



Board of Commissioners Meeting

April 25, 2023

AGENDA

**Regular Joint Meeting of the Boards of Commissioners
of Fresno Housing**

5:00 PM • APRIL 25, 2023

This Board Meeting will be held via video and audio conferencing, and in person. The meeting can be accessed by members of the public as follows:

Meeting Location: 1260 Fulton Street (2nd Floor), Fresno, CA 93721

Via Zoom:

<https://us06web.zoom.us/j/82547656724?pwd=ZHIJTzNrbURpVjJOTUhhHTTRsUGJlUT09>

To join via teleconference, call: (669) 900-6833. Meeting ID: 825 4765 6724.

Passcode: 547565.

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) 443-8923 or ExecutiveOffice@fresnohousing.org, TTY 800-735-2929.

PAGE #

1. Call to Order and Roll Call

2. Approval of agenda as posted

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 of the Authority after the posting of this agenda.

3. Board Operations

- a. Election of Remainder Term of City Commission Vice Chair

4. 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 and 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.

5. 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)

6. Governance Matters

- a. CEO's Report – Presented by Tyrone Roderick Williams
b. Commissioners' Report

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7. 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 from the Consent Agenda and considered following approval of the Consent Agenda.

- a. Governance: Consideration of the Minutes of February 28, 2023
Approval of the minutes of the Board Meeting
- b. Consideration of Commissioner Out-of-State Travel
- c. Consideration of the Disciplinary Actions and Appeals Policy **21**
- d. Consideration of the Employee Recruitment and Selection Policy **31**
- e. Consideration of Approval to Submit Application to HUD's 2023 Emergency Safety and Security Funding **37**

8. Information Item

- a. Presentation of the Community Video
- b. Introduction of Ed Corp Consultants
Walker Community Ventures
- c. Housing Choice Voucher Updated
- d. 2023 Agency Goals
- e. Real Estate Update

9. CLOSED SESSION

- a. **CONFERENCE WITH LEGAL COUNSEL – ANTICIPATED LITIGATION**
Significant exposure to litigation pursuant to paragraph (2) of subdivision (d) of Gov. Code Section 54956.9: Number of Cases: 1
- b. **CONFERENCE WITH REAL PROPERTY NEGOTIATORS**
Property: 1749 "L" Street, Fresno CA 93721, APN: 466-132-01/03
Agency Negotiator: Tyrone Roderick Williams
Negotiating Parties: Fresno Housing and VAM Holdings, LLC
Under Negotiating: Price and Terms of Payment

10. Action

- a. Consideration of Sale of Helm Home Property located at 1749 "L" Street, Fresno. **43**
- b. Presentation and Ratification of the Infill Infrastructure Grant Program application for the City of Fresno **46**
- c. Consideration of a claim submitted by the Downtown LA Law Group on behalf of Jennifer Manson **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, February 28, 2023

5:00 P.M.

The Boards of Commissioners of the Housing Authorities of the City and County of Fresno met in a regular joint session on Tuesday, February 28, 2023, at 1260 Fulton Street, Fresno, CA. The public was able to join in person and via teleconference.

1. The regular joint meeting was called to order at 5:18 p.m. by Board Chair, Commissioner Catalano 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
 Isaiah Green
 Ruby Yanez
 Sharon Williams

ABSENT: Stacy Vaillancourt, Vice Chair
 Sabrina Kelley

The regular joint meeting was called to order at 5:18 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
 Joey Fuentes
 Valori Gallaher
 Sophia Ramos

ABSENT: Nikki Henry, Vice Chair
 Amadeo Garcia

Also, in attendance were the following: Tyrone Roderick Williams, CEO; Ken Price, Baker Manock and Jensen - General Counsel; Tammy Townsend, Deputy Executive Director; and Brandy Woodard.

2. APPROVAL OF AGENDA AS POSTED (OR AMENDED)

There was no public comment.

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

MOTION PASSED: 4 – 0

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

MOTION PASSED: 4 – 0

3. PUBLIC COMMENT AND PRESENTATIONS

There was no public comment.

4. POTENTIAL CONFLICTS OF INTEREST

There were no conflicts of interest announced at this time.

5. GOVERNANCE MATTERS

a. CEO's Report – Presented by Tyrone Roderick Williams

In addition to the written report:

- Shared a video produced by former police chief of Sacramento, Daniel Hahn about housing discrimination and limiting freedom of choice.
- Offered the opportunity to schedule a tour

There was no public comment.

b. Commissioners' report

Commissioner Ramos gave a report as follows:

Appreciation was shared on the accomplishment of the Alegre Commons project and how well the management team is doing with maintaining the property.

Chair Catalano shared his appreciation with the Alegre Commons groundbreaking and gave a recap of Chair Jones' speech and thanked the Fresno Housing team for a job well done. He went on to provide a governance update regarding the governance structure. There was a meeting with Ken Price and his team regarding the governance structure and will be meeting in March with the Chiefs and Senior Management to share ideas about what is being considered. The plan is to bring those conversations and ideas back to the board in April, May, or June for potential adoption. Cary also shared the search to fill the vacant County Commissioner seat on the Board.

Chair Jones shared that there will be emails distributed to the Commissioners regarding the Onboarding Training and to be on the lookout.

6. CONSENT AGENDA

- a. Governance: Consideration of the Minutes for the Joint Regular Board Meeting on February 28, 2023.
Approval of the minutes of the Board Meeting
- b. Consideration of Acceptance of American Rescue Plan Act (ARPA) Funding from the City of Fresno for Step Up On 99
Consideration to Accept ARPA Funding for Step Up On 99
- c. Authorization to Apply for Federal Home Loan Bank's Affordable Housing Program (AHP) Funds-Step Up On 99
Consideration of Authorization to Apply for AHP Funds for Step Up On 99
- d. Authorization to Apply for Federal Home Loan Bank's Affordable Housing Program (AHP) Funds-Heritage Estates
Consideration of Authorization to Apply for AHP Funds for Heritage Estates
- e. Authorization to Apply for Federal Home Loan Bank's Affordable Housing Program (AHP) Funds-La Joya Commons
Consideration of Authorization to Apply for AHP Funds for La Joya Commons
- f. Authorization to Ratify Donation of Promesa Commons (fka Sun Lodge) from SilverCrest, Inc.
Consideration to Ratify Acceptance of Property Donation for Promesa Commons

COUNTY MOTION: Commissioner Fuentes moved, seconded by Commissioner Gallaher to approve the amended consent agenda.

MOTION PASSED: 4 – 0

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

MOTION PASSED: 4 – 0

There was no public comment.

7. INFORMATION ITEMS

a. Shelter Operations Update

Tyrone Roderick Williams, CEO presented on this item

b. Real Estate Development Update – Capital Magnet Fund

Sevag Jierian, Asset Management Senior Manager, presented on this item.

There was no public comment.

8. CLOSED SESSION

a. EMPLOYEE PERFORMANCE EVALUATION

Title: CEO

The Boards of Commissioners moved to a closed session at 5:43 p.m.

REPORT OUT OF CLOSED SESSION

The Boards of Commissioners returned from the closed session at 5:58 p.m.

No action was taken to report.

9. ACTION

a. Consideration of Adjustment to CEO Compensation

COUNTY MOTION: *Commissioner Gallaher moved, seconded by Commissioner Ramos to approve the consideration of resolution to assign designees and authorize officers/employees to conduct business on behalf of Fresno Housing.*

MOTION PASSED: 4 – 0

CITY MOTION: *Commissioner Williams moved, seconded by Commissioner Yanez to approve the consideration of resolution to assign designees and authorize officers/employees to conduct business on behalf of Fresno Housing.*

MOTION PASSED: 4 – 0

- b. Approval of the Salary Scale for represented and unrepresented employees

COUNTY MOTION: *Commissioner Ramos moved, seconded by Commissioner Gallaher to approve the authorization to award general construction contract – Heritage Estates.*

MOTION PASSED: 4 – 0

CITY MOTION: *Commissioner Green moved, seconded by Commissioner Yanez to approve the 2023 Budgets for Agency Operating and Housing Assistance Payments.*

MOTION PASSED: 4 – 0

10. ADJOURNMENT

There being no further business to be considered by the Boards of Commissioners for the Housing Authorities of the City and County of Fresno, the meeting was adjourned at approximately 6:10 p.m.

Tyrone Roderick Williams, Secretary to the Boards of Commissioners

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EXECUTIVE DIRECTOR'S REPORT

TO: Boards of Commissioners

Fresno Housing Authority

FROM: Tyrone Roderick Williams

Chief Executive Officer

SUBJECT: CEO'S REPORT

DATE: April 20, 2023

BOARD MEETING: April 25, 2023

AGENDA ITEM: 6a

AUTHOR: Various Staff

Executive Summary

The Boards of the Fresno Housing Authority have established four strategic goals: 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 toward 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
Esperanza Commons (<i>fka Mendota Farm Labor</i>)	Under Construction	241 Tuft Street Mendota, CA	60	54%
Corazón del Valle Commons (<i>fka Huron RAD</i>)	Under Construction Pending HCD HOME Application	Fresno and 12 th Street Huron, CA	61	57%
The Arthur @ Blackstone (<i>fka Blackstone/Simpson</i>)	Under Construction	3039 N Blackstone Avenue Fresno, CA	41	33%
Sun Lodge (<i>fka Day's Inn</i>)	Under Construction	1101 N. Parkway Drive Fresno, CA	64	61.16%
Citrus Gardens	Under Construction	201 Citrus & 451 10 th St. Orange Cove, CA	30	5%
Avalon Commons Phase I (<i>fka Chestnut/Alluvial</i>)	Under Construction	7521 N. Chestnut Ave. Fresno, CA	60	0%
La Joya Commons Phase I (<i>fka Firebaugh Family</i>)	Pre-Development 2021 Joe Serna, Jr. Awarded 2 nd Round TCAC Awarded Pending AHP Application June 2023 Closing	1501 Clyde Fannon Road Firebaugh, CA	68	N/A
Step Up on 99 (<i>fka Motel 99</i>)	Pre-Development Homekey Awarded 2 nd Round TCAC Awarded Pending City of Fresno Award Pending AHP Application July 2023 Closing	1240 & 1280 Crystal Ave Fresno, CA	63	N/A
Heritage Estates (<i>fka Florence & Plumas</i>)	Pre-Development Pending City of Fresno PLHA Award; HOME Funds Award Pending AHP Application	Southwest Fresno-TBD	33	N/A

