



Boards of Commissioners Meeting

June 27, 2023

AGENDA

Regular Joint Meeting of the Boards of Commissioners of Fresno Housing

5:00 PM • JUNE 27, 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=ZHlJTzNrbURpVjJOTUhhHTTRsUGlJUT09>

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. 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. The public will have an opportunity to speak on each specific item of business. Comments must be delivered in person or via teleconference when prompted by the chair and must pertain to the specific item of business being heard by the Boards. 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.

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. Governance Matters

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

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6. 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 May 23, 2023
Approval of the minutes of the Board Meeting 18
- b. Consideration of Time Away from Work Policy 18
Update to the Agency Policy to reflect changes to be consistent with other Board actions 33
- c. Consideration of the Family and Medical Leave Policy 33
Establish as a standalone policy and update 44
- d. Consideration of Approval to Submit Funding Applications to the California Dept. of Housing & Community Development Super NOFA 44
Approval to submit funding applications for various projects to develop affordable housing
- e. Consideration of Approval to Submit Funding Applications to the City of Fresno Affordable Housing NOFA 55
Approval to submit funding applications for various projects to develop affordable housing

7. Information Item

- a. Agency Annual Plan Timeline 64
- b. California Public Employees Retirement System Update 65
- c. HCV Update 66
- d. Real Estate Update 67

8. CLOSED SESSION:

Property: 1823 W Hedges Avenue, Fresno, CA 93728 (APN's 449-231-34, 449-231-35, 449-231-29, 449-231-28)
 Agency Negotiator: Tyrone Roderick Williams
 Negotiating Parties: Fresno Housing and Rod Alusi Real Estate
 Under Negotiation: Price and Terms of Payment

9. Action

- a. Step Up on 99 Omnibus Closing and Funding Approval 68
- b. Consideration of an Update to the Agency CEO/Executive Director Succession Plan 90
Approval of an Update to the Agency CEO/Executive Director Succession Plan

10. Adjournment

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

Tuesday, May 23, 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, May 23, 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 5:08 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
 Areli Rios
 Isaiah Green
 Ruby Yanez
 Sharon Williams
 Sabrina Kelley

The regular joint meeting was called to order at 5:08 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
 Valori Gallaher
 Sophia Ramos
 Amadeo Garcia
 Kyle Chaney

ABSENT: Joey Fuentes

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

2. APPROVAL OF AGENDA AS POSTED (OR AMENDED)

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

MOTION PASSED: 5 – 0

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

MOTION PASSED: 6 – 0

There was no public comment.

3. PUBLIC COMMENT AND PRESENTATIONS

There was no public comment.

4. POTENTIAL CONFLICTS OF INTEREST

There was no public comment.

5. GOVERNANCE MATTERS

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

In addition to the written report, Mr. Williams shared:

- The agency is currently working to review Agency policies and updates for compliance
- Housing Choice Voucher interest list will be going live online on June 15-July 14 2023
- Mr. Williams reported on the meetings with the upcoming city/county officials (Firebaugh). Additional meetings to come.
- Rothstein event being hosted 05/30/23

- Ground Breaking for Avalon Commons will be June 1 at 11 AM
- Christina Husbands is up for Vice President for NAHRO at the National level.
- NAHRO details were shared for both distance learning opportunities as well as the NAHRO Summer Symposium
- Our Sherwin-Williams partnership and training was a success and our very own, Commissioner Yanez and her husband both participated and completed the program.
- Our Digital Inclusion Expansion will be hosted at our Legacy Commons property. Dates TBD

There was no public comment.

b. Commissioners' report - Presented by Chair Cary Catalano

- Chair Catalano reported as follows:
 - Encouraged the Board Commissioners to take a look at the conference calendar and suggested the conference in October in New Orleans if able to join.
 - Chair Catalano reported that he will be unable to attend the Avalon Commons groundbreaking on June 1st but encouraged the County Commissioners to attend if possible.
 - The Chairs are currently working with the administration to assist in coordinating other locations within the jurisdiction to host our Joint Board meetings, more to come on that.
 - The County side is currently working to fill the last vacancy on the board

6. CONSENT AGENDA

- a. Governance: Consideration of the Minutes for the Joint Regular Board Meeting on May 23, 2023.
Approval of the minutes of the Board Meeting
- b. Approval to Accept Local Housing Trust Fund (LHTF) Allocation from the City of Fresno for Avalon Commons Phase II
- c. Authorization of Land Disposition to City of Fresno for Southwest Fresno Trail

*Joint Board Meeting
Action Minutes: 05.23.23 Minutes
Adopted:*

- d. Approval to Execute Master Lease Agreement with the Fresno County Department of Social Services for Rapid Rehousing Program – Sierra Terrace
- e. Authorize Acceptance of City of Fresno Operating Grant for Journey Home
- f. Approval to Renew Contract with California Employment Development Department to Facilitate Resident Income Certification

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

MOTION PASSED: 5 – 0

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

MOTION PASSED: 6 – 0

There was no public comment.

7. INFORMATION ITEMS

- a. Board Retreat Update

Tammy Townsend, Deputy Executive Director, presented on this item

- b. Heritage Estates-Homebuying Information

Marc' Bady, Chief Inclusion & Empowerment Officer, presented on this item along with Dave Brenner, Tiffany Mangum, Alicia Bohigian (Self-Help Enterprises), and Jeralyn Crear (Southwest Fresno Development Corporation).

- c. Strategic Planning Process

Marc' Bady, Chief Inclusion & Empowerment Officer, presented on this item

- d. HCV Update

Brandy Woodard, Chief of Housing Choice Programs and Initiatives, presented on this item.

e. Real Estate Update

Michael Duarte, Chief Real Estate Officer, presented on this item.

There was no public comment.

8. CLOSED SESSION

a. **CONFERENCE WITH REAL PROPERTY NEGOTIATORS**

Property: 5326 East Pine Ave., Fresno CA 93727

Agency Negotiator: Tyrone Roderick Williams

Negotiating Parties: Fresno Housing and North Palm Investments Group

Under Negotiating: Price and Terms Payment

The Boards of Commissioners entered closed session at 6:47 p.m.

The Boards of Commissioners returned from closed session at 7:07 p.m. and resumed open session.

No report from closed session

9. ACTION

a. La Joya Commons Omnibus Closing and Funding Approval

COUNTY MOTION: *Commissioner Chaney moved, seconded by Commissioner Gallaher to approve the La Joya Commons Omnibus Closing and Funding.*

MOTION PASSED: 5 – 0

CITY MOTION: *Commissioner Yanez moved, seconded by Commissioner Rios to approve the La Joya Commons Omnibus Closing and Funding.*

MOTION PASSED: 6 – 0

b. Consideration of Sale of Pine Warehouse Property located at 5326 E. Pine Ave., Fresno, CA

COUNTY MOTION: *Commissioner Gallaher moved, seconded by Commissioner Ramos to approve the Consideration of Sale of Pine Warehouse Property located at 5326 E. Pine Ave., Fresno, CA*

MOTION PASSED: 5 – 0

CITY MOTION: *Commissioner Green moved, seconded by Commissioner Yanez to approve the Consideration of Sale of Pine Warehouse Property located at 5326 E. Pine Ave., Fresno, CA.*

MOTION PASSED: 6 – 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 7:15 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: June 05, 2023

BOARD MEETING: June 27, 2023

AGENDA ITEM: 5a

AUTHOR: Various Staff

Executive Summary

The Boards of the Fresno Housing Authority have established 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 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	65%
Corazón del Valle Commons (<i>fka Huron RAD</i>)	Under Construction HCD HOME Awarded	Fresno and 12 th Street Huron, CA	61	86%
The Arthur @ Blackstone (<i>fka Blackstone/Simpson</i>)	Under Construction	3039 N Blackstone Avenue Fresno, CA	41	54%
Sun Lodge (<i>fka Day's Inn</i>)	Under Construction	1101 N. Parkway Drive Fresno, CA	64	68%
Citrus Gardens	Under Construction	201 Citrus & 451 10 th St. Orange Cove, CA	30	54%
Avalon Commons Phase I (<i>fka Chestnut/Alluvial</i>)	Under Construction	7521 N. Chestnut Ave. Fresno, CA	60	2%
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	1240 & 1280 Crystal Ave Fresno, CA	63	N/A

	2 nd Round TCAC Awarded City of Fresno HOME-ARP Awarded Pending AHP Application July 2023 Closing			
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
Cordillera Commons Phase I <i>(fka San Joaquin Commons)</i>	Pre-Development <i>Proposed HCD SuperNOFA Application</i>	Corner of West Colorado Avenue & 5th Street, San Joaquin, CA 93660	51	N/A
Parkside Inn/Golden State Triage	Pre-Development <i>Proposed HCD SuperNOFA Application Proposed City of Fresno Application</i>	1415 W. Olive Avenue, Fresno	39	N/A
North Fulton Development	Pre-Development Pending IIG-C Application <i>Proposed City of Fresno Application</i>	1302 Fulton Street, Fresno	TBD	N/A
Avalon Commons Phase II <i>(fka Chestnut/Alluvial)</i>	Pre-Development City of Fresno LHTF Awarded <i>Proposed HCD SuperNOFA Application</i>	7521 N. Chestnut Ave. Fresno, CA	45	N/A

	<i>Proposed City of Fresno Application</i>			
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 held its groundbreaking on June 1, 2023. La Joya Commons Phase I is scheduled for a financial closing/construction start by June 27, 2023. Step Up on 99 is scheduled for a financial closing/construction start by July 10, 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 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</i> <i>Chestnut/Allwoial</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 Home Key	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 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

Human Resources

The initial cohort of the Aspire Academy concluded this month. Throughout the different workshops, participants learned what it means to be a supervisor of others in the Agency and they are better prepared in the event they seek and obtain a promotion to a supervisory position. In addition, Aspire Academy participants have a better understanding of how they can support their respective supervisors and managers.

