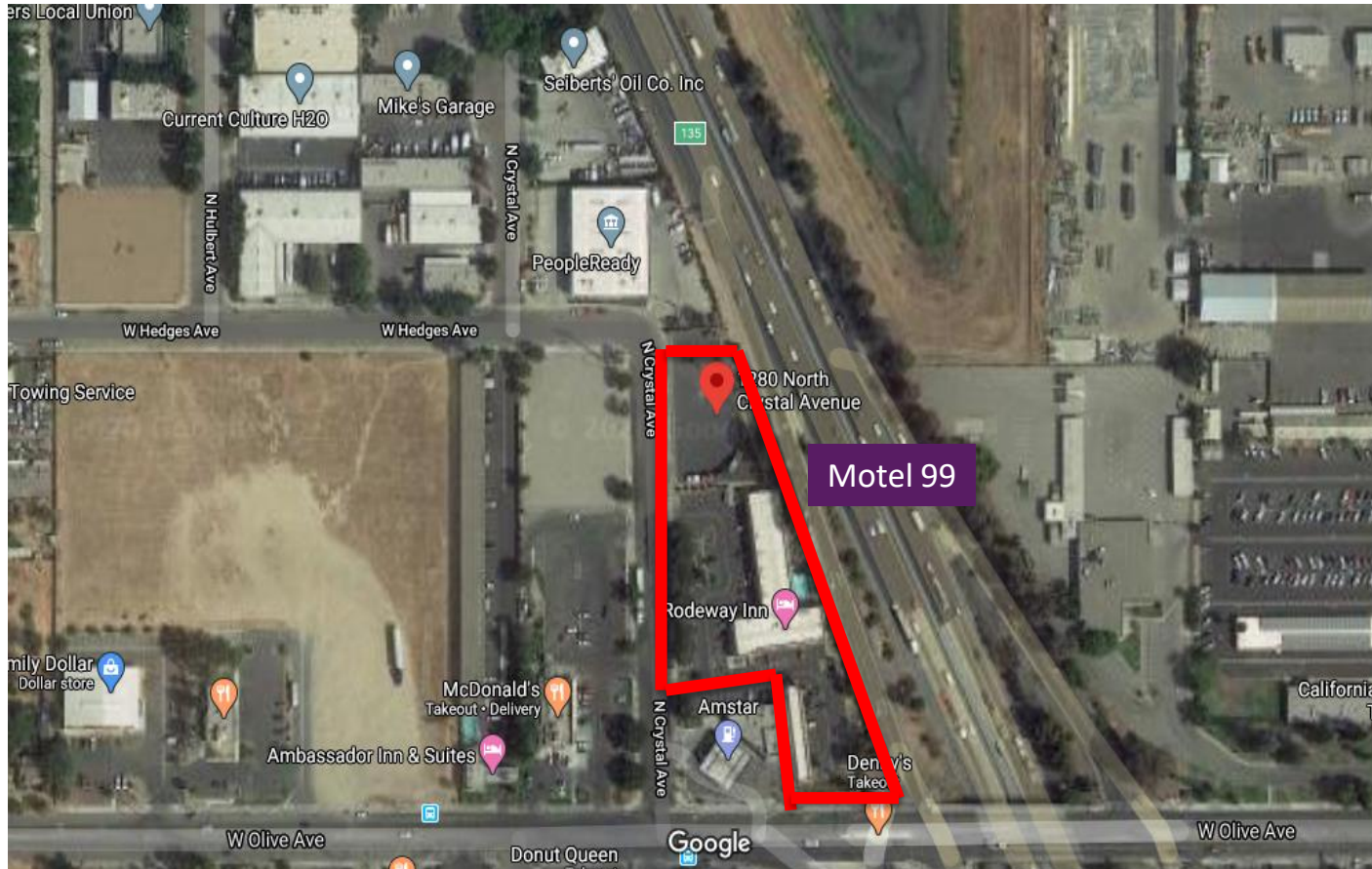
1 EXTERIOR ELEVATIONS - BLDG D - NORTH
10' = 1" = 0'