San Joaquin Commons Phase I	Pre-Development	Corner of West Colorado Avenue & 5th Street, San Joaquin, CA 93660	51	N/A
Parkside Inn/Golden State Triage	Pre-Development Pending LHTF Application	1415 W. Olive Avenue, Fresno	39	N/A
North Fulton Development	Pre-Development Pending IIG-C Application Pending LHTF Application	1302 Fulton Street, Fresno	TBD	N/A
Avalon Commons Phase II (<i>fka Chestnut/Alluvial</i>)	Pre-Development Pending LHTF Application	7521 N. Chestnut Ave. Fresno, CA	45	N/A
La Joya Commons Phase II (<i>fka Firebaugh Family</i>)	Pre-Development	1501 Clyde Fannon Road Firebaugh, CA	TBD	N/A
California Avenue Neighborhood	Pre-Development Planning CNI Awarded	Southwest Fresno - TBD	TBD	N/A

Project Highlights

Avalon Commons Phase I achieved financial closing on April 7, 2023, and will soon begin construction. Esperanza Commons is also anticipated to complete the construction of Phase I of the project in May 2023.

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
Avalon Commons Phase I (<i>fka Chestnut/Alluvial</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

Accounting and Finance

As part of the Agency audits, the Accounting staff is working closely with CohnReznick to understand our internal control procedures. Staff is also working with Novogradac to finalize the Audits and Tax Returns for the Limited Partnerships.

The accounting leadership team is working closely with Human Resources during the recruitment process for an Accountant.

MANAGEMENT GOALS

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

Sustainability

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

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

Innovation Technology and Information Systems

The agency has achieved a significant milestone in its effort to improve communication to better serve our residents and streamline communication among Fresno Housing staff members. Over the past year, the Information Technology (IT) team has been setting up the infrastructure to support a new phone system, we are very excited to announce that RingCentral has officially launched.

RingCentral brings the entire agency into one phone system. It will allow all staff members and sites to be managed and maintained under one application. RingCentral works with Microsoft Teams and has its own stand-alone application as well. Staff will be able to make and receive calls straight from their computer or out in the field with their cell phone.

RingCentral offers a lot of additional features such as texting and faxing for all users while reducing equipment footprint. Additionally, the improved interface allows managers and supervisors to manage their teams and configurations. Detailed reporting and analytics help identify issues and ensure top-quality service. This project required a tremendous amount of effort from all departments, but especially from Nick Sellai, our Systems Administrator in the IT Department. Mr. Sellai served as the project manager, and through his leadership and dedication, Mr. Sellai was instrumental in launching RingCentral for the agency

Human Resources

This month marks the launching of the Commissioner Onboarding online course. As Commissioners complete each module they will develop a more comprehensive understanding of their role as well as the Agency, its policies, finances, and structure.

We are continuing with the second cohort of our Supervisor Academy and the initial cohort of the Aspire Academy. The modules presented to the Supervisor Academy cohort include The Hiring Process, Labor and Employee Relations, and a new module titled Change Management. The modules presented to the Aspire Academy cohort were Performance Development and Management as well as Recognition, Coaching, and Progressive Discipline.

This month's safety subject is Safe Driving. We will take this opportunity to reinforce the importance of safe/defensible space, following the rules of the road, vehicle pre-checks, preventing distracted driving, and maintaining an awareness of the surrounding traffic and conditions.

The Human Resources department is in various stages of conducting recruitment for the job titles noted below. Over the last month, 41 interviews have been conducted.

<u>Working Title</u>	<u>Internal/External</u>	<u>Vacancies</u>	<u>Department</u>
<i>Assistant Construction Project Manager</i>	<i>Both</i>	<i>1</i>	<i>Real Estate Development</i>
<i>Compliance Coordinator</i>	<i>Both</i>	<i>1</i>	<i>Property Management</i>
<i>Customer Services Assistant</i>	<i>Both</i>	<i>1</i>	<i>Housing Choice</i>
<i>Information Management Systems Analyst</i>	<i>Both</i>	<i>1</i>	<i>Office of Inclusion Initiatives and Resident Empowerment</i>
<i>IT Help Desk Coordinator</i>	<i>Both</i>	<i>1</i>	<i>IT/IS</i>
<i>Maintenance Assistant</i>	<i>Both</i>	<i>1</i>	<i>Property Management</i>
<i>Maintenance Technician</i>	<i>Both</i>	<i>3</i>	<i>Property Management</i>
<i>Office Assistant Floater</i>	<i>Both</i>	<i>1</i>	<i>Housing Choice</i>
<i>Procurement Analyst</i>	<i>Both</i>	<i>1</i>	<i>Administrative Services</i>

<i>Program Initiatives</i>	<i>Coordinator- Strategic</i>	<i>Both</i>	<i>1</i>	<i>Strategic Initiatives</i>
<i>Property Specialist II</i>		<i>Both</i>	<i>3</i>	<i>Property Management</i>
<i>Senior Analyst-SHOPE</i>		<i>Both</i>	<i>1</i>	<i>Housing Choice</i>
<i>Senior Project Manager</i>		<i>Both</i>	<i>1</i>	<i>Real Estate Development</i>

The Human Resources department is proud to announce the following new hires and, promotions:

<i>Type</i>	<i>Date of Hire</i>	<i>Name</i>	<i>Title</i>	<i>Department</i>
<i>Promo</i>	<i>3/27/2023</i>	<i>Mario Cruz</i>	<i>Maintenance Technician</i>	<i>Property Management</i>
<i>New Hire</i>	<i>4/10/2023</i>	<i>Maw Lee</i>	<i>Property Specialist II</i>	<i>Property Management</i>
<i>New Hire</i>	<i>4/10/2023</i>	<i>Hector Martinez</i>	<i>Property Specialist II</i>	<i>Property Management</i>
<i>New Hire</i>	<i>4/10/2023</i>	<i>Michael Monge</i>	<i>Maintenance Technician</i>	<i>Housing Choice Voucher</i>
<i>New Hire</i>	<i>4/10/2023</i>	<i>Terrance Burks</i>	<i>Client Services Specialist</i>	<i>Housing Choice Voucher</i>

Structure

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

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

Resident Empowerment

Valley PBS

During spring break, Valley PBS hosted “Engineer It, Kids” at Legacy Commons. Youth grades K-6th enjoyed a weeklong workshop engaging them in activity-based programming designed to encourage youth to pursue interests in science, technology, engineering, and mathematics (STEM). The program was open for parents to participate with their children.



Every Neighborhood Partnership

A spring break youth program was offered at Villa Del Mar and Yosemite Village. Every Neighborhood Partnership connected volunteers to each site to host a series of indoor and outdoor activities. The youth enjoyed arts and crafts, creating origami, and making slime. They also enjoyed outdoor sports such as basketball and badminton. Each day snacks and beverages were provided.

Sherwin Williams Paint Training Program

The Sherwin Williams Paint Training program is returning to Fresno! The weeklong program provides adult residents the opportunity to learn commercial painting techniques in a classroom and hands-on setting. Participants in the program may receive a Renovation, Repair, and Painting Certification (RRP), a certification that is valid for 5 years and is important to have to work in the field of construction. Upon completion of the program, residents will be provided an opportunity to gain skills for employment opportunities. The program runs May 1st – 5th, 8:00 am – 4:30 pm at Legacy Commons.

If anyone is interested in attending, please contact Irma Garcia at 559-513-5411 or email

Property Management

FRESNO HOUSING PORTFOLIO - MANAGED ASSETS, 03/01/2023-03/31/2023			
	Total No. of Units	Total Vacant	Current Occupancy
CITY OF FRESNO			
City of Fresno	1182	19	97.88%
COUNTY OF FRESNO			
County of Fresno	1151	36	96.52%
COUNTY OF FRESNO - SEASONAL			
Seasonal Properties	194	134	30.92%
Hold/In Construction	178	62	65.16%

Garland Gardens staff and residents will be participating in the second annual Pleasant Street Neighborhood Block Party. This community event is a result of past neighborhood meetings and is scheduled for May 20, 2023. It is being sponsored by several properties and landlords on Pleasant Street, including Garland Gardens. A total of 27 non-profit organizations are also donating food and other items. We had approximately 700 people in attendance last year and hope to double that number this year.

The Parlier Migrant Center (PMC) officially opened its doors for the 2023 Season on April 5th. Close to 80 families were housed in the first two days. Several staff members from County East participated by providing extra help completing paperwork, conducting move-in inspections, and greeting our families as they returned to their home-away-from-home for the 2023 Harvest. During the off-season, all units at PMC received new coolers, flooring, paint, and brand-new kitchen appliances. The families were pleasantly surprised and grateful for the much-needed upgrades.

We have continued to host safety meetings for our residents at several sites throughout our portfolio. The topic this month was Scam Prevention. Fresno Housing Safety Officers shared a presentation on scams trending in the local area, best practices for prevention, and how to report issues. The officers attended meetings held at Sequoia Courts, Viking Village, Pacific Gardens, and Inyo Terrace. Staff and residents also shared stories about how they had fallen victim to various scams in the past in an effort to help others avoid those same experiences.

Staff at El Puente worked with Muddy Eyes to host an Easter Event for our families. They had tacos for lunch, cake walks, photos with the Easter Bunny, desserts, and Easter Baskets for every child and teenager. Thank you, Cynthia, Veronica, Muddy Eyes, and everyone else who helped make this great event so memorable for our families.