From a safety perspective, June is Hazard Communication Month. All employees will be provided resources and reminders on the importance of the safety data sheets and how to use them in case of emergencies and when new chemicals are introduced to the worksites. In addition, we continue to reinforce heat illness prevention with the arrival of warmer weather.

The Human Resources department is in varying stages of conducting recruitment for the job titles noted below. Over the last month, **36** interviews have been conducted.

<u>Working Title</u>	<u>Internal/External</u>	<u>Vacancies</u>	<u>Department</u>
Area Manager	Both	1	Property Management
Assistant Construction Project Manager	Both	1	Resident Empowerment
Compliance Coordinator	Both	1	Property Management
Compliance Coordinator-Training	Both	1	Property Management
District Manager	Both	1	Property Management
Maintenance Assistant	Both	1	Property Management
Maintenance Technician	Both	3	Property Management
Procurement Analyst	Both	1	Administrative Services

Human Resources is proud to announce the following **new hires, promotions, and transfers**:

Type	Date of Hire	Name	Title	Department
Promotion	6/5/2023	Marcella Lopez-Schmidt	Information Systems Management Analyst	Office of Inclusion and Empowerment
New Hire	6/5/2023	Edward Gama	Program Analyst	Resident Empowerment
New Hire	6/5/2023	Kaitlin Ray	Accountant	Accounting/Finance
Promotion	6/5/2023	Andrea Garcia	Senior Analyst - SHOPE	Housing Choice
New Hire	6/5/2023	Guadalupe Perez	Property Specialist II	Property Management
New Hire	6/12/2023	Jazmine Garcia	Program Coordinator-TCI	Office of Inclusion and Empowerment
Promotion	6/19/2023	Cynthia Garza	Property Specialist II	Property Management
Transfer	6/19/2023	Brittany Wiley	Compliance Coordinator	Property Management

New Hire	6/26/2023	Bryant Williams	Program Coordinator- CAN	Office of Inclusion and Empowerment
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Structure

Maintain a committed, active, community-based Board 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.

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

Resident Empowerment

Grant Announcement

First 5 Fresno County has awarded Fresno Housing \$80,000 to support early learning activities at Parc Grove Commons. In partnership with Fresno Unified School District, the 2-year grant will fund Play and Learn groups geared towards parents and caregivers (family, friends, and neighbors) who help support children during their early years. The grant will build a toy and lending library to provide the tools and resources that develop social skills and learn activities that parents and caregivers can do with youth in their homes. The grant will also develop five (5) adult ambassadors to assist in administering the Play and Learn program and they will have the opportunity to attend training programs such as First Aid/CPR/AED and Advance Child Care through the American Red Cross.

Fresno Housing Tech Connect

The 8th Annual Fresno Housing Tech Connect has begun! This year with the support of the CPUC California Advanced Services Fund, Fresno Housing was awarded \$163K to expand our digital literacy efforts. Tech Connect (formerly Tech Camp) expanded from one (1) to seven (7) camps, 2 cohorts at Cedar Courts and 2 cohorts at Legacy Commons. The camp will also extend to Seniors 55+ residing in rural communities in the fall. Each camp will be 2-weeks, and combined we anticipate providing 120 youth, and 40 seniors with digital literacy education in partnership with CMAC and Growth Point Technologies. All participants who complete the camp will receive an Apple iPad.

Juneteenth Celebration

In celebration of Juneteenth, the Resident Empowerment team hosted a virtual event on June 16th for Fresno Housing residents. Attendees learned the history of Juneteenth, during the hour videos were shared, and recipes, as well as a fun game of Jeopardy, was played with all the participants. Lastly, department staff shared a list of all the local Juneteenth events, activities, and celebrations in the area.

On June 17th, Fresno Housing team members participated in the Juneteenth Festival at Valdez Hall. The team provided exceptional information on the HCV interest list and other resources to the community and enjoyed the entertainment, food vendors, art zone, and more!

Health and Wellness

Valley Health Team will be hosting a series of health and wellness sessions at various rural Fresno Housing sites located in Kingsburg, Mendota, and Firebaugh. Representatives will provide educational materials and conduct wellness checks. They will provide screenings for glucose, and blood pressure, and provide COVID-19 boosters if needed.

Innovation Technology and Information Systems

The Innovation and Technology (IT) department continues to expand connectivity and systems to ensure seamless operations. In preparation for the Interest list opening, IT worked with their web provider and migrated the Fresnohousing.org website to a newer, robust infrastructure, improving its performance and reliability. To enhance the registration process, Computer labs across Fresno Housing's many sites were updated, and a new check-in system and temporary computer lab were implemented in the lobby of the Central Office. Additionally, a new public Wi-Fi network was deployed for seamless internet access during registration. These enhancements contribute to smoother operations and improved services at Fresnohousing.org.

The Information Systems (IS) department is dedicated to ensuring streamlined operations and enhancing overall efficiency. Under Juanita Banuelos's leadership, the team collaborated with Yardi and other Fresno Housing departments to successfully upgraded Yardi Voyager to the latest version. The IS team dedicated countless hours to preparing for the HCV 2023 Interest List opening, which took place successfully on June 15th. Through thorough planning and attention to detail, they ensured that the Yardi servers were fully equipped to handle the influx of applications. Additionally, the IS team has been actively working with the Resident Empowerment and Strategic Initiatives departments to develop applications and reports, to enhance our ability as an agency to serve residents effectively. These collaborative efforts have greatly contributed to informed decision-making and the delivery of improved services for our residents.

BOARD MEMO

TO: Boards of Commissioners
FROM: Tyrone Roderick Williams, CEO
MEETING DATE: 0627/2023
AGENDA ITEM: 6b
SUBJECT: Consideration of the Time Away from Work Policy

AUTHOR: Jeff Cardell
DEPARTMENT: Human Resources
MEMO DATE: 06/16/2023

Executive Summary

The purpose of this memo is to ask the Boards of Commissioners to approve the Time Away from Work Policy which was last approved by the Boards in 2021.

In summary, the attached policy is being updated consistent with State Law as well as changes to the Holiday and Vacation accrual schedules previously approved by the Boards. Finally, the Family and Medical Leave policy is being removed and established as a policy unto itself.

Recommendation

It is recommended that the Boards of Commissioners approve and adopt the Time Away from Work Policy.

Fiscal Impact

There is no fiscal impact associated with adoption of the Time Away from Work 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 Time Away from Work Policy in collaboration with Senior Leaders and our labor partners. Beyond establishing the Family and Medical Leave Policy as a separate policy, the significant revisions to the Time Away from Work Policy are as follows:

- Designated Holidays - The list of Agency holidays has been revised to indicate that Lincoln's Birthday will be observed on the second Monday in February and that Juneteenth is observed on June 19.
- Vacation Leave - The Vacation Leave schedule has been updated to add an accrual tier at 15 years or more of service of 160 hours.

FRESNO HOUSING

- Sick Leave- Consistent with State Law, previously accrued and unused Sick Leave shall be reinstated if an employee separates employment and is rehired within one year from the date of separation.
 -
- Bereavement Leave - Add brother-in-law and sister-in-law as relations for which Bereavement Leave is provided. In addition, the benefit is extended to an employee when they or their partner/spouse experiences a miscarriage.
- Civil Air Patrol Leave - Consistent with State Law, provides ten days of unpaid leave per calendar year to volunteer members of the California Wing of the civilian auxiliary of the U.S. Air Force responding to emergency operations.
- Court Leave – No longer requires turning over any fees collected by an employee for jury or witness duty.
- Domestic Abuse, Sexual Assault and Stalking Victim’s Leave - Adds a definition of a victim as any of the following: 1) a victim of stalking, domestic violence or sexual assault, 2) a victim of a crime that caused physical injury or that caused mental injury and a threat of physical injury and 3) a person whose immediate family member is deceased as the direct result of a crime. Further elaborates that time off may be taken to obtain services from a victim services organization and take other action to increase safety such as relocation.
- Crime Victims Leave – Adds to the definition of immediate family any individual whose close association with the employee is the equivalent of a family relationship as describe by the other categories of immediate family member.