2 EXTERIOR ELEVATIONS - BLDG D - SOUTH
10' = 1" = 0'

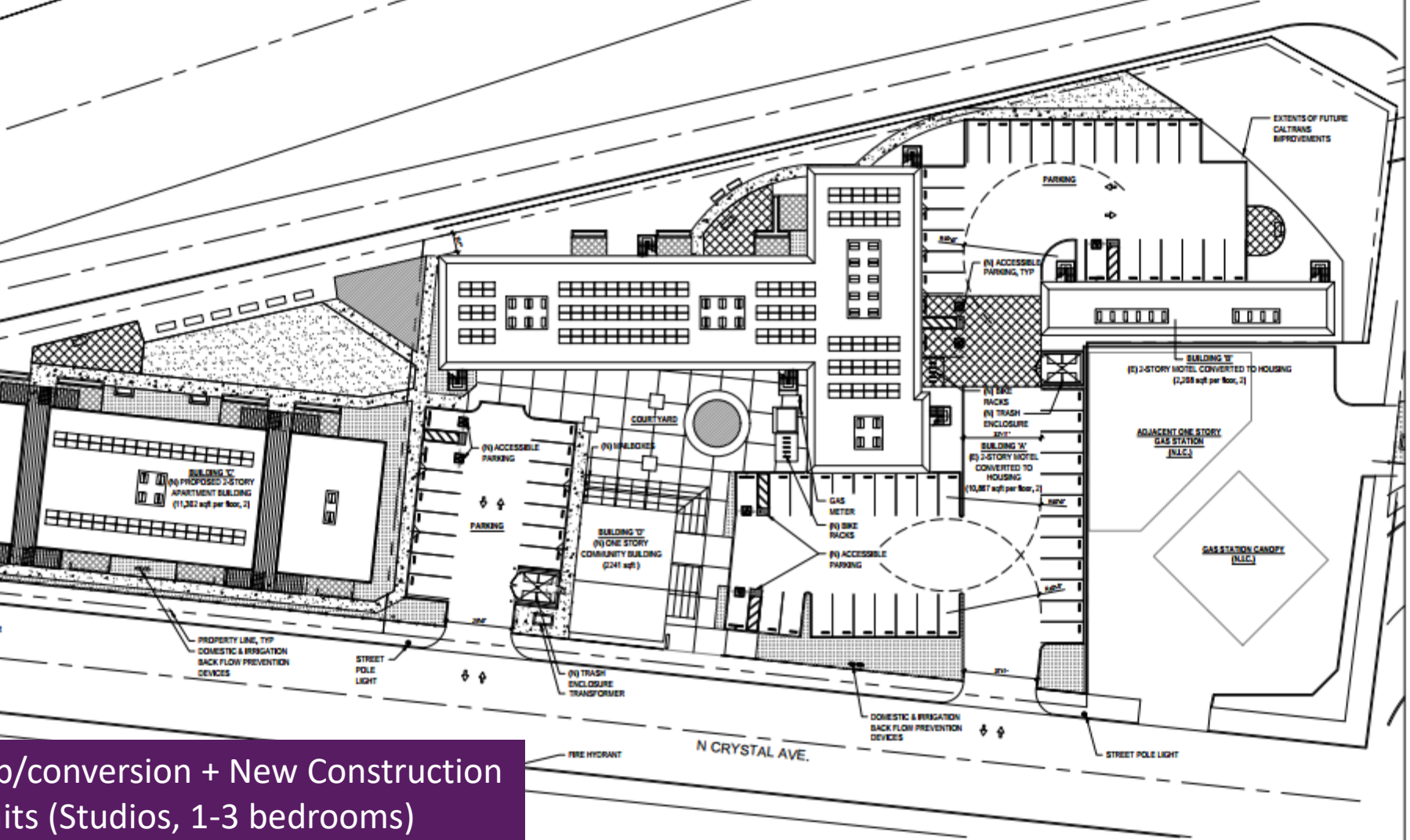


Step Up on 99 (Fresno) Aerial





STEP UP ON 99 CONCEPTUAL SITE PLAN



o/conversion + New Construction
its (Studios, 1-3 bedrooms)

Questions?