El Puente – Emergency Housing



FH Safety Officer, Luke Taylor hosted an Easter Egg Hunt at Sequoia Courts and Sequoia Courts Terrace. He partnered with “Teens that Care”, Service Officer Christina Hoemberg, and other volunteers from Fresno PD. Together they handed out small gifts, and healthy snacks, and provided a cotton candy machine. They also offered free fingerprinting for our kids and donated 500 Easter Eggs filled with candy. They had two Easter Egg Hunts, one for toddlers and one for the older kids. The event was a huge success and well attended by many of our residents. Property Management staff, David Price and Jose Franco who work at Sequoia Courts were also present for the event and worked with Officer Taylor to help make this event the success that it was. Thank you to everyone who participated.

Sequoia Courts/Sequoia Courts Terrace





Strategic Outreach

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

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

BOARD MEMO

TO:	Boards of Commissioners	AUTHOR:	Jeff Cardell
FROM:	Tyrone Roderick Williams, CEO		Director of Human Resources
MEETING DATE:	04/25/2023	DEPARTMENT:	Human Resources
AGENDA ITEM:	7c	MEMO DATE:	04/18/2023
SUBJECT:	Consideration of the Disciplinary Actions and Appeals Policy		

Executive Summary

The purpose of this memo is to ask the Boards of Commissioners to approve the Disciplinary Actions and Appeals Policy which is applicable to unrepresented employees.

In summary, the attached is being revised to clarify when certain disciplinary actions should be utilized, that FLSA-exempt employees can be suspended, that discipline other than termination does not impact at-will employment, and that serious discipline is any action greater than a written reprimand. Finally, disciplinary probation is being deleted since discipline is not required to administer an off-cycle performance evaluation for an unrepresented employee.

Fresno Housing staff, along with Employment Counsel, have reviewed the Disciplinary Actions and Appeals Policy to ensure it is consistent with applicable Federal and State law and is consistent with Human Resource best practices.

Recommendation

It is recommended that the Boards of Commissioners approve and adopt the Disciplinary Actions and Appeals Policy.

Fiscal Impact

There is no fiscal impact associated with the adoption of the Disciplinary Actions and Appeals Policy.

Background Information

As part of the continuing effort to ensure the Agency's Personnel Policies remain current, the Human Resources Department has reviewed and revised the Disciplinary Actions and Appeals Policy in collaboration with Senior Leaders, Employment Counsel and our labor partners.

The Memorandum of Understanding with Service Employees International Union (SEIU) contains an article that provides the disciplinary procedures for the employees that are represented by SEIU. The attached is applicable to employees who are not represented by SEIU.

It is the policy of the Agency to administer discipline progressively in a consistent and equitable manner dependent upon the totality of the circumstances. The substantive changes to the Disciplinary Actions and Appeals Policy are summarized below.

- Clarify when the different disciplinary actions should be considered given the nature and frequency of an infraction or infractions.
- Clarify that FLSA-exempt employees may be suspended for one or more full work days based on violations of work rules.
- Remove disciplinary probation as a type of discipline because the Agency is not required to take disciplinary action to conduct an off-schedule performance evaluation for unrepresented employees.
- Clarify that any disciplinary action other than termination for an at-will employee does not otherwise limit or diminish the ability of the Executive Director to terminate the employment relationship of the at-will employee at any time.
- Clarify that serious discipline is something other than a verbal or written reprimand.
- Clarify that discourteous treatment of the public or other employees includes verbal and physical intimidation and inappropriate physical conduct.

Disciplinary Actions & Appeals

It is the policy of Fresno Housing (FH) to administer discipline in a consistent and equitable manner throughout all Departments. When an employee's job performance, actions, or behavior fall below acceptable standards, FH will take action dictated by the totality of the circumstances of each case. The more serious the infraction, or the more frequent, the more severe the disciplinary action to be taken. Individual circumstances may reduce or increase the severity level of a particular disciplinary action. All disciplinary actions will be confirmed in writing with a copy provided to the employee and placed in their personnel file.

Types of Disciplinary Action. Discipline may take the form of a verbal or written reprimand; suspension, without pay; salary reduction; demotion; termination and/or any other form appropriate under the circumstances.

Verbal Reprimand: A formal discussion with an employee about their performance and/or conduct. Unless circumstances indicate otherwise, this is typically the first form of discipline and is typically reserved for minor offenses. The FH representative conducting the formal discussion will prepare a memorandum summarizing the content of the discussion with the employee and will give a copy to the Human Resources Department, to be placed in the employee's personnel file.

- Written Reprimand: This level of discipline should be used when an offense or offenses warrant a written document reprimanding an employee behavior or conduct or when a verbal reprimand has not achieved improved behavior or conduct. The document is to contain a statement of the specific action of the employee; the rule(s) violated; and a statement that further violations will result in more severe discipline. . A copy of this reprimand must be provided to the employee with a copy placed in the employee's r personnel file. An employee has five (5) FH workdays to file a response, if desired. The employee will direct the original response to their department head and a copy to the Human Resources Department, which shall be filed in the employee's personnel file.
- Suspension: A temporary absence without pay for a period not to exceed thirty (30) days. Suspension is a serious form of discipline and should only be used for serious offenses or for the most recent in a series of offenses not corrected by less severe disciplinary action. A suspension without pay must be confirmed in writing and is placed in the employee's personnel file. Before being placed on suspension, the employee will be personally given a letter that summarizes the reasons for the suspension, the nature of the improvement in performance that the FH expects and the length of the suspension.
- Salary Reduction: A reduction in the employee's pay. The reasons for this deduction will be confirmed in writing with one copy sent to the employee and one copy placed in the employee's personnel file. Prior to implementation of a salary reduction, the employee will be personally given a letter that summarizes the reasons for the salary reduction, the nature of the improvement in

Disciplinary Actions & Appeals. Board Approved 4/2023

performance that the FH expects and the period of time the salary reduction will apply.

- **Demotion:** A reduction to a position in a lower salary range. Demotion can occur for the same reasons as a suspension or salary reduction, but should be limited to cases where job performance in the higher job or class is inadequate and demotion of an employee is the best way to achieve acceptable performance. In the event of a demotion, the employee's salary shall be reduced as determined by the circumstances, but it shall not be more than the maximum of the salary range assigned to the demoted position and the employee's anniversary dates for performance review and eligibility for increases shall remain unchanged. A demotion must be confirmed in writing and is placed in the employee's personnel file. Before the effective date of the demotion, the employee will be personally given a letter that summarizes the reasons for the demotion, the nature of the improvement in performance that the FH expects.
- **Termination:** Discharge or removal from FH service, which prevents an employee from any future employment with the FH. Termination should be used when the offense or circumstances are so egregious that retention is not acceptable, or when the action of the employee is the latest in a series of offenses showing that the employee is unwilling or unable to correct their behavior, conduct, or performance despite previous progressive discipline. A termination must be confirmed in writing and is placed in the employee's personnel file. Before the effective date of the termination, the employee will be personally given a letter that summarizes the reasons for the action.

Causes for Disciplinary Action include, but are not limited to, the following:

1. Incompetence;
 2. Inefficiency;
 3. Insubordination;
 4. Neglect of duty;
 5. Absence without leave;
 6. Dishonesty;
 7. Fraud in securing employment or promotion;
 8. Discourteous treatment of the public or other employees, including verbal and physical intimidation and inappropriate physical conduct;
 9. Drinking alcoholic beverages on the job or reporting for work or being at work while under the influence of alcohol or intoxicants;
 10. Unless legally authorized to do so, taking, possessing, being under the influence of, or offering for sale or providing any controlled substance while on duty. The term "controlled substance" shall have the meaning that the term has in the California Health and Safety Code, Division 10;
 11. Conviction of a felony or misdemeanor involving moral turpitude. (The term "conviction" includes conviction as a result of a plea of guilty or a plea of *nolo contendere*, a conviction with or without a jury, and a conviction after a demurrer in the case mentioned in Section 1010 of the California Penal Code. For purposes of the FH's policies, a conviction is final upon the date of a plea or a jury verdict, notwithstanding any further proceedings or any appeal);
 12. Any conduct on or off duty which bears some rational relationship to the employment and is of a
- Disciplinary Actions & Appeals. Board Approved 4/2023*

character that can reasonably result in the impairment of or discredit to FH;

13. Abuse of sick leave;
 14. A single willful and/or the repeated violation of any FH policy(s), regulation(s), or order(s);
 15. Harassment of any individual on the basis of protected characteristic as defined by State or Federal law or in the Anti-Harassment and Discrimination policy against one or more members of the public or another employee while acting in the capacity of an FH employee, or retaliation for an employee filing a claim of harassment or engaging in a protected activity;
 16. Violation of any FH policy, state or federal stature or local ordinance;
 17. Verbal/physical intimidation, inappropriate physical contact, and bringing weapons, firearms, or illegal substances into the workplace.
18. Removing from the premises any FH equipment, tools, materials or resources for personal use.

Employees Exempt under the Fair Labor Standards Act

Deductions from pay of exempt employees may be made for unpaid disciplinary suspensions of one or more full days based on violations of workplace rules.

Non-Serious Discipline

When the discipline will be a verbal or written reprimand, the supervisor will meet with the employee and explain the nature of the conduct or performance, which necessitated the meeting. The supervisor will give the employee an opportunity to verbally respond and will tell the employee what disciplinary action is being imposed. The employee will be informed of the right to respond to the allegations in writing and that a copy of that written response will be placed in his/her personnel file along with the reprimand.

At- Will, probationary and temporary employees are terminable at-the discretion of the appointing authority and may therefore, be disciplined, including terminated; with or without cause for any reason whatsoever. FH's Executive Director or designee must approve all probationary terminations and at will terminations. The decision to administer discipline in any form other than termination of an at-will employee does not limit or diminish the ability of the Executive Director to terminate the employment relationship at any time.