Time Away from Work

Introduction

Fresno Housing (“The Agency”) values the time, dedication, and effort that each employee contributes to The Agency’s mission and values, and the communities we serve. In that regard, The Agency provides a comprehensive program of leave options to allow employees to effectively balance their work and personal lives.

Purpose

This policy describes paid and unpaid leave for Agency employees. Nothing in this policy affects or supersedes any federal or state law or collective bargaining agreement that may provide greater leave entitlements than those set forth in this policy. Each and every employee, officer, and commissioner is required to abide by the provisions set forth in the Time Away from Work Policy and Procedures. The Executive Director or designee is responsible for the administration, interpretation, and application of this Policy. The Boards of Commissioners are responsible for policy adoptions and revisions.

This Policy does not constitute a contractual agreement whatsoever, nor does it supersede any contractual arrangements that exist. No promise of any kind is made by The Agency in this Policy. Where the Time Away from Work Policy conflicts with a labor agreement, Memorandum of Understanding (MOU), or federal, state, or local law, the labor agreement or law shall prevail.

Policy

Designated Holidays

The dates listed below shall be considered paid holidays for all Agency employees:

New Year’s Day – January 1

Martin Luther King’s Birthday – Third Monday in January

Lincoln’s Birthday –Second Monday in February

President’s Day – Third Monday in February

Cesar Chavez Day – March 31

Memorial Day – Last Monday in May

Juneteenth-June 19

Independence Day – July 4

Labor Day – First Monday in September

Veteran’s Day – November 11

Thanksgiving Day – Fourth Thursday in November

Day after Thanksgiving – Friday after Fourth Thursday in November

Christmas Eve – one half of the scheduled workday

Christmas Day – December 25

Compensation for Holidays

Holidays that are observed on a scheduled nine- hour work day shall be credited to the employee as a nine hour holiday. Holidays that are observed on a scheduled eight hour work day shall be credited to the employee as an eight hour holiday. Part-time employees shall be credited with a pro-rated amount of holiday based on the employees’ regularly assigned hours.

An employee who has an unauthorized absence either the day before or after a holiday will not receive holiday pay. An employee who is scheduled to work on a designated holiday and who does not work that scheduled day will not receive holiday pay - except when a supervisor excuses such an absence for the employee.

In order to receive holiday pay, the employee must be on paid status the day before and the day after the holiday.

Holidays that Coincide with Certain Other Types of Absences

When a holiday falls on a Saturday following an Agency working Friday, the holiday will usually be observed on the previous Friday. When a holiday falls on a Sunday, the holiday will usually be observed on the following Monday. When the holiday falls on an Agency off-Friday or Saturday following an Agency off-Friday, eight holiday hours will be credited to the employee’s vacation leave balance.

Any holiday falling within the period of an employee’s vacation will be considered as a paid holiday and will not be deducted from the employee’s accrued vacation.

Any holiday falling within the period of an employee’s approved sick leave will be considered as a holiday and will not be deducted from the employee’s accrued sick leave.

If work is assigned or authorized on a holiday, that time worked shall be paid at the rate of one and one-half times the regular hourly rate, plus the holiday pay to which the employee is entitled.

Vacation Leave

Vacation leave is intended to provide paid time away from work to rest and relax. Accrued vacation is paid upon separation of employment as provided in the applicable collective bargaining agreement and in accordance with the law.

If the accrued vacation leave is not used by the end of a calendar year, it will be rolled over to the next calendar year.

Vacation leave may be approved and taken any time after it has accrued.

Each regular employee will be eligible to receive vacation leave, accrued on a per pay period basis, at the following rates (unless otherwise approved by the Executive Director or designee):

Years	Full-Time Regular		Part-Time Regular
	Annual Hours	Monthly Hours	Prorated Hours based on hours worked
1-5	90 hours	7.50 hours	.043 per hour worked
5-15	130 hours	10.83 hours	.0625 per hour worked
15+	160	13.33 hours	.0769 per hour worked

Employees do not accrue vacation benefits during any period of leave of absence. For the purpose of this provision, leaves of absence may be granted for work related or non-work related reasons including but are not limited to the following: Workers' Compensation, California Paid Family Leave, Family Medical Leave and personal leave. Vacation leave will also not accrue on unpaid leave time or on banked sick or vacation leave hours used to supplement Workers' Compensation and/or State Disability payments.

Carry-Over and Cash Out

Employees may carry over up to 360 hours of vacation time from one calendar year to the next. Employees are encouraged to utilize their vacation time. In the event that unforeseen circumstances beyond an employee's control prevent him/her from taking vacation during the year; accrued time in excess of 360 hours shall be cashed out twice annually on the first pay period of April and/or October.

Employees may cash out up to 80 hours of their accrued vacation leave twice annually, in April and/or October, provided that the employee's vacation leave bank has a minimum of 40 hours remaining after cash out.

Vacation Approval

All vacation leave shall be requested in writing, and taken at a time mutually agreeable to the employee and their supervisor. The Agency reserves the right to deny requested vacation leave when such leave would interfere with operations or could adversely impact Agency operations. The Agency urges employees to secure vacation approval in advance of desired vacation days to allow for work coverage. Where conflicts develop, preference will be given to the earliest request with the more senior employee receiving preference in the case of a tie. Every effort will be made to grant an employee's leave request in the event of an emergency.

In the case that an employee is out sick but is out of accrued sick leave, accrued vacation time will be used to compensate the employee for the time away from work.

Sick Leave

Sick leave provides compensation to employees who are unable to work because of the employee's illness or injury, or because of the illness or injury of their immediate family members.. Sick leave shall not be used if it has not yet been accrued. With supervisor's approval an employee may flex time within a given workday to accommodate medical and other medically related appointments that cannot be scheduled outside of work hours. Accrued sick leave may be used for healthcare appointments for the employee or their immediate family members.

An immediate family member is defined as spouse or registered domestic partner, mother, step mother, mother-in-law, father, step father, father-in-law, child, brother, sister, grandmother, grandfather, grandchild or other individual living in the immediate household.

Eligible Employees: Full-time and part-time employees are eligible to accrue sick leave.

Sick Leave Accrual: Sick leave is accrued without limitation. Full-time employees accrue 96 hours of sick leave per year. Part-time employees will accrue at a prorated rate, based on the total hours worked per week.

Sick Leave Cash-Out: Employees will be reimbursed 50% of their accrued sick leave upon retirement or death and 25% upon voluntary separation from The Agency. Upon dismissal for cause, no sick leave shall be paid and accruals are forfeited. If an employee separates employment and is rehired within one year from the date of separation, previously accrued and unused paid sick days shall be reinstated. The employee shall be entitled to use those previously accrued and unused paid sick days upon rehiring. Fresno Housing is not required to reinstate accrued paid time off to an employee that was paid out at the time of termination, resignation, or separation of employment.

Requesting and Reporting Sick Leave: The Agency may require a supporting statement from the employee's medical practitioner if the request for sick leave is in excess of three (3) consecutive The Agency working days. The Agency may require a supporting statement from the medical practitioner for absences of less than three working days if there is reason to suspect leave abuse. It shall be the responsibility of each employee absent from duty due to illness or injury to notify their immediate supervisor, or the supervisor's designee, on the start of the first day of absence and each subsequent day of the absence.

Sick Leave and Workers' Compensation: When an employee is awarded temporary disability benefits as the result of a work-related illness or injury, the employee may use accrued sick leave to make up the difference between the amount of the daily Workers' Compensation temporary disability benefits paid and their regular salary.

Sick Leave and State Disability Insurance (SDI): When an employee is determined eligible for SDI benefits the employee may use accrued sick leave to make up the difference between the amount of SDI benefit paid and the employee's normal salary immediately prior to the disability. In the event the employee's payments received from accrued sick leave and SDI benefits exceed the employee's normal salary, the employee may be required by the California Employment Development Department (EDD) to repay the benefit payment that was overpaid and may have their SDI benefit payments paused or revoked by the EDD or shall reimburse The Agency for such overpayment and the employee's sick leave shall be credited with the appropriate hours.

Bereavement Leave

Consistent with the California Government Code employees, who have been employed with the Agency for at least thirty days are provided with 5 workdays of unpaid bereavement leave for the death of a qualifying family member. The leave must be taken within three months of the date of death. Agency policy provides all regular full-time and part-time employees will be allowed up to three (3) days of paid leave for the death of an immediate family member. Employees will be granted up to five (5) days of bereavement leave to attend out-of-state funeral services.