FRESNO VIBRANT
QUALITY HOUSING COMMUNITIES ENGAGED
HOUSING RESIDENTS



Gans, Gans & Associates

April 27, 2021



This is who we are

- Founded in Chicago **34 years** ago, now based in **Plant City, Florida**.
- We believe that **diverse talent and skills** are essential to high performing organizations.
- The professionals and staff at gga have more than **100 years of combined experience**.
- Our core staff has worked together for over **30 years**.
- We utilize **state of the art technology** and **best practices** in all facets of our operations.
- Our team identifies candidates through our vast contacts in the public housing industry and gga's own **proprietary database of over 43,000 potential candidates**.
- We are **efficient, disciplined** and bring a laser like focus to all of our engagements.
- Members of **NAHRO**, and we stay abreast of industry trends.



Executive Recruitment Services

Over **95** housing and redevelopment authorities,
nonprofits, cities, counties and corporations

15 states and the Virgin Islands

135+ positions filled

*Average tenure of
placement is 9 years*

Range 6-18 years

*12 Month Satisfaction
Guarantee*

Chief Executive Officers
Chief Administrative Officers
Executive Directors
Deputy Executive Directors
Chief Operations Officers
Chief Financial Officers
Directors of Finance
Chief Budget Officers
EVP & Directors of Real Estate & Development
SVP Portfolio Management
Directors of Property Management
Directors of Human Resources
Directors of Procurement
Directors of Construction
Directors of Informational Technology
Directors of Public Relations
Directors of Housing Choice Vouchers
Directors of Asset Management
Vice Presidents of HCVP



Representative Clients

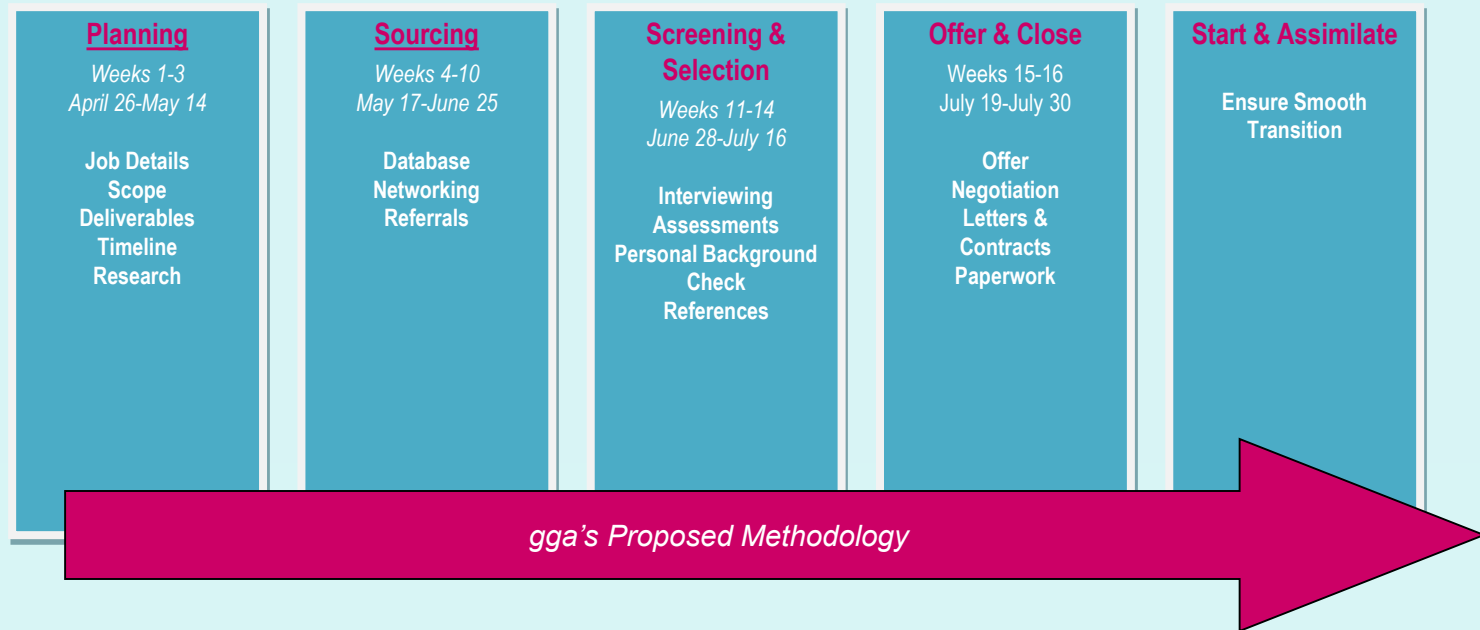
Annapolis Housing Authority
Atlanta Housing Authority
Baltimore Regional Housing Partners
Birmingham District Housing Authority
Bradenton Housing Authority
Bridgeport Housing Authority
Boulder Housing Partners
Charleston Housing Authority
Charlotte Housing Authority
Chicago Housing Authority
Cook County Housing Authority
Community Development Commission Los Angeles County
Corporation to Develop Communities in Tampa
Cuyahoga Metropolitan Housing Authority
Dallas Housing Authority
Daytona Beach Housing Authority
Deerfield Beach Housing Authority
District of Columbia Housing Authority
Durham Housing Authority
Elm City Communities (New Haven)
Fresno Housing Authority
Hoboken Housing Authority
Housing Authority of Baltimore County
Housing Authority of Cook County
Housing Authority of the County of Butler County
Housing Authority of the City of El Paso
Housing Authority of the City of Pittsburgh
Housing Authority of Kansas City
Housing Authority of New Orleans