Serious Discipline

Introduction: The Executive Director or their designee may take action against an employee if serious discipline must be imposed. Serious discipline is something other than a verbal or written reprimand. The letter initiating the disciplinary process will be served on the employee in person or by certified mail. . .

The letter shall include the following information:

1. Statement of the nature of proposed disciplinary action;
2. The reason(s) and/or cause for the proposed action;
3. The facts and circumstances together with a copy of all the materials upon which said disciplinary

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action is based;

4. The effective date of the proposed action; and,
5. The fact that the employee has ten (10) FH workdays from the date of service of FH's I letter to respond in writing or verbally, or both verbally and in writing. The letter will identify a date, time, and location at which the Hearing Officer will receive any verbal response which the employee chooses to make.
6. The letter will inform the employee of their right to have representation during the pre-disciplinary process.

Following the meeting, the Hearing Officer shall consider the response, if any, and investigate as necessary before making a written recommendation to the Executive Director regarding their findings and any recommended disciplinary action against the employee within fifteen (5) FH workdays.

Decision Re: Appropriate Disciplinary Action. The Executive Director shall then determine if the proposed and/or recommended action is appropriate; whether the proposed and/or recommended action should be modified; whether no action should be taken; or whether further investigation should be conducted. A written notification will then be given to the employee from the Executive Director describing the nature of the disciplinary action, if any. If the chosen action is less severe than dismissal, demotion, reduction in pay and/or suspension without pay then the Executive Director's decision shall be final and may not be appealed since it is non-serious discipline.

If the Executive Director's written notification advises the employee that he/she is terminated, demoted, will have his/her pay reduced, or that he/she will be suspended without pay, the notification shall specify: the cause(s), facts and circumstances for the action; the effective date of the action; and the employee's right to seek review for the decision by way of the below Alternative Dispute Resolution Procedures. The Executive Director's letter shall explain that the decision shall become final and binding if the employee does not deliver within fifteen (10) FH workdays to FH's Executive Director or designee a written appeal letter demanding arbitration of the disputes and listing and fully explaining all grounds for appealing to arbitration. This appeal process does not apply to terminations of employees on probation, temporary employees, or employees that are demoted during a promotional probationary period.

Representation: An employee may have present at any interview or meeting concerning disciplinary action, or where there is probable cause to believe that disciplinary action may be taken, a representative of the employee's choice.

Alternative Dispute Resolution Procedures (i.e., mediation and binding arbitration of all disputes): Appeal of the Executive Director's decision (including any and all employee cross-claims or demands related to or resulting from the employment relationship or working conditions) shall be solely and exclusively resolved by final and binding arbitration conducted pursuant to the provisions of the California Arbitrations Act (California Code of Civil Procedure Section 1280, et seq.) before a mutually selected neutral, who is experienced in employment law. Judgment exclusively upon the arbitration award may be confirmed by any court having jurisdiction. Such arbitrable claims or controversies shall be understood to include, but not be limited to, all statutory employment claims arising under federal, state, or local law. If any part of this Alternative Dispute Resolution Procedure is ever found to be unlawful or invalid, then the remaining portions of this Alternative Dispute Resolution Procedure shall remain in full force and effect and binding

Disciplinary Actions & Appeals. Board Approved 4/2023

on the employee and FH.

Step 1 - Mediation

1. In the event that any controversy is not resolved during the Meeting and the Executive Director's subsequent decision is thereafter timely challenged by the employee's filing within fifteen (15) FH workdays an appeal demanding binding arbitration of the dispute) then FH and the employee may in their discretion agree to postpone the arbitration pending mediation. If such an agreement occurs, the mediation will be an informal, confidential, and non-binding settlement conference or conferences between the parties in which neutrally selected mediator will seek to guide the parties to a mutual resolution of the case. The fee of the mediator will be paid by FH.
2. The mediation process shall continue until the case is resolved or until the mediator makes a finding that, there is no possibility of resolution through mediation, or until either party elects to cancel the mediation process and proceed to binding arbitration.

Step 2 - Binding Arbitration the parties shall mutually agree upon a neutral to serve as the arbitrator. If such agreement is not promptly forthcoming, then the arbitrator shall be selected by the Fresno County Superior Court in accordance with the provisions of the California Arbitration Act. The arbitration shall be conducted before a certified court reporter and shall take place within the County of Fresno. The arbitrator shall select such time and place promptly after being appointed, and the arbitrator shall give written notice (of the selection) to each party at least thirty (30) days before the arbitration date. At the arbitration hearing, either party may present all relevant evidence; or the rules of evidence applicable to judicial proceedings (in the sole discretion of the arbitrator) may not govern. However, on all other respects, the arbitrator shall follow, award and decide in accordance with all applicable California Law and all applicable Federal Law. The arbitrator shall hear and determine the matter and shall execute, acknowledge and issue an award and a written decision, therein fully explaining the basis of the arbitrator's ruling. The arbitrator shall cause a copy of the award and written decision to be served upon each of the parties within thirty (30) FH workdays after the conclusion of the evidentiary hearing and the submission of the matter of Post-Hearing Briefs to the arbitrator, unless otherwise agreed by the parties. The arbitrator's final decision (after requests for corrections and clarification are ruled upon by the arbitrator) shall be deemed the final decision of FH, and shall be finally binding upon the employee and all participants to the arbitration.

Prior to the arbitration hearing, the parties shall have the right to conduct reasonable discovery, with reasonableness of each parties' discovery request to be decided in advance by the neutral arbitrator based on the nature of the dispute being arbitrated.

The arbitrator may award all remedies normally available in other relevant forums where similar claims might have otherwise been raised by either party. In other words, the arbitrator will have the power to grant the type of relief normally and reasonably available to either a plaintiff or a defendant in the statutory arenas and forums where the parties might have otherwise litigated their claims against one another.

FH will pay all of the arbitrator's fees and costs, as well as all of the court reporters expenses. The employee and FH shall each bear their own legal fees and costs.

Step 3 - Decision the arbitrator's written decision shall be issued within thirty (30) days after the hearing and the submission of the matter on closing briefs. It shall be served by the Arbitrator on the Executive Director and Director of Human Resources and on the employee and their representative. The arbitration's final award, (after requests for corrections and clarification are ruled upon by the arbitrator) shall be final and binding on the employee and on FH. Thereafter any judicial review of the arbitrator's final award shall be solely made pursuant to section 1094.6 of the California Code of Civil Procedure. A party seeking such judicial review of the arbitrator's final decision must file the review petition with the Superior Court within ninety (90) days from the date that the California Code of Civil Procedure section 1094.6 notice of decision is served on the employee and/or his representative.

RESOLUTION NO. _____

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

RESOLUTION TO APPROVE THE AMENDED DISCIPLINARY ACTIONS AND APPEALS
POLICY

WHEREAS, the aforementioned Disciplinary Actions and Appeals Policy is revised to clarify a number of policy provisions, including but not limited to, what is considered serious discipline, typically when the respective levels of discipline are considered, and removing disciplinary probation as a disciplinary action.

NOW THEREFORE, BE IT RESOLVED that the Board of Commissioners of the Housing Authority of the City of Fresno does hereby approve the amended Disciplinary Actions and Appeals Policy.

PASSED AND ADOPTED THIS 25th DAY OF APRIL 2023. I, the undersigned, hereby certify that the foregoing Resolution was duly adopted by the governing body with the following vote, to-wit:

AYES:

NOES:

ABSTAIN:

ABSENT:

Tyrone Roderick Williams, Secretary of the Boards of Commissioners

RESOLUTION NO. _____

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

RESOLUTION TO APPROVE THE AMENDED DISCIPLINARY ACTIONS AND APPEALS
POLICY

WHEREAS, the aforementioned Disciplinary Actions and Appeals Policy is revised to clarify a number of policy provisions, including but not limited to, what is considered serious discipline, typically when the respective levels of discipline are considered, and removing disciplinary probation as a disciplinary action.

NOW THEREFORE, BE IT RESOLVED that the Board of Commissioners of the Housing Authority of the County of Fresno does hereby approve the amended Disciplinary Actions and Appeals Policy.

PASSED AND ADOPTED THIS 25th DAY OF APRIL 2023. I, the undersigned, hereby certify that the foregoing Resolution was duly adopted by the governing body with the following vote, to-wit:

AYES:

NOES:

ABSTAIN:

ABSENT:

Tyrone Roderick Williams, Secretary of the Boards of Commissioners

BOARD MEMO

TO: Boards of Commissioners
FROM: Tyrone Roderick Williams, CEO
MEETING DATE: 04/25/2023
AGENDA ITEM: 7d
SUBJECT: Consideration of the Employee Recruitment and Selection Policy

AUTHOR: Jeff Cardell
 Director of Human Resources
DEPARTMENT: Human Resources
MEMO DATE: 04/17/2023

Executive Summary

The purpose of this memo is to ask the Boards of Commissioners to approve the Employee Recruitment and Selection Policy. The attached Policy replaces the Recruitment and Selection Policy that was approved by the Boards in 2017.

In summary, the attached policy is being updated consistently with our DEI initiative. In addition, the attached updated policy delineates the responsibility of Human Resources Department staff and hiring managers throughout the employee recruitment and selection process.

Recommendation

It is recommended that the Boards of Commissioners approve and adopt the Employee Recruitment and Selection Policy.

Fiscal Impact

There is no fiscal impact associated with the adoption of the Employee Recruitment and Selection Policy.

Background Information

As part of the continuing effort to ensure the Agency's Personnel Policies remain current, the Human Resources Department has reviewed and revised the Recruitment and Selection Policy in collaboration with Senior Leaders and our labor partners.