For purposes of this policy, immediate family member means: wife, husband, domestic partner, mother, step mother, mother-in-law, father, step father, father-in-law, child (including adopted, step and foster), daughter-in-law, son-in-law, brother, sister, brother in law, sister in law, grandmother, grandfather, grandchild or other individual living in the employee's immediate household. When an employee or their partner/spouse experiences a miscarriage the employee will be allowed up to three (3) days of paid leave.

If an employee needs additional time off, the employee may use vacation leave, compensatory time, or sick leave subject to supervisor approval, or unpaid personal leave subject to the approval of the Executive Director or designee. When requesting bereavement leave, employees should inform their immediate supervisor of the deceased family member and the date of death. Proof of death and/or proof of relationship may be required.

Personal Leaves of Absence

An employee who wishes to take a personal leave of absence must submit the request in writing to their Department Director or designee and Human Resources. . Personal leaves of absence for qualifying events consistent under the Family and Medical Leave Act (FMLA)/California Family Rights Act (CFRA) will only be approved if an employee has exhausted FMLA/CFRA or they do not qualify for FMLA/CFRA. Once a personal leave is approved, employees will be required to use any remaining accrued vacation, sick and/or compensatory time while on leave. While on personal leave, an employee will not receive holiday pay when they are in a unpaid status the day before and the day after the holiday, nor accrue vacation and sick leave time. Vacation and sick leave will begin to accrue upon the employee's return to work. An employee granted personal leave will not be eligible for group health plan benefits except as provided in accordance with the Consolidated Omnibus Budget Reconciliation Act (COBRA). COBRA will be offered the 1st of the month following when an employee is no longer in a paid status. Health plan premiums while covered under COBRA will be the responsibility of the employee. Continuation of coverage will be dependent upon timely payment of premiums. In the event that an employee's personal leave time results in a reduced schedule to part-time hours, the employee will be responsible for the employee portion of any applicable part-time medical premiums, while working the modified schedule. A personal leave of absence may be granted to employees for a period generally not to exceed one (1) year beyond the exhaustion of FMLA/CFRA-related leave for the following reasons:

1. In the event of an employee's illness or injury and the employee is not eligible for a leave of absence under FMLA or CFRA;
2. To pursue education or training which will materially benefit The Agency, as determined by the Executive Director;
3. To seek political office;
4. For other personal reasons which do not cause inconvenience to The Agency.

The Executive Director, or designee, retains sole discretion over whether a request for personal leave will be granted. A request for personal leave of absence may be denied to prevent significant hardship on Agency operations or as otherwise deemed necessary by the Executive Director. In the event an employee wishes to request an extension to a period of personal leave, any such request must be made to their Department Director and Human Resources in writing prior to the initial approved leave ending.

Military Leave

Employees shall be entitled to military leave in accordance with the California Military and Veterans Code and the federal Uniformed Services Employment and Reemployment Rights Act (USERRA). During any period of paid military leave that may apply, an employee may use a pro-rated amount of accrued vacation

leave and compensatory time to make up the difference between their usual Agency pay and the amount of their military earnings.

Return from Military Leave

Employees returning from military leave shall be reinstated in accordance with both state and federal law.

Military Spouse Leave

Qualified employees will be given up to ten (10) days leave during that time in which an employee's spouse or registered domestic partner is on leave from deployment during a period of "military conflict," as that term is defined in Military and Veterans Code section 395.10. Employees may use accrued vacation time to cover this absence. If the employee has no accrued vacation, the employee must request time off without pay.

Qualifying employees are employees who work an average of twenty (20) or more hours per week and have a spouse or registered domestic partner who is serving as:

1. A member of the U.S. Armed Forces and who has been deployed during a period of military conflict to an area designated as a combat theater or combat zone by the President of the United States or;
2. A member of the Armed Forces Reserve Components or the National Guard and has been deployed during a period of military conflict.

Qualifying employees who wish to request this leave must provide The Agency with a written request for such leave within two (2) business days of receiving official notice that the military spouse or registered domestic partner will be on leave from deployment. The employee must also provide written documentation to The Agency certifying that the military member will be on military leave from deployment.

Civil Air Patrol Leave

Ten days of unpaid leave per calendar year will be granted to employees who are volunteer members of the California Wing of the civilian auxiliary of the U.S. Air Force (Civil Air Patrol) responding to an emergency operation mission. Employees must have been employed for at least 90 days before commencement of the leave. Leave required for any single emergency mission cannot exceed three days, unless extended by the entity in charge of the operation and the extension is approved by The Agency.

Employees must give as much notice as possible of the intended dates of leave. The Agency may require documentation of employees' need to take the leave and may deny leave if certification is not provided.

Employees will be reinstated to the position held when leave began or an equivalent position with equivalent seniority status, employee benefits, pay, and other terms and conditions of employment.

Volunteer Firefighter, Reserve Peace Officer, and Emergency Rescue Personnel Leave

Employees will be granted unpaid time off to perform emergency duties as a volunteer firefighter, reserve peace officer, or emergency rescue personnel. Employees who are volunteer firefighters, reserve peace officers, or emergency rescue personnel are also eligible for leave of up to fourteen (14) days per calendar year for fire, law enforcement, or emergency rescue training. Exempt employees who work any portion of a workweek in which they also perform such emergency duties or training will receive their full salary for that workweek. Otherwise, exempt employees will be granted time off without pay.

Employees may substitute vacation pay for any unpaid portion of leave to perform such emergency duties or training.

Voting Time Off

Employees who do not have sufficient time outside of their regular working hours to vote in an election may request time off to vote. If possible, employees should make their request at least two days in advance of the election. Up to two hours of paid time off will be provided, at the beginning or end of the employee's regular shift, whichever will allow the most time for voting and the least time off work.

Court Leave

An employee requested by The Agency to testify in court shall receive their regular pay. Regular and probationary full-time employees called to jury duty service, shall be entitled to "paid" court leave and such absence shall not be taken as vacation or an unpaid leave of absence. An employee called to serve as a witness in court regarding issues unrelated to Agency business, and/or by a party other than The Agency, shall be required to use vacation or compensatory time earned or may request to take an unpaid leave of absence for such purposes.

Before court leave is granted, the employee must submit a copy of the official summons to their supervisor prior to the beginning date of such duty or service.

Domestic Abuse/Sexual Assault/Stalking Victim's Leave

The Agency will provide time off to an employee who has been the victim of domestic violence or sexual assault may take time off to seek any relief, including but not limited to, a temporary restraining order, restraining order, or other injunctive relief, to help ensure the health, safety, or welfare of the victim or their child. A victim includes any of the following: (1) a victim of stalking, domestic violence, or sexual assault;

(2) a victim of a crime that caused physical injury or that caused mental injury and a threat of physical injury; or (3) a person whose immediate family member is deceased as the direct result of a crime.

Additionally, an employee who is a victim of crime or abuse may take time off for services from a domestic violence shelter, program, rape crisis center, or victim services organization or agency; psychological counseling or mental health services; medical attention; or participation in safety planning programs and taking other actions to increase safety from further crime or abuse, including temporary or permanent relocation. The Agency requires reasonable advance notice of the leave when feasible. If time off is taken due to an emergency, the employee must, within fifteen (15) days of the absence, provide The Agency with certification of the need for the leave such as a police report; court order; documentation from a healthcare provider, victims advocate or counselor; or any other form of documentation that reasonably verifies that the crime or abuse occurred. Employees may use vacation, compensatory time earned, sick leave, or may request to take an unpaid leave of absence for such purposes.

Crime Victim's Leave

The Agency will provide time off to an employee to attend judicial proceedings related to a crime, if that employee is a victim of crime, an immediate family member of the victim, a registered domestic partner of a victim, or the child of a registered domestic partner of a victim. "Immediate family member" means spouse or registered domestic partner, child, step child, brother, step brother, sister, step sister, mother, step mother, father, step father, or any other individual who close association with the employee is the equivalent of a family relationship as described by the other categories of "immediate family member." The Agency requires that where feasible, in advance of taking leave, the employee provide it with a copy of the notice of each scheduled proceeding that is provided to the victim by The Agency responsible for providing notice within a reasonable time. Employees may use vacation, compensatory time earned, sick leave, or may request to take an unpaid leave of absence for such purposes.

School Leave

Employees will be granted time off without pay for up to forty (40) hours per calendar year, but no more than nine hours in any calendar month, to formally participate in the activities of schools or licensed child daycare facilities attended by their children. Examples of such activities might include:

- Finding, enrolling or re-enrolling their child in a school or with a licensed child care provider;
- To address a child care provider or school emergency;
- To appear at school on a child's behalf with regard to school suspension for committing an obscene act, engaging in habitual profanity and vulgarity, disrupting school activities, or otherwise willfully defying the valid authority of school personnel;

- An employee volunteering in their child's classroom, or attending parent-teacher conferences.