Howard County Housing Authority
Jacksonville Housing Authority
Lafayette Housing Authority
Lucas Metropolitan Housing Authority
Lynchburg Housing Authority
Marin Housing Authority
Metropolitan Housing Alliance
Miami Dade Housing Authority
Montgomery Housing Authority
Newark Housing Authority
Norfolk Redevelopment Housing Authority
Oakland Housing Authority
Orlando Housing Authority
Peoria Housing Authority
Philadelphia Housing Authority
Preservation of Affordable Housing
Quadel
Richmond Redevelopment Authority
Saint Louis Housing Authority
San Francisco Housing Authority
Spartanburg Housing Authority
Springfield Metropolitan Housing Authority
Sacramento Housing and Redevelopment Authority
Tallahassee Housing Authority
Tampa Housing Authority
Turnstone Development
U.S. Virgin Islands Housing Authority
Wilmington (NC) Housing Authority
Winter Park Housing Authority



This is how we do it

Methodology



Planning

- gga understands the **importance of listening** to and hearing stakeholders when they speak about their needs and expectations.
- gga will **gain a complete understanding of organization's culture**.
- gga starts with **formal structured interviews** with the Board Chairs, BOC and/or the selection committee.
- gga will conduct additional interviews with stakeholders (staff, residents, community partners, etc.) to gain an understanding of the ideal candidate.

Sourcing, Screening & Selection

- We use **behavioral interview techniques**.
- We employ an extensive **internal “roundtable” approach**.
- Each **candidate interacts** with several gga staff members.
- Self report issues/problems.
- Conduct **public records, education, background** checks.
- On average **present 5 to 8** candidates to the Ad Hoc Committee for initial interviews via video.
 - 3 members City BOC
 - 3 members County BOC
 - 2 public members City
 - 2 public members County
- Interviews with finalist (2-3 candidates) will be held in Fresno and include site tours, a public presentation, and interviews with the BOC and other stakeholders.

Offer & Close

gga will facilitate this entire process and ensure that the individual is ready to start on the agreed upon date.

Start

gga actively ensures a **smooth transition** for both FH and the new CEO.