In the revised Policy, the Agency reinforces that recruitment processes are carried out with an emphasis on an equal opportunity, diversity, equity, and inclusion in compliance with all applicable laws. In addition, the Policy states that a comprehensive recruitment plan is prepared for each personnel requisition to establish each step of the recruitment process and the associated timeline. Finally, the Policy further delineates the responsibilities of the Human Resources Department and identifies the responsibilities of the hiring manager throughout the recruitment and selection process.

Employee Recruitment and Selection Policy

Purpose

This policy provides standards for the Agency's employee recruitment and selection processes that are fair consistent, timely, efficient, and effective. These processes are designed and carried out with the goal of attracting and selecting the most qualified candidates with an emphasis on equal opportunity, diversity, equity, and inclusion in compliance with all applicable federal and state laws.

Recruitment

The Agency actively recruits for current and projected staffing needs and supports professional development by providing opportunities to promote from within the Agency. Each recruitment will be conducted for a reasonable period of time, in response to an approved personnel requisition, to ensure sufficient opportunity for candidates to submit applications. All job announcements will identify the job-related requirements, indicate that the Agency is an equal opportunity employer, state the salary range, and will be posted for a minimum of five (5) calendar days with distribution to a wide array of organizations including those that are of general interest and industry specific. In addition, each job announcement states that employment applications are accessible through the Agency website and are to be completed online.

In collaboration with the hiring department, Human Resources staff prepares a comprehensive recruitment plan for each personnel requisition to establish each step of the recruitment process and the associated timeframe. Throughout the recruitment process, Human Resources staff remains in constant contact with the hiring department to provide regular updates regarding recruitment plan progress, and as necessary, recommends plan revisions to ensure a successful recruitment effort.

Selection

The selection of each candidate for hire as an employee with the Agency will be through a competitive process with the objective of evaluating each applicant's qualifications to determine if the job requirements and competencies have been met. The selection process begins once the final filing date for submitting employment applications has passed.

Selection processes for hire, transfer or promotion are designed to ensure they are job-related, based on business necessity, and related to "essential job functions" (with or without reasonable accommodation). The selection process may include, but is not limited to: written tests, supplemental questionnaires, phone screening, interviews, performance tests, subject matter expert evaluation of work experience and training, medical examination, background investigation, successful completion of prescribed training, or any combination of these or other evaluation tools. At the discretion of the Agency, a candidate who interviews for a position may be hired in a lower classification even though a recruitment for the lower classification has not been opened to receive applications.

Prior to selection, other factors may be considered during the selection process including performance evaluation ratings, disciplinary action(s) in employee files, and relevant, job-related feedback from current and former supervisors and/or co-workers.

Temporary Employees

To fill in for an employee on leave, assist with temporary workload imbalances during recruitment for a regular position, and other circumstances that may require additional staff for a limited period of time, the Agency will hire Temporary Employees typically sourced through contracted staffing firms. Temporary assignments are limited to six months or 1,000 hours, whichever is reached first in the fiscal year of the retirement plan (July-June). Temporary employees may return for additional assignments so long as they have not reached their time limit, and have ended their assignment in good standing.

Responsibility

The Human Resources Department is responsible for the overall coordination and conduct of non-discriminatory recruitment and selection processes in compliance with the Agency's Equal Employment Opportunity Policy and Procedure. These processes include but are not limited to processing of personnel requisitions, preparing and posting job announcements, as well as receiving and screening applications. Human Resources is also responsible for providing comprehensive instruction to hiring managers, interview panel members, and other evaluators on their responsibility to ensure fair and objective evaluation of each applicant including, but not limited to, how to recognize, mitigate and minimize any implicit bias. When selecting interview panel members and evaluators, Human Resources staff will, ensure diversity of the individuals serving in those respective roles, to the greatest extent possible.

In coordination with the hiring department, Human Resources staff schedules each phase of candidate evaluations. Once a candidate is selected, Human Resources is responsible for conducting reference checks, participates in the extension of conditional offers of employment, conducting background checks, and scheduling physical exams.

The hiring manager is responsible for ensuring compliance with the Agency's Equal Employment Opportunity Policy and Procedure as well as ensuring that Human Resources is provided with any changes to the job which necessitate revision of the job description. In addition, the hiring manager will serve as a resource to Human Resources in the identification of the primary essential functions of the job, industry specific opportunities for distribution of the job announcement, and will participate in the development of any supplemental questionnaires, subject matter expert evaluation tools, and interview or assessment center questions. Finally, the hiring manager is responsible for working in collaboration with Human Resources staff throughout the recruitment and selection process to fill the position and establish a comprehensive and thorough orientation to the job when hired.

RESOLUTION NO. _____

BEFORE THE BOARD OF COMMISSIONERS OF THE

HOUSING AUTHORITY OF THE CITY OF FRESNO

RESOLUTION TO APPROVE THE EMPLOYEE RECRUITMENT AND SELECTION
POLICY

WHEREAS, the Housing Authority of the City of Fresno adopted the current Recruitment and Selection Policy on 4/25/2017; and

WHEREAS, the aforementioned Recruitment and Selection Policy is revised to be consistent with the Agency’s Diversity, Equity, and Inclusion Initiative and to clarify the roles of the Human Resources Department and the hiring manager throughout the recruitment and selection process.

NOW THEREFORE, BE IT RESOLVED that the Board of Commissioners of the Housing Authority of the City of Fresno does hereby approve the amended Employee Recruitment and Selection Policy.

PASSED AND ADOPTED THIS 25th DAY OF APRIL 2023. I, the undersigned, hereby certify that the foregoing Resolution was duly adopted by the governing body with the following vote, to-wit:

AYES:

NOES:

ABSTAIN:

ABSENT:

Tyrone Roderick Williams, Secretary of the Boards of Commissioners

RESOLUTION NO. _____

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

RESOLUTION TO APPROVE THE EMPLOYEE RECRUITMENT AND SELECTION
POLICY

WHEREAS, the Housing Authority of the County of Fresno adopted the current Recruitment and Selection Policy on 4/25/2017; and

WHEREAS, the aforementioned Recruitment and Selection Policy is revised to be consistent with the Agency’s Diversity, Equity, and Inclusion Initiative and to clarify the roles of the Human Resources Department and the hiring manager throughout the recruitment and selection process.

NOW THEREFORE, BE IT RESOLVED that the Board of Commissioners of the Housing Authority of the County of Fresno does hereby approve the amended Employee Recruitment and Selection Policy.

PASSED AND ADOPTED THIS 25th DAY OF APRIL 2023. I, the undersigned, hereby certify that the foregoing Resolution was duly adopted by the governing body with the following vote, to-wit:

AYES:

NOES:

ABSTAIN:

ABSENT:

Tyrone Roderick Williams, Secretary of the Boards of Commissioners

BOARD MEMO

FRESNO VIBRANT
COMMUNITIES
QUALITY HOUSING ENGAGED RESIDENTS

TO:	Boards of Commissioners	AUTHOR:	Dave Brenner
FROM:	Tyrone Roderick Williams, CEO		Development Manager
MEETING DATE:	04/25/2023	DEPARTMENT:	Real Estate Development
AGENDA ITEM:	7e	MEMO DATE:	4/18/2023
SUBJECT:	Approval to Respond to HUD's 2023 Emergency Safety and Security Annual Funding Notification		

Executive Summary

The purpose of this board memo is to request approval from the Boards of Commissioners to submit for the U.S. Department of Housing and Urban Development's ("HUD") Emergency Safety and Security NOFA. First released in March 2022 (PIH Notice 2022-05), this HUD program is designed to support enhancements at Low-Income Public Housing ("LIPH") properties. The program awards HUD Capital Funds designated for safety, security, and emergency construction measures.

In 2021, the Housing Management Division began an assessment of safety and security needs at the Agency's Low-Income Public Housing properties. The Agency currently manages fifteen LIPH communities in the County and seven LIPH communities in the City of Fresno. The initial assessment found a number of needs including fencing, cameras, lighting, security doors, and door hardware.

According to PHI Notice 2022-05 and the Emergency Safety and Security Grants Annual Funding Notification, HUD will award up to \$10,000,000 annually. In 2022, sixty-two applicants received funding under the program. The 2023 deadline for submission is anticipated in late May. Staff are considering applications on behalf of both the Housing Authority of the City of Fresno, California and the Housing Authority of Fresno County, with a maximum total grant ask of \$500,000.

Recommendation

It is recommended that the Boards of Commissioners of Fresno Housing adopt the attached resolutions approving the necessary actions to submit a funding application to the U.S. Department of Housing and Urban Development (HUD) for a number of Low-Income Public Housing properties and authorize Tyrone Roderick Williams, Chief Executive Officer, Tammy Townsend, Deputy Executive Director, Michael Duarte, Chief Real Estate Officer, and/or their designee to negotiate and execute documents in connection with the approved actions.

1. Authorize the submission of an application to the U.S. Department of Housing and Urban Development (HUD)'s Emergency Safety and Security Grants Annual Funding Notification

FRESNO HOUSING

2. Authorize Tyrone Roderick Williams, Chief Executive Officer, Tammy Townsend, Deputy Executive Director, Michael Duarte, Chief Real Estate Officer and/or their designees to negotiate and execute documents on behalf of the Housing Authority of the City of Fresno and the Housing Authority of Fresno County; and
3. Provide for other matters related thereto.

Fiscal Impact

No fiscal impact at this time.

Background Information

Public housing was established to provide decent and safe rental housing for eligible low-income families, the elderly, and persons with disabilities. Nationally, there are approximately 970,000 households living in public housing units, managed by some 3,300 Housing Authorities. Since 2010, the Fresno Housing Authority has worked to convert portions of the Public Housing inventory under HUD's Rental Assistance Demonstration program. There are now twenty-two remaining Public Housing properties in Fresno, Reedley, Laton, Del Rey, Huron, Kerman, San Joaquin, Firebaugh, and Biola.