Employees wishing to take time off under this section must provide their immediate supervisor with reasonable notice of the planned absence. If both parents of a child are employed by The Agency at the same worksite, the request for time off under this Section will be granted to the first parent to provide notice of the need for time off. The request from the second parent will be accommodated if possible.

The Agency reserves the right to request that the employee furnish written verification from the school or daycare facility as proof that the employee participated in school or daycare activities on the specific date and at a particular time. Employees may use vacation, compensatory time earned, sick leave, or may request to take an unpaid leave of absence after providing reasonable notice provided by the employee to their immediate supervisor for such purposes.

Catastrophic Leave and Donation

If an employee is experiencing a medical event that impacts their life on a "catastrophic" level, as diagnosed by a physician, and time off balances have become depleted, they may submit a request to Human Resources for a Catastrophic Leave. Once the supporting medical documentation is received and the Catastrophic Leave request is approved, Human Resources can then reach out to Agency staff to ask for donations of sick time towards the employee's balance.

Employees may donate accumulated sick leave to another employee who personally has a catastrophic illness or injury in order to supplement that employee's sick leave time. In order to donate hours or receive hours under this section, an employee must have successfully completed their original probationary period. Donors of sick leave time must donate at least four (4) hours, but not more than forty (40) hours, of leave time. Donated leave shall not exceed twenty-five percent (25%) of the donor's accrued leave totals at the time of the donation. Donated hours will be integrated with SDI.

Leave for Organ or Bone Marrow Donation

The Agency will grant an employee the following paid leaves of absence for the purposes of organ or bone marrow donation:

1. A leave of absence up to five (5) days in any one year period for the purpose of donating the employee's bone marrow to another person.
2. A leave of absence up to thirty (30) days in any one year period for the purpose of the employee donating their organ to another person.

A leave of absence for the purpose of organ or bone marrow donation will be provided with pay. However, if an employee has accrued sick or vacation time available, the employee is required to first use up to five

days of paid sick or vacation time for a bone marrow donation and up to two weeks of paid sick or vacation time for organ donation.

In order to receive a leave of absence pursuant to this section, the employee must provide written verification to Human Resources that the employee is an organ or bone marrow donor and that there is a medical necessity for the donation of the organ or bone marrow. Additionally, employees must have been employed for at least 90 days immediately preceding commencement of this leave of absence and be otherwise eligible.

Any leave taken for the donation of an organ or bone marrow will not constitute a break in service for purposes of the employee's right to salary adjustments, sick leave, vacation, or seniority. During a leave taken under this policy, The Agency will maintain and pay its portion for coverage under a group health plan, for the full duration of this leave, and in the same manner the coverage would have been maintained if the employee had been actively at work during the leave.

Leave provided under this policy may be taken in one or more periods. Also, leave taken under this policy will not run concurrently with any leave taken pursuant to FMLA or CFRA.

Performance Evaluations Upon Return From Leave

Non Pay-For-Performance employees: For leaves of less than 90 consecutive days, employees will receive their performance review on schedule if returning to work prior to their next review date, or as soon as possible after returning from leave if their review was set to occur during leave. For leaves over 90 consecutive days, Human Resources will assign a new review cycle effective date based upon the number of days the employee was on leave. Pay-For-Performance employees: evaluation dates remain the same regardless of the length of leave, and the review will be given upon the employee returning to work.

Unauthorized Leave

An employee who is absent from work without sufficient notice to The Agency for more than three (3) consecutively scheduled work days shall be considered to have voluntarily resigned.

When an employee is absent without proper authorization, appropriate deductions will be made from the employee's pay for the period of absence.

RESOLUTION No. _____

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

**RESOLUTION TO APPROVE THE AMENDED TIME AWAY FROM WORK
POLICY**

WHEREAS, the Board of Commissioners approved the Time Away from Work Policy on January 12, 2021; and

WHEREAS, the Time Away from Work Policy is being amended to ensure consistency with applicable laws and regulations and other Board actions.

NOW, THEREFORE, BE IT RESOLVED THAT the governing body of the above agency does hereby approve the amended Time Away from Work Policy.

PASSED AND ADOPTED THIS 27th day of June, 2023, by the following vote, to wit:

AYES:

NOES:

ABSENT:

ABSTAIN:

Tyrone Roderick Williams, Secretary of the Board of Commissioners

RESOLUTION No. _____

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AYES:

NOES:

ABSENT:

ABSTAIN:

Tyrone Roderick Williams, Secretary of the Board of Commissioners

BOARD MEMO

TO: Boards of Commissioners
FROM: Tyrone Roderick Williams, CEO
MEETING DATE: 0627/2023
AGENDA ITEM: 6c
SUBJECT: Consideration of the Family and Medical Leave Policy

AUTHOR: Jeff Cardell
Director of Human Resources
DEPARTMENT: Human Resources
MEMO DATE: 06/16/2023

Executive Summary

The purpose of this memo is to ask the Boards of Commissioners to approve the Family and Medical Leave Policy which was previously incorporated in the Time Away from Work Policy.

In summary, the attached policy is being established as a standalone policy with a few updates to ensure consistency with applicable law.

Recommendation

It is recommended that the Boards of Commissioners approve and adopt the Family and Medical Leave Policy.

Fiscal Impact

There is no fiscal impact associated with adoption of the Family and Medical Leave 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 Family and Medical Leave Policy in collaboration with Senior Leaders and our labor partners. Beyond establishing the Family and Medical Leave Policy as a separate policy, the significant revisions of its contents are as follows:

- Qualifying Event – Consistent with the Federal Family and Medical Leave Act caring for an injured service member or veteran during rehabilitation is added to the list of purposes for which Family and Medical Leave can be granted. In addition, under the California Family Rights Act leave may be provided to also care for a parent-in-law or a designated person.
- Qualifying Exigency Leave – Consistent with the Federal FMLA parental care is an addition reason that Exigency Leave may be granted.

Family and Medical Leave Policy

Introduction

The Federal Family Medical Leave Act of 1993 (“FMLA”) and the California Family Rights Act of 1991 (“CFRA”) provide employees protected family and medical leaves for qualifying reasons.

Purpose

This policy provides eligibility, qualifying reasons and responsibilities for employees when needing time off under FMLA and CFRA. Each and every employee, officer, and commissioner is required to abide by the provisions set forth in the Family and Medical Leave Policy. The Executive Director or his or her designee is responsible for the administration, interpretation, and application of this Policy. The Boards of Commissioners are responsible for policy adoptions and revisions.

This Policy does not constitute a contractual agreement whatsoever, nor does it supersede any contractual arrangements that exist. No promise of any kind is made by the Agency in this Policy. Where conflicts with a labor agreement, Memorandum of Understanding (“MOU”), or federal, state, or local law exist, the labor agreement or law shall prevail.

Eligibility

Employees who have completed at least twelve (12) months of service and who have worked at least 1,250 hours during the previous 12 months are eligible under federal (**Family and Medical Leave Act or “FMLA”**) and state law (**California Family Rights Act or “CFRA”**) for Family and Medical Leave benefits. Unless stated otherwise, the maximum allowable time for any FMLA and CFRA under this policy is 12 weeks per rolling 12-month period, measured backwards from the first day of the requested leave of absence. FMLA and CFRA may run concurrently depending on the qualifying reason.

Permissible Purposes for Leave

FMLA

FMLA leave will be granted for any of the following:

1. Birth of the employee's child, or placement of a child with the employee for adoption or foster care. Leave for the birth, adoption or foster care placement of your child must be taken within one year of your child's birth, adoption, or placement.
2. To care for the employee's spouse, child, or parent who has a serious health condition.
3. A qualifying military exigency related to the covered active duty or called to covered active duty as an employee's spouse, parent, or child in the United States armed forces.

4. To care for an injured service member or veteran during rehabilitation.
5. Your own serious health condition that makes you unable to perform the functions of your position.

A serious health condition is any of the following:

- An illness, injury, impairment, or physical or mental condition that involves either an overnight stay in a medical care facility, or continuing treatment by a health care provider for a condition that either prevents the employee from performing the functions of the employee's job, or prevents the qualified family member from participating in school, work or other daily activities.
- Absence for more than three consecutive days plus treatment from a healthcare provider.
- Chronic condition that continues over an extended period of time and requires periodic visits for treatment from a healthcare provider.
- Incapacity due to pregnancy or prenatal care (under FMLA only).

Qualifying Exigency Leave

Eligible employees may take up to 12 weeks of leave for one or more qualifying exigencies. "Qualifying exigency" is defined by law as: (1) short-notice deployment, (2) military events and related activities, (3) childcare and school activities, (4) financial and legal arrangements, (5) family counseling, (6) rest and recuperation, (7) post-deployment activities, (8) parental care, (9) and (9) additional activities where the Agency and employee agree to the leave.

Employees requesting this leave must provide a copy of the military issued notice, active duty orders or other documentation indicating the family member is on active duty or has an impending call to active service along with the dates of service.

Military Caregiver Leave

Eligible employees may qualify for Military Caregiver Leave under the FMLA. FMLA leave taken for this purposes will not run concurrently with CFRA leave.

Eligible employees under FMLA may be provided up to 26 weeks (one-half year) of leave during a single 12-month period to care for a covered service member. A covered service member is the employee's spouse, child, parent, or next of kin (meaning "nearest blood relative" or person "specially designated") who is recovering from a serious injury or illness which occurred or was aggravated in the line of duty on active duty in the Armed Forces, National Guard, or Reserves, and which may render the service member medically unfit to perform their military duties; or for which the service member is undergoing medical treatment, recuperation, or therapy; or is in outpatient status; or is on the temporary disability retired list, and includes veterans who were members of the Armed Forces any time during the past five (5) years, who develop an illness or injury or who aggravated an existing injury during active duty.

Pregnancy-Related

Time off from work because of the employee's disability due to pregnancy, childbirth or related medical condition is counted as FMLA leave and will not run concurrently with CFRA leave. Employees who are disabled because of pregnancy are entitled to pregnancy disability leave (up to four months and requiring certification of treating physician).

CFRA

CFRA leave will be granted for any of the following:

- Your own serious health condition that makes you unable to perform the functions of your position (excluding pregnancy, childbirth, or related medical conditions).
- The birth, adoption, foster care placement or serious illness of your child (biological, adopted, foster child, stepchild, legal ward, child of a domestic partner, or a person to whom you stand in loco parentis). Leave for the birth, adoption or foster care placement of your child must be taken within one year of your child's birth, adoption, or placement.
- To care for your child, parent, parent-in-law, grandparent, grandchild, sibling, spouse, or domestic partner, designated person who has a serious health condition.
- A qualifying exigency related to the covered active duty or call to covered active duty of your spouse, domestic partner, child, or parent in the Armed Forces of the United States.
- A registered domestic partnership is defined as the following: two adults who have filed a Declaration of Domestic Partnership with the California Secretary of State and are (i) neither married nor a member of another domestic partnership with someone else, (ii) not related by blood in a way that would prevent them from being married in California, (iii) at least 18 years old, and (iv) capable of consenting to the domestic partnership.

Baby-bonding

In the event both parents are employed with the Agency, each parent will be granted up to 12 weeks of baby-bonding leave.

Intermittent Family and Medical Leave

Under some circumstances, Family and Medical Leave may be taken intermittently, which means taking leave in blocks of time, or by reducing an employee's normal weekly or daily work schedule.

If an employee needs to take Family and Medical Leave on an intermittent basis or reduced schedule basis for themselves or to care for a spouse, child or parent with a serious health condition, the employee may be allowed to take leave in intervals as determined by a health care provider.

It may be necessary to temporarily transfer an employee to an alternative position/shift for which the employee is qualified in order to accommodate recurring intermittent leave. The employee's health care

provider will be required to recertify the need for intermittent leave every twelve (12) months or when the intermittent leave expires if less than one year.

If an employee is taking intermittent Family and Medical Leave for the birth, adoption or foster care placement of a child, the leave must be concluded within one year of the birth or placement for adoption or foster care of the child. The basic minimum duration of the leave shall be two weeks. However, the Agency shall grant a request for a CFRA leave of less than two weeks' duration on any two occasions and may grant requests for additional occasions of leave lasting less than two weeks.

Requesting Family and Medical Leave

Submit your request in writing to the Human Resources Department using the Request for Leave Form. This request form must provide advance notice of 30 days prior to the date the leave is anticipated to begin or as soon as practicable.

If your request for leave is because of a serious health condition of yourself or a qualified person, you must provide Human Resources with a physician's certificate along with your request for leave. The certificate must set forth the date when the condition commenced, its probable duration, an estimate of the time needed for care and a statement that the condition warrants the leave.

The physician's certificate must be turned into the Human Resources Office within no less than 15 days from when the time of is needed or as soon as reasonably possible when there are extenuating circumstances.

Before returning to work after a leave of absence based on your own medical condition, you must provide us with a written statement from your physician, confirming your ability to return to your regular duties and any limitations and restrictions.

Human Resources will notify you in writing if your leave has been approved.

Compensation During Leave

Family and Medical Leave is typically unpaid. Under those circumstances where an employee's Family and Medical Leave is unpaid (e.g. Family and Medical Leave where the employee is not receiving compensation through a state-sponsored disability program), the employee will use accrued sick, vacation and comp time for Family and Medical Leave, subject to the Agency's policies and procedures and Memorandum of Understanding regarding the taking of such leave, in conjunction with any other compensation the employee might receive. In order to facilitate consistency in compensation for the employee throughout the leave, the Agency will bridge the gap with sick, vacation and comp time. All payments will be coordinated with any state disability or other wage reimbursement benefits for which an

employee may be eligible so that at no time will the employee receive a greater total payment than the regular salary.

During the unpaid portion of Family and Medical Leave, an employee is ineligible for paid holidays and will not accrue any vacation or sick leave.

Benefits During Leave

An employee taking Family and Medical Leave will be allowed to continue participating in any health and welfare benefit plans in which they were enrolled prior to the first day of the leave (for up to a maximum of 12 weeks). In some instances, the Agency may recover premiums paid to maintain health coverage for an employee who fails to return to work following Family and Medical Leave. Payment is due at the same time as it would be if made by payroll deduction.

- While on approved Family and Medical Leave, the Agency will either deduct the employee's portion of the health plan premium from the employee's remaining sick/vacation/comp time balances, as a regular payroll deduction, or the premium payment may be made directly to the Agency by the employee, by personal check.
- Health coverage may cease if a premium payment is more than 30 days late. If payment is more than 30 days late, the Agency will send the employee a letter to this effect. If the Agency does not receive the employee's premium payment within 15 days of this letter, coverage will cease.

If an employee elects not to return to work at the end of the leave for at least 30 calendar days, the employee will be required to reimburse the Agency for the cost of the premiums paid by the Agency for maintaining coverage during the unpaid leave, unless the employee cannot return to work because of a serious health condition or because of other circumstances beyond the employee's control.

Returning from Family Medical Leave An employee on Family and Medical Leave is requested to provide the Agency with at least two weeks advance notice of the date the employee intends to return to work.

Under most circumstances, upon return from Family and Medical Leave, an employee will be reinstated to their original position, or to a comparable position with equivalent pay, benefits, and other employment terms and conditions. In addition, an employee's use of Family and Medical Leave will not result in the loss of any employment benefit that the employee earned or was entitled to before using Family and Medical Leave.

If an employee is returning from Family and Medical Leave taken for their own serious health condition, but is unable to perform the essential functions of the job because of a physical or mental disability, the Agency will engage in an interactive process with that employee in order to identify possible reasonable accommodation(s), if any, that will allow the employee to perform the essential functions of the position. If there is more than one

reasonable accommodation that will not impose an undue hardship, the Agency will identify and select the accommodation(s) that will be made for the employee. After completion of the interactive process, the Agency will review requested accommodations and make a determination on if the Agency is able to make reasonable accommodations, if the requested accommodations would impose an undue hardship, or if there are other suitable alternate, vacant positions available that the employee is qualified to perform. If an alternate position is not able to be identified, the Agency may offer the employee any remaining leave the employee may be entitled to or eligible for.

Pregnancy-Related Disability Leave

Eligibility

Under the California Fair Employment and Housing Act (“FEHA”), an employee disabled by pregnancy, childbirth or related medical conditions is eligible to take a Pregnancy Disability Leave (“PDL”).

Leave Available

Pregnancy Disability Leave is available to eligible employees for a maximum of four (4) months, which depends on the number of days or hours that an employee would normally work within four months (or 17 1/3 weeks for a full-time employee), per pregnancy upon medical certification of the health care provider that the employee is disabled due to pregnancy, childbirth or a related medical condition. Actual duration of the leave will be determined by the advice of the employee's health care provider.

As an alternative and upon the employee’s request and recommendation of the employee’s health care provider, the employee's work assignment may be changed as required to protect the health and safety of the employee and their child.

Pregnancy Disability Leave need not be taken in one continuous period of time, but can be taken on an as-needed intermittent basis. Time off taken for prenatal care, severe morning sickness, doctor-ordered bed rest, childbirth, and recovery from childbirth are all covered by Pregnancy Disability Leave. This list of conditions is meant to be non-exclusive and illustrative only.

Pregnancy Disability Leave runs concurrently with FMLA leave, but not with CFRA leave.