RESOLUTION NO. _____

BEFORE THE BOARD OF COMMISSIONERS OF THE

HOUSING AUTHORITY OF THE CITY OF FRESNO, CALIFORNIA**RESOLUTION AUTHORIZING THE SUBMISSION OF A FUNDING APPLICATION TO THE U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT'S EMERGENCY SAFETY AND SECURITY ANNUAL FUNDING NOTIFICATION (2023)**

WHEREAS, the Housing Authority of the City of Fresno, California ("the Agency") seeks to improve housing conditions for low- and moderate- income households residing in Fresno County, California ("the County"); and

WHEREAS, under PIH Notice 2022-05, the U.S. Department of Housing and Urban Development (HUD) will make \$10,000,000 available annually for safety and security improvements at Low-Income Public Housing (LIPH) sites; and

WHEREAS, the Emergency Safety and Security Grants Annual Funding Notice (the "Notice") funds upgrades including fencing, cameras, lighting, and security doors, among others, with a maximum grant award of \$250,000 per applicant; and

WHEREAS, the Authority manages seven Low-Income Public Housing properties in the City of Fresno; and

WHEREAS, the Authority desires to submit a funding application in response to the HUD 2023 Emergency Safety and Security Grants Annual Funding Notice for safety improvements at the aforementioned seven Low-Income Public Housing properties; and

NOW THEREFORE, BE IT RESOLVED that the Board of Commissioners of the Housing Authority of the City of Fresno, CA hereby authorizes the necessary actions needed to submit an application to U.S. Department of Housing and Urban Development in response to the 2023 Emergency Safety and Security Grants Annual Funding Notice, and authorizes Tyrone Roderick Williams, the Chief Executive Officer, Tammy Townsend, Deputy Executive Director, Michael Duarte, Chief Real Estate Officer, and/or their designee, to negotiate and execute documents in connection with the approved actions.

PASSED AND ADOPTED THIS 25TH DAY OF APRIL 2023. 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:

Tyrone Roderick Williams, Secretary of the Boards of Commissioners

RESOLUTION NO. _____

BEFORE THE BOARD OF COMMISSIONERS OF THE

HOUSING AUTHORITY OF FRESNO COUNTY, CALIFORNIA**RESOLUTION AUTHORIZING THE SUBMISSION OF A FUNDING APPLICATION TO THE U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT'S EMERGENCY SAFETY AND SECURITY ANNUAL FUNDING NOTIFICATION (2023)**

WHEREAS, the Housing Authority of Fresno County, California ("the Agency") seeks to improve housing conditions for low- and moderate- income households residing in Fresno County, California ("the County"); and

WHEREAS, under PIH Notice 2022-05, the U.S. Department of Housing and Urban Development (HUD) will make \$10,000,000 available annually for safety and security improvements at Low-Income Public Housing (LIPH) sites; and

WHEREAS, the Emergency Safety and Security Grants Annual Funding Notice (the "Notice") funds upgrades including fencing, cameras, lighting, and security doors, among others, with a maximum grant award of \$250,000 per applicant; and

WHEREAS, the Authority manages fifteen Low-Income Public Housing properties in the County of Fresno, and an additional seven in the City of Fresno; and

WHEREAS, the Authority desires to submit a funding application in response to the HUD 2023 Emergency Safety and Security Grants Annual Funding Notice for safety improvements at the aforementioned seven Low-Income Public Housing properties; and

NOW THEREFORE, BE IT RESOLVED that the Board of Commissioners of the Housing Authority of Fresno County, CA hereby authorizes the necessary actions needed to submit an application to U.S. Department of Housing and Urban Development in response to the 2023 Emergency Safety and Security Grants Annual Funding Notice, and authorizes Tyrone Roderick Williams, the Chief Executive Officer, Tammy Townsend, Deputy Executive Director, Michael Duarte, Chief Real Estate Officer, and/or their designee, to negotiate and execute documents in connection with the approved actions.

PASSED AND ADOPTED THIS 25TH DAY OF APRIL 2023. 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:

Tyrone Roderick Williams, Secretary of the Boards of Commissioners

BOARD MEMO

TO:	Boards of Commissioners	AUTHOR:	Jazmin Gallardo
FROM:	Tyrone Roderick Williams, CEO		Asset Management Coordinator
MEETING DATE:	04/25/2023	DEPARTMENT:	Real Estate Development
AGENDA ITEM:	10a	MEMO DATE:	04/18/2023
SUBJECT:	Consideration of Sale of Helm Home (APN: 466-132-01)		

Executive Summary

The Helm Home, located at 1749 “L” Street in Fresno, CA (APN: 466-132-01) (“Property”), is a local historically registered property owned by Fresno Housing (FH). Over the past few months, Fresno Housing has been working towards a potential sale of the Property. The Property was marketed for both residential and commercial uses. A total of 8 offers have been received from interested parties. Prior to this open session item, staff will discuss the price and terms of sale with the Boards in a closed session. After discussion limited to those items in closed session, the Board may consider and approve the sale of the Property in open session.

Recommendation

It is recommended that the Boards of Commissioners of Fresno Housing Authority consider the attached resolution delegating Authority to Tyrone Roderick Williams, CEO, to negotiate a potential sale of 1749 L Street in Fresno subject to terms of sale discussed in closed session and acceptable to the Board with VAM Holdings, LLC and further authorize Tyrone Roderick Williams to negotiate and execute a Purchase and Sale Agreement and all ancillary documents in connection with the sale of the Property.

Fiscal Impact

The sale of the Helm Home would result in sales proceeds to FH. The Board would have discretion on the utilization of the funds to further its mission of creating and sustaining quality affordable housing.

Background

In March 2010, FH purchased 8 parcels of property from One by One Leadership on “L” Street and San Joaquin Streets in downtown Fresno. In January 2012, the Boards approved the sale of “L” Street properties to FFDA Homes, an affiliate of Granville Homes, for 7 of the 8 parcels. The lone property that was retained by FH is a local Historically Registered property located at 1749 “L” Street, referred to as the Helm Home. FH rehabilitated the property and hosted a number of local nonprofits to deliver services to the community.

RESOLUTION NO. _____**BEFORE THE BOARD OF COMMISSIONERS OF THE
HOUSING AUTHORITY OF THE CITY OF FRESNO, CA****RESOLUTION AUTHORIZING THE HOUSING AUTHORITY OF THE CITY
OF FRESNO, CA TO EXECUTE THE SALE OF THE HELM HOME LOCATED
AT 1749 L STREET, FRESNO CA (APN: 466-132-01)**

WHEREAS, The Housing Authority of the City of Fresno, CA (HACF) is the owner of the Helm Home located 1749 L Street in Fresno, CA (APN 466-132-01) (“Property”); and

WHEREAS, HACF purchased the Helm Home along with other properties located on L Street in March 2010; and

WHEREAS, HACF rehabilitated the Historic Property and hosted a number of nonprofits and community-based organizations to deliver services to the community; and

WHEREAS, HACF has marketed the Property as both residential and commercial and received eight offers to purchase the Property; and

WHEREAS, the HACF has received a competitive offer from VAM Holdings, LLC that the Board has considered such terms of sale and discussed in closed session; and

WHEREAS, the Board desires to delegate authority to Tyrone Roderick Williams, CEO, to negotiate the potential sale of said Property subject to terms acceptable to the Board and further authorizes Tyrone Roderick Williams to negotiate and execute a Purchase and Sale Agreement and all ancillary documents in connection with the sale of the Property.

NOW, THEREFORE, BE IT RESOLVED that the Board of Commissioners of the Housing Authority of the City of Fresno, CA, does hereby delegate authority and authorize Tyrone Roderick Williams, Chief Executive Officer, and/or his designee, to enter into a Purchase and Sale Agreement (PSA) and complete the sale of the Property under terms acceptable to the Board and further authorize Tyrone Roderick Williams to negotiate and execute said PSA and all ancillary documents in connection with the sale of the Property.

PASSED AND ADOPTED THIS 25th day of April 2023 by the following vote,
to-wit:

AYES:

NOES:

ABSENT:

ABSTAIN:

Tyrone Roderick Williams, Secretary of the Boards of Commissioners

BOARD MEMO



TO:	Boards of Commissioners	AUTHOR:	Harkiran Kaur
FROM:	Tyrone Roderick Williams, CEO		Assistant Project Manager
MEETING DATE:	4/25/2023	DEPARTMENT:	Real Estate Development
AGENDA ITEM:	10b	MEMO DATE:	4/18/2023
SUBJECT:	Ratification of Developer Role in the City of Fresno's Application Submission to the State of California for Infill Infrastructure Grant Catalyst Program Funds		

Executive Summary

Under the Infill Infrastructure Grant Catalyst (IIG-C) program, the California Department of Housing and Community Development (HCD) has made available a total of \$105 million in funds for the development of infrastructure and necessary capital improvements for the construction of infill housing in Catalytic Qualifying Infill Areas. The intent of the IIG-C program is to prepare for and accelerate housing that ranges from affordable to market-rate housing.

In late January 2023, the City of Fresno submitted an initial concept proposal for an extensive project consisting of several sites throughout Downtown Fresno to be funded by the Infill Infrastructure Grant Catalyst program. Part of this concept proposal included potential housing development(s) by Fresno Housing ("the Agency") on the property owned by the Agency at Fulton St. and Tuolumne St. in downtown Fresno. The City of Fresno as a Large Jurisdiction is eligible to apply for the maximum IIG-C program award amount of up to \$45 million. The IIG-C program's eligible uses include offsite infrastructure improvements (water, sewer, etc.), street and streetscape improvements, parking structures, demolition, and other capital improvements and soft costs to support scaling up housing in the project areas. The City of Fresno was invited, along with other concept proposals, to submit a full IIG-C application which was submitted in early April 2023. The City of Fresno is the lead applicant for the IIG-C funds and Fresno Housing was identified as one of the potential developers.