Compensation During Pregnancy Disability Leave

An employee will be required to utilize accrued sick leave prior to unpaid leave during a pregnancy disability leave. The employee may also choose to utilize accrued vacation and comp time. All such payments will be integrated with any state disability or other wage reimbursement benefits that the employee may be receiving. At no time will an employee receive a greater total payment than their regular compensation. During the unpaid portion of pregnancy disability leave, an employee is ineligible for paid holidays and will not accrue any vacation or sick time.

Benefits During Pregnancy Disability Leave

Subject to the terms, conditions, and limitations of the applicable plans, the Agency will continue to pay its portion of all applicable group insurance premiums which it ordinarily pays on behalf of the employee during the employee's pregnancy disability leave for a period of up to 4 months. The employee must continue to pay the employee portion of the insurance premiums during the leave of absence. Failure by the employee to make this premium payment may result in a loss of benefits.

Returning from Pregnancy Disability Leave

Before an employee returns to work from pregnancy disability leave, the employee is required to provide medical certification from the health care provider that they are able to return to work. Under most circumstances, upon submission of certification from a health care provider that the employee is able to return to work from a pregnancy disability leave, an employee will be reinstated to their original position, or to a comparable position with equivalent pay, benefits, and other employment terms and conditions. In addition, an employee's use of Pregnancy Disability Leave will not result in the loss of any employment benefit that the employee earned or was entitled to before using Pregnancy Disability Leave.

If upon return to work an employee is unable to perform the essential functions of the job because of a physical or mental disability, the Agency will engage in an interactive process with that employee in order to identify possible reasonable accommodation(s), if any, which will allow the employee to perform the essential functions of the position. If there is more than one reasonable accommodation that will not pose an undue hardship, the Agency will identify and select the accommodation(s) that will be made for the employee. After completion of the interactive process, the Agency will review requested accommodations and make a determination on if the Agency is able to make reasonable accommodations, if the requested accommodations would impose an undue hardship, or if there are other suitable alternate, vacant positions available that the employee is qualified to perform. If an alternate position is not able to be identified, the Agency may offer the employee any remaining leave the employee may be entitled to or eligible for.

Workers' Compensation Leave

The Agency will grant an employee a Workers' Compensation Leave in accordance with state law if the employee experiences an occupational illness or injury and time off from work is required for the employee to recover. As an alternative, the Agency may offer an employee modified work.

If a leave taken under the workers' compensation policy qualifies as a serious health condition under FMLA and CFRA, then the Workers' Compensation Leave will run concurrently with FMLA and CFRA.

Performance Evaluations Upon Return From Leave

Non Pay-For-Performance employees: For leaves of less than 90 consecutive days, employees will receive their performance review on schedule if returning to work prior to their next review date, or as soon as possible after returning from leave if their review was due during leave. For leaves over 90 consecutive days, Human Resources will assign a new review cycle effective date based upon the number of days the employee was on leave. Pay-For-Performance employees: evaluation dates remain the same regardless of the length of leave, and the review will be given upon the employee returning to work.

RESOLUTION No. _____

BEFORE THE BOARD OF COMMISSIONERS OF THE

HOUSING AUTHORITY OF THE CITY OF FRESNO

RESOLUTION TO ADOPT AMENDED FAMILY AND MEDICAL LEAVE POLICY

WHEREAS, the Board of Commissioners approved the Family and Medical Leave Policy as part of the Time Away from Work Policy on January 12, 2021; and

WHEREAS, the Family and Medical Leave Policy is being adopted as a standalone policy with amendments to ensure consistency with applicable law.

NOW, THEREFORE, BE IT RESOLVED THAT the governing body of the above agency does hereby approve the amended Family and Medical Leave Policy.

PASSED AND ADOPTED THIS 27th day of June, 2023, by the following vote, to wit:

AYES:

NOES:

ABSENT:

ABSTAIN:

Tyrone Roderick Williams, Secretary of the Board of Commissioners

RESOLUTION No. _____

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

RESOLUTION TO ADOPT AMENDED FAMILY AND MEDICAL LEAVE POLICY

WHEREAS, the Board of Commissioners approved the Family and Medical Leave Policy as part of the Time Away from Work Policy on January 12, 2021; and

WHEREAS, the Family and Medical Leave Policy is being adopted as a standalone policy with amendments to ensure consistency with applicable law.

NOW, THEREFORE, BE IT RESOLVED THAT the governing body of the above agency does hereby approve the amended Family and Medical Leave Policy.

PASSED AND ADOPTED THIS 27th day of June, 2023, by the following vote, to wit:

AYES:

NOES:

ABSENT:

ABSTAIN:

Tyrone Roderick Williams, Secretary of the Board of Commissioners

BOARD MEMO

TO: Boards of Commissioners **AUTHOR:** Scott Berry/ Harkiran Kaur/
Dave Brenner

FROM: Tyrone Roderick Williams, CEO

MEETING DATE: 06/20/2023 **DEPARTMENT:** Real Estate Development

AGENDA ITEM: 6d **MEMO DATE:** 06/27/2023

SUBJECT: Authorization to Apply for HCD’s 2023 Super NOFA – Parkside Inn, Avalon Commons Phase II, and Cordillera Commons Phase I (fka San Joaquin Commons)

Executive Summary

The purpose of this Board memo is to request approvals from the Board of Commissioners related to the financing of three affordable housing projects: Avalon Commons Phase II, located at 7521 N. Chestnut Ave, Fresno, California (APN: 404-071-50), Parkside Inn, aka Golden State Triage Center, located at 1415 W Olive Ave, Fresno California (APNs: 449-270-32, 449-270-56), and Cordillera Commons Phase I, fka San Joaquin Commons, located at the corner of W. Colorado Avenue and 5th Street in San Joaquin, California (APNs: 033-210-01S, 033-210-02S, 033-210-03S, 033-210-04S, 033-210-05S).

The requested action includes authorization of funding applications for the California Department of Housing and Community Development (HCD)’s 2023 Super Notice of Availability of Funding (“HCD Super NOFA”). The Super NOFA includes multiple pools of funding: Multifamily Housing Program (“MHP”), Infill Infrastructure Grant Program (“IIG”), Joe Serna Farmworker Housing Grant (“Serna”), and Veterans Housing and Homeless Prevention Program (“VHHP”).

The Parkside Inn development envisions the adaptive reuse of an existing 48-unit motel. The project will include the demolition of the current lobby/on-site manager building and the adaptive reuse of the existing 48 motel rooms into 39 units (multi-family, special needs, and 1 manager's unit). A new building will be constructed to the south of the motel, and it will contain residential units, a community room, and a leasing office. Additional landscaping and outdoor community spaces will also be added to the site.

The Avalon Commons project consists of a total of 105 units on an approximately 7-acre site in Northwest Fresno. Building on the first phase, Phase II of the project will be developed on a roughly 2-acre portion of the site and envisions 45 units consisting of 12 1-bedroom units, 17 2-bedroom units, and 15 3-bedroom units. Phase I of the development is currently under construction and consists of 60 units as well as the community space to be shared with Phase II. The development will serve families and potentially individuals with special needs.

The proposed Cordillera Commons project (fka San Joaquin Commons), will consist of two phases for a total of 114 dwelling units. The first phase consists of 51 units and all community facilities.

FRESNO HOUSING

Staff envisions the project as a transfer of rental assistance from the nearby Low-Income Public Housing properties, San Joaquin Apartments and Taylor Terrace.

In order to facilitate HCD Super NOFA funding applications, it is necessary for the Boards of Commissioners of Fresno Housing to adopt the attached board resolution that will allow for a list of significant actions to take place in order to facilitate funding. Neither the submission of these funding applications nor the award of project applications obligates Fresno Housing to implement the development.

Recommendation

It is recommended that the Boards of Commissioners of Fresno Housing adopt the attached resolutions approving the necessary actions needed to move forward with HCD funding application submissions for Parkside Inn, Avalon Commons Phase II and Cordillera Commons Phase II, respectively, 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 undertaking of all actions necessary to secure financing for the Project, and assemble various financing sources, which may include, but are not limited to: (a) submission of an application to the California Department of Housing and Community Development's 2023 Super NOFA and (b) other grants, operating subsidies and/or private loans and such other sources identified by the Chief Executive Officer.
2. Approve and ratify the formation of single purpose limited liability companies, wherein the Housing Authority will be the sole member, and the formation of limited partnerships, wherein Silvercrest, Inc. and the Housing Authority will act as General Partners, for said projects and authorize all other actions necessary to form and operate said entities.
3. Approve execution of applicant, recipient and borrower resolutions from the California Department of Housing and Community Development, in the form attached hereto (Exhibit A) and as future updated versions may become available, if and when awarded.
4. 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; and
5. Provide for other matters related thereto.

Fiscal Impact

Beyond pre-development funding, the Agency has not committed funds to Avalon Commons Phase II, Parkside Inn, or Cordillera Commons Phase I. The predevelopment funds will be fully reimbursed upon finance closing by other construction sources if/when the development starts

FRESNO HOUSING

construction. Avalon Commons Phase II has received a commitment of \$3,000,000 from the City of Fresno's LHTF program. The Agency currently holds title to all three properties.