Staff is recommending the Boards of Commissioners adopt the attached resolution to ratify the Agency's potential role as a developer in the City of Fresno's IIG-C application submission to HCD. If the City's IIG-C application is successful, the Agency would be in a position to consider a developer role and formal agreement with the City of Fresno. This action does not bind or commit the Agency to develop a project.

Recommendation

It is recommended that the Boards of Commissioners of Fresno Housing ("the Agency") ratify Fresno Housing Authority's potential developer role in the City of Fresno's IIG-C application submission to the State of California's Infill Infrastructure Grant Catalyst program, and authorize Tyrone Roderick Williams, Chief Executive Officer, Tammy Townsend, Deputy

FRESNO HOUSING

Executive Director, Michael Duarte, Chief Real Estate Officer, and/or their designee to execute all application documents, certifications, and ancillary documents in connection therewith.

Fiscal Impact

There is no cost associated with the submission of the application.

Background Information

Under the IIG Catalyst Program, grants are available for infrastructure improvements necessary for specific residential or mixed-use infill development within a Catalytic Qualifying Infill Area. The City envisions using these funds for water, wastewater, and parking improvements, thereby reducing the cost of residential development and potentially acting as leverage within LIHTC funding applications.

RESOLUTION NO. _____

BEFORE THE BOARD OF COMMISSIONERS OF THE

HOUSING AUTHORITY OF THE CITY OF FRESNO, CALIFORNIA

**RESOLUTION RATIFYING A POTENTIAL DEVELOPER ROLE IN THE CITY OF
FRESNO'S APPLICATION SUBMISSION TO THE CALIFORNIA DEPARTMENT OF
HOUSING AND COMMUNITY DEVELOPMENT'S INFILL INFRASTRUCTURE GRANT
CATALYST PROGRAM FOR FUNDS TO DEVELOP MULTIPLE PROJECTS LOCATED IN
DOWNTOWN FRESNO**

WHEREAS, the Housing Authority of the City of Fresno, California (the "Agency") seeks to expand the availability of affordable rental housing and homeownership opportunities to low income persons within Fresno County; and

WHEREAS, on November 30, 2022, the State of California Department of Housing and Community Development (HCD) released a Request for Concept Proposals, or Phase I Application, for eligible applicants to request funding for the development of infrastructure and capital improvements to support infill housing development under the Infill Infrastructure Grant Catalyst ("IIGC") program; and

WHEREAS, the City of Fresno, lead applicant, submitted an initial IIGC concept proposal which consisted of a number of sites located in downtown Fresno, including property owned by the Agency located at Fulton St. and Tuolumne St. in downtown Fresno, for infrastructure and capital improvements intended to accelerate housing in downtown Fresno; and

WHEREAS, the City of Fresno as a Large Jurisdiction is eligible to apply for up to \$45m under the IIGC program and was invited to submit a full IIGC application by the deadline in early April 2023; and

WHEREAS, the Agency desires to ratify its potential role as a developer in the City of Fresno's IIGC application submission to HCD's Infill Infrastructure Grant Catalyst program funds; and

WHEREAS, if the City of Fresno application is awarded, the Agency may be in position to consider a formal development agreement with the City of Fresno; and

NOW THEREFORE, BE IT RESOLVED that the Board of Commissioners of the Housing Authority of the City of Fresno, California does hereby ratify it's potential developer role in the City of Fresno's IIGC application submission to the State of California HCD' Infill Infrastructure Grant Catalyst program and authorize Tyrone Roderick Williams, Chief Executive Officer, Tammy Townsend, Deputy Executive Director, Michael Duarte, Chief Real Estate Officer, and/or their designee to negotiate and execute application documents, certifications, and all related documents therein.

PASSED AND ADOPTED THIS 25TH DAY OF APRIL, 2023. 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:

Tyrone Roderick Williams, Secretary of the Boards of Commissioners

RESOLUTION NO. _____

BEFORE THE BOARD OF COMMISSIONERS OF THE

HOUSING AUTHORITY OF THE FRESNO COUNTY, CALIFORNIA

**RESOLUTION RATIFYING A POTENTIAL DEVELOPER ROLE IN THE CITY OF
FRESNO'S APPLICATION SUBMISSION TO THE CALIFORNIA DEPARTMENT OF
HOUSING AND COMMUNITY DEVELOPMENT'S INFILL INFRASTRUCTURE GRANT
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WHEREAS, the Agency desires to ratify its potential role as a developer in the City of Fresno's IIGC application submission to HCD's Infill Infrastructure Grant Catalyst program funds; and

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ABSTAIN:

Tyrone Roderick Williams, Secretary of the Boards of Commissioners

BOARD MEMO

TO:	Boards of Commissioners	AUTHOR:	Jeff Cardell
FROM:	Tyrone Roderick Williams, CEO		Director of Human Resources
MEETING DATE:	04/25/2023	DEPARTMENT:	Human Resources
AGENDA ITEM:	10c	MEMO DATE:	04/17/2023
SUBJECT:	Consideration of Claim Submitted by the Downtown LA Law Group on behalf of Jennifer Manson		

Executive Summary

The purpose of this memo is to ask the Boards of Commissioners to approve the rejection of the tort claim filed by the Downtown L.A. Law Group on behalf of Jennifer Manson by minute order.

Fiscal Impact

There is no immediate fiscal impact associated with the rejection of this claim. Rejection of the claim begins the time period during which a claimant can file an action with the court.

Background Information

The claim submitted by the Downtown LA Law Group on behalf of Jennifer Manson alleges that Ms. Manson was injured on September 15, 2022, at an Agency property located at 2720 E. Clinton when the elevator is alleged to have suddenly and without warning descended rapidly to the first floor. The amount of damages being sought has not been identified because the claim is filed as an unlimited civil case. To date, we do not have any records of an elevator malfunction or any incident involving the elevator as expressed in the claim.



“ADDENDUM”



Downtown Fresno Infill Infrastructure Grant Catalyst

4.19.23



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



Infill Infrastructure Grant - Catalyst

- HCD funding source for infrastructure capital improvement intended to accelerate housing downtown/Chinatown Fresno
- Eligible uses: demolition, infrastructure, structured parking, and other capital projects
- Overall goal of application: accelerate downtown housing
 - Led by City of Fresno and consultant
 - Fresno Housing served as support and perspective developer
- Various downtown/Chinatown properties are being considered for housing and mixed use development

A Collaborative Effort

Stakeholder group included a variety of entities including:





Housing Choice Voucher (HCV) Program Updates

Presentation by Brandy Woodard

April 25, 2023



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



Today we will talk about:

- Challenges and Opportunities
- Chart a Roadmap for Success
- Voucher Incentive Program
- Interest List Opening
- Next Steps



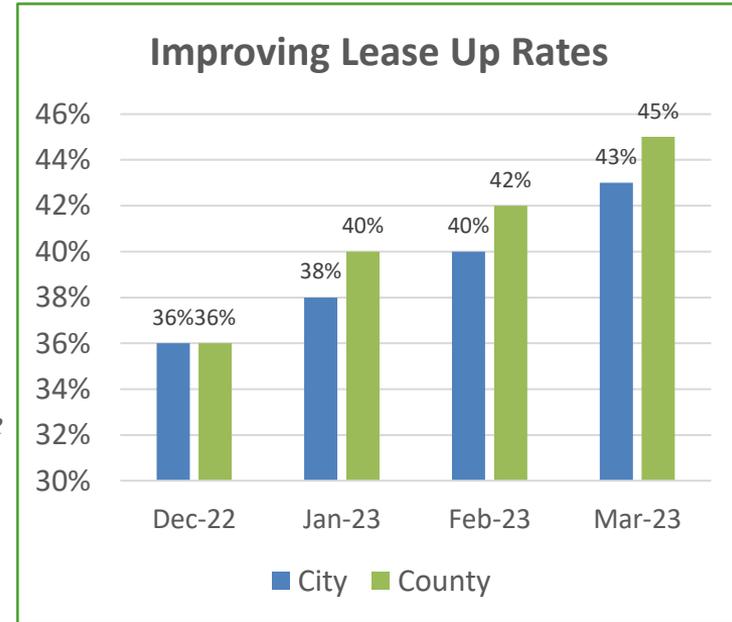
Challenges and Opportunities

- Program Budget Deficit
 - \$1.6 Million
- Low Lease-up Rates
 - Limits opportunities for Housing Families
 - Reduces Administrative Payments from HUD to the Agency
- Late Re-Certifications
 - Could result in incorrect payments for residents and landlords
 - To ensure compliance with HUD regulations
- Late Inspections
 - Impacts lease-up rates
- Customer Service goals

Approved 2023 Budget	Housing Choice Voucher
NET TENANT INCOME	-
TOTAL INTEREST INCOME	-
TOTAL OTHER INCOME	-
TOTAL ADMIN & MANAGEMENT FEE INCOME	-
TOTAL DEVELOPER FEE INCOME	-
TOTAL HUD GRANT INCOME	10,671,966
TOTAL OTHER GRANT INCOME	533,333
TOTAL INCOME	11,205,299
TOTAL PAYROLL EXPENSES	7,467,497
TOTAL ADMINISTRATIVE EXPENSES	5,286,861
TOTAL TENANT SERVICES EXPENSES	-
TOTAL UTILITY EXPENSES	-
TOTAL MAINTENANCE EXPENSES	12,000
TOTAL TAXES & INSURANCE EXPENSES	-
TOTAL EXPENSES	12,766,358
NET OPERATING INCOME	(1,561,059)
TOTAL NON-OPERATING EXPENSES	-
NET INCOME	(1,561,059)
HCV RESERVE	1,600,000
UNRESTRICTED NET INCOME	59

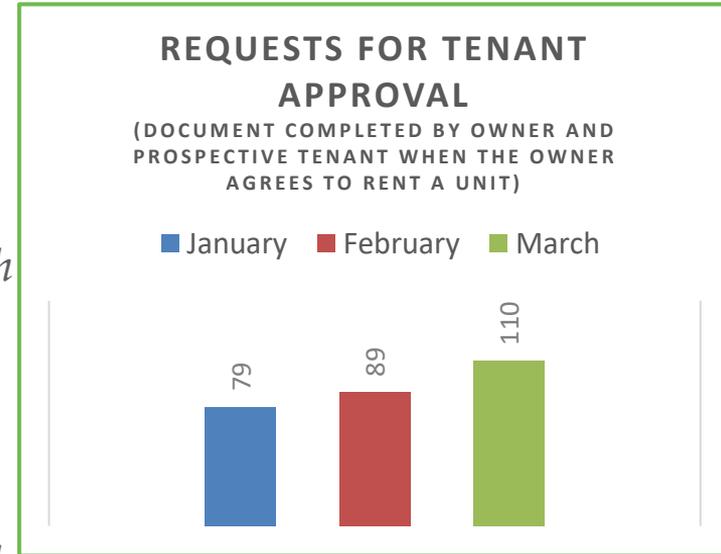
A Roadmap to Success

- Increase Lease Up Rate by:
 - Increase Small Area Fair Market Rents (SAFMR)
 - *Fair Market Rents calculated for individual Zip Codes within Urban areas as opposed to one calculation for an entire city*
 - *Utilized to set Voucher Payment Standards which is the most that can be paid to help a family with rent*
 - *Increased last year which has supported lease up rate increase*
 - As of April 1st, Fresno Housing increased Fair Market Rents in other (non small area) zip codes
 - *Impacts will be monitored*



A Roadmap to Success (Continued)

- Improve Operational Efficiencies
 - Catch up on late recertifications
 - *Ensuring correct rent amounts are paid*
 - *Compliance with HUD regulations*
 - *Partnered with staff to create a strategy to catch up and stay current*
 - Catch up on late inspections
 - *To improve turnaround rates and maximize available housing*
 - *Partnered with staff to create a strategy to catch up and stay current*



Voucher Incentive Program

- Launched in April 2023
 - New VIP Coordinator, Kathryn Smith
- Added information to the website:
 - Application
 - Informational Packet
- Planning a Landlord Launch and Learn
 - California Apartment Association (CAA)
 - In-house May 2023
- 31 families in the pipeline and \$7,260 invested



Interest List Opening

- Coming Soon! HCV Plans on opening the interest list
- Outreach efforts will include:
 - A detailed communication plan including working with partner organizations
 - Updating the website
 - Implementing training videos
- The interest list was last opened in 2019
- Going forward, this will be an annual event

Did you know?

Sometimes people confuse an interest list and a waitlist. We open the interest list and accept pre-applications. We then randomly draw those pre-applications from the interest list using a lottery system in order of preferences. Applicants are then placed on a waiting list and contacted to complete a full application.

Next Steps

- Request For Qualifications (RFQ) went out last week in an effort to project-base more of our vouchers
 - Will support the increase of the supply of affordable housing
- Implementing department-wide customer service training
- Initiatives implemented to support resident goals:
 - HCV Homeownership Program
 - Family Self-Sufficiency (FSS) Program





Fresno Housing 2023 CEO Goals

April 25, 2023

Presented by: Tyrone Roderick Williams



Goal Development an Tracking



Goals Target Key Areas:

REAL ESTATE DEVELOPMENT

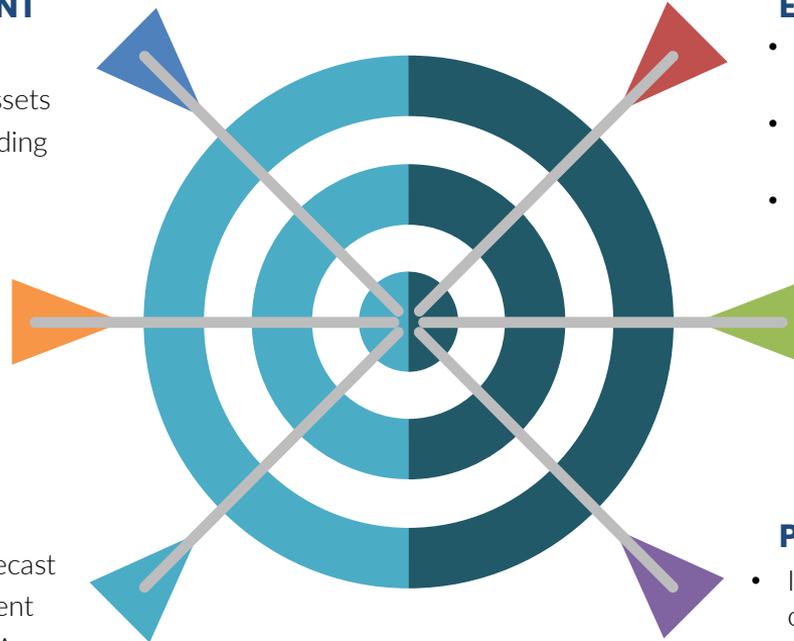
- Pre-development pipeline
- Management of Agency assets
- Diversity partners and funding sources

RESIDENT SUPPORTS

- Partnership audit & framework development
- Reinvigorate Fresno Housing Ed Corps
- Improve digital equity for residents

SUSTAINABILITY

- Balanced budget, multi-year forecast
- Board development & engagement
- Inclusive process to update the Agency Strategic Plan
- Professional learning opportunities for staff



EXTERNAL INITIATIVES

- Explore the Agency role in addressing homelessness
- Meet with County leaders to better understand housing needs in Fresno County
- Complete CAN initial activities and plan for next steps with elected officials

HOUSING CHOICE VOUCHERS

- Operationalize the Voucher Incentive Program
- Improve leasing success rates
- Improve operational efficiencies

PROPERTY MANAGEMENT

- Innovative actions, policy development & communication to improve resident & staff safety
- Improve office and maintenance staff communication

Real Estate Development

Goal: Identify and seek no less than three new projects for the pipeline to ensure greater access to housing for Fresno County residents

Goal: Expand efforts to optimize Agency assets by exploring leasing commercial space, year 15 planning and evaluating refinancing opportunities. Outcomes should be quantified and should generate short or long term financial gain for the Agency.

Goal: Diversify partners and funding sources in the project pipeline by adding at least one new funding source



Resident Supports

Goal: Complete partnership audit and framework development to better engage with organizations that improve the lives of residents. Determine key partners, identify gaps, seek new partnerships as necessary to create a robust system of supports for residents

Goal: Re-invigorate and re-establish Fresno Housing Ed Corp by creating a long term strategic, communication and operational plan that incorporates the goals and input of residents

(note this is an 18 month goal, target completion is December 2024)

Goal: Seek ways to improve digital equity for residents by securing funds for various projects



Sustainability

Goal: Create a balanced 2024 budget that includes a multi-year forecast

Goal: Support engaged, informed Boards by working with City and County leadership to fill vacant positions, invest in onboarding, clear communication, professional learning and a board retreat

Goal: Adopt a new five year Agency strategic plan for implementation in 2024 utilizing an inclusive process with all stakeholders

Goal: Create measurable professional learning offerings around leadership development, work-life balance, and specific job skills to support staff retention and development

Housing Choice Vouchers

Goal: Operationalize the Voucher Incentive Program. Document and publish impacts.

Goal: Improve lease up rates in the City and County of Fresno to create housing opportunities for families and increase generated administrative fees

Goal: Improve general operational efficiencies in the program in areas such as new contract execution, rent reasonableness, project-based vouchers, inspections, case management and customer service

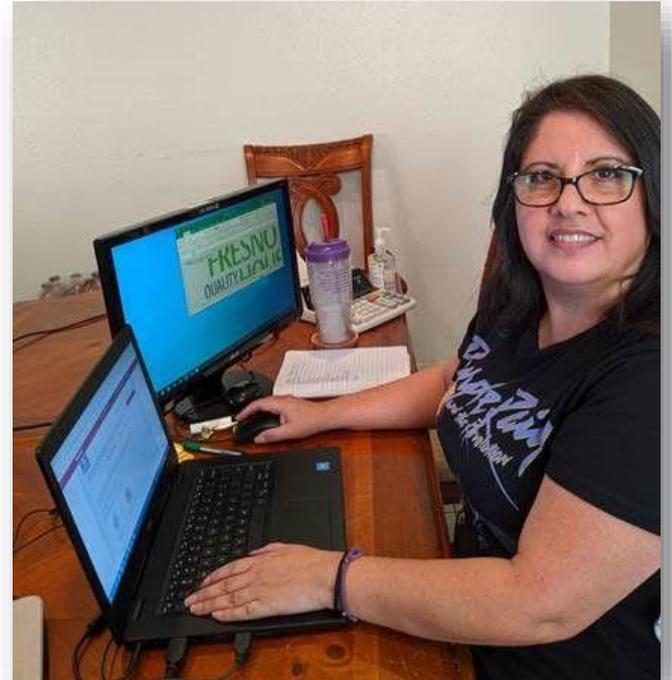


73 Property Management

Goal: Continue to engage residents in regular on-going safety meetings including efforts to expand meetings to include families from surrounding homes and apartments

Goal: Improve internal communication between property office and maintenance staff to support excellent customer service and resident support

Goal: Launch annual resident survey initiative to create a baseline understanding of resident needs and feelings about their community



CEO Goals

Goal: Executive Coaching/Professional Development

- Board Communications
- Community Relations
- Strategic Planning and Influencing

Goal: Organizational leadership

- Achieving Organizational Goals
- Staff Retention and Development
- Operational Efficiencies
- Budgeting and Forecasting
- Workplace Climate and Culture
- Employee Relations/Buy-in

Goal: Maintain Resident Focus Perspectives

- Expand Partnerships/Activities with Educational Institutions
- Strengthen Workforce Development Opportunities for Residents
- Explore Funding to Support Resident Empowerment

Feedback or Questions?