Background Information – Parkside Inn

Parkside Inn is currently operating as a City-supported homeless transitional housing site funded by the State of California Department of Housing and Community Development's Homekey program. The proposed lodging-to-dwelling conversion includes 1.) demolition of the current lobby/on-site manager building; 2.) adaptive reuse of the existing 48 motel rooms into 39 units (multifamily, special needs, and 1 manager's unit); 3.) new construction of one building that will contain residential units, a community room, and a leasing office; and 4.) additional landscaping and outdoor community spaces.

Past Board Action

- November 17, 2020 – Resolution approving the assignment to and authorization by Silvercrest, Inc., for the acquisition of real property located at 1415 W. Olive Ave, Fresno, CA 93728 (APN: 449-270-56) from Akshar, Inc. and execution of documents from the California Department of Housing and Community Development; Entrance into a grant agreement with Enterprise Community Partners, Inc.
- October 27, 2020 – Resolution approving acceptance of a grand award from the City of Fresno for the operation and provision of services to hotels during the provision of interim housing
- September 9, 2020 – Parkside Inn HCD Resolution update
- August 25, 2020 – Parkside Inn HCD Resolution & Resolution authorizing approval and ratification to enter into a purchase and sale agreement with Akshar, Inc., for real property located at 1415 W Olive Ave, Fresno, CA 93728 (APN:449-270-56)

Background Information – Avalon Commons Phase II

Avalon Commons II is the second phase of the Avalon Commons project on 7.1 acres of land located at 7521 N. Chestnut Ave, Fresno, CA (APN: 404-071-50). The property was acquired by the Housing Authority of the City of Fresno, California in December 2020 for \$2,800,000 and has a Phase I development of 60 units and community building underway. The current Phase II site plan envisions a 45-unit development with 12 one-bedroom units, 17 two-bedroom units, and 16 three-bedroom units.

Past Board Action

- March 28, 2023 – Resolution Authorizing the Submission of a City of Fresno Funding Application for Avalon Commons Phase II Project (APN 477-060-04), and Providing for other Matters Related Thereto

FRESNO HOUSING

Background Information – Cordillera Commons

The Cordillera Commons site (APN: 4033-210-01S, 033-210-02S, 033-210-03S, 033-210-04S, 033-210-05S 04-071-50) is 6.68 acres of vacant land located in the City of San Joaquin. The site has been in possession of the Housing Authority of Fresno County. The project will serve families with household sizes between one and four bedrooms. Staff envisions the project as a transfer of rental assistance from the nearby Low-Income Public Housing properties, San Joaquin Apartments and Taylor Terrace, which have forty-eight combined units in duplex configurations. The properties were built in 1957 and 1968 and are currently in moderate condition.

Past Board Action

- November 15, 2022 – Resolution Authorizing the Submission of Funding for a California Department of Housing & Community Development Permanent Local Housing Allocation (PLHA) Program Application for San Joaquin Commons – Phase I (APN’s: 033-210-01-S & 02s, 03s, 04s, 05s) and other Matters Related Thereto

Exhibit A: Sample HCD Resolution

RESOLUTION NO. _____

BEFORE THE BOARD OF COMMISSIONERS OF THE

HOUSING AUTHORITY OF CITY OF FRESNO, CALIFORNIA

RESOLUTION AUTHORIZING THE SUBMISSION OF FUNDING FOR A CALIFORNIA DEPARTMENT OF HOUSING & COMMUNITY DEVELOPMENT MULTIFAMILY HOUSING PROGRAM APPLICATION FOR AVALON COMMONS – PHASE II PROJECT (APN: 404-071-50) AND OTHER MATTERS RELATED THERETO

WHEREAS, the Housing Authority of the City of Fresno, California (“the Authority”) seeks to expand the development and availability of long-term housing for low and moderate income households residing in City of Fresno, California (“the County”); and,

WHEREAS, the Authority is authorized, among other things, to enter into limited partnership agreements and to make loans to partnerships to finance, plan, undertake, construct, acquire and operate housing projects; and,

WHEREAS, the Avalon Commons Phase II site is approximately 2.4 acres located at 7521 N. Chestnut Avenue (APN: 404-071-50) in Fresno, California and in an area with high demand and opportunity for housing; and,

WHEREAS, the Phase II project concept and architectural plan envisions 44 low income units and 1 manager’s unit with approximately 3,676 square feet of community space that will be developed on and shared with Phase I of the project via a Joint Use Agreement; and,

WHEREAS, the Avalon Commons development was selected by the City of Fresno to receive a Local Housing Trust Fund allocation of \$3,000,000; and,

WHEREAS, the project’s financing structure calls for the submission of a California Department of Housing and Community Development Multifamily Housing Program (MHP) application in an amount up to \$13,000,000 to facilitate the development;

NOW THEREFORE, BE IT RESOLVED that the Board of Commissioners of the Housing Authority of City of Fresno, CA hereby authorizes Tyrone Roderick Williams, Chief Executive Officer, Tammy Townsend, Deputy Executive Director, Michael Duarte, Chief Real Estate Officer, and/or their designee, to undertake the following actions needed to move forward with funding application submissions for the Avalon Commons Phase II project:

1. Authorize the undertaking of all actions necessary to secure financing for the Project, and assemble various financing sources, which may include, but are not limited to: (a) submission of an application to the California Department of Housing and Community

Development’s 2023 Super NOFA and (b) other grants, operating subsidies and/or private loans and such other sources identified by the Chief Executive Officer; and

2. Ratify the formation of Fresno Avalon Commons Phase II AGP, LLC, a single purpose entity with the Housing Authority of the City of Fresno, CA as its sole member and ratify the formation of Fresno Avalon Commons Phase II, LP, with Silvercrest Inc. and Fresno Avalon Commons Phase II AGP, LLC as its General Partners, and authorize all other actions necessary to form and operate said entities.
3. Approve execution of recipient and borrower resolutions from the California Department of Housing and Community Development, in the form attached hereto and as future updated versions may become available, if and when awarded.
4. Authorize Tyrone Roderick Williams, Chief Executive Officer, Tammy Townsend, Deputy Executive Director, Michael Duarte, Chief Real Estate Officer, and/or their designees to execute documents on behalf of the Housing Authority of the City of Fresno, CA; and in the name of the Administrative General Partner, on its own behalf; and as administrative general partner of the Partnership; and
5. Provide for other matters related thereto.

PASSED AND ADOPTED THIS 27th DAY OF JUNE, 2023. I, the undersigned, herby certify that the foregoing Resolution was duly adopted by the governing body with the following vote, to-wit:

AYES:

NOES:

ABSENT:

ABSTAIN:

Tyrone Roderick Williams, Secretary of the Boards of Commissioners

RESOLUTION NO. _____

BEFORE THE BOARD OF COMMISSIONERS OF THE

HOUSING AUTHORITY OF THE CITY OF FRESNO, CALIFORNIA

RESOLUTION AUTHORIZING THE SUBMISSION OF FUNDING FOR A CALIFORNIA DEPARTMENT OF HOUSING & COMMUNITY DEVELOPMENT SUPER NOFA APPLICATION FOR PARKSIDE INN (APNs: 0449-270-32/449-270-56) AND OTHER MATTERS RELATED THERETO

WHEREAS, the Housing Authority of the City of Fresno, California (“the Authority”) seeks to expand the development and availability of long-term housing for low- and moderate-income households residing in the City of Fresno (“the City”); and,

WHEREAS, the Authority is authorized, among other things, to enter into limited partnership agreements and to make loans to partnerships to finance, plan, undertake, construct, acquire and operate housing projects; and,

WHEREAS, the Parkside Inn site is approximately 2.6 acres located at 1415 W. Olive Avenue (APNs: 449-270-32 / 449-270-56) in Fresno, California; and,

WHEREAS, the Agency envisions 39 family units built including the use of Project-Based Voucher rental subsidy from the U.S. Department of Housing and Urban Development; and,

WHEREAS, the Agency intends to form a single purpose limited liability corporation, Fresno 1415 W. Olive Ave AGP, LLC, wherein the Housing Authority of the City of Fresno, CA will be the sole member, to act as the Administrative General Partner of Fresno 1415 W. Olive Ave, LP limited partnership; and,

WHEREAS, the project’s financing structure calls for the submission of a California Department of Housing and Community Development Multifamily Housing Program (MHP) application in an amount up to \$12,000,000 to facilitate the development; and,

WHEREAS, the project’s financing structure calls for the submission of a California Department of Housing and Community Development’s Veterans Housing and Homelessness Prevention Program application in an amount up to \$6,000,000 to facilitate the development;

NOW THEREFORE, BE IT RESOLVED that the Board of Commissioners of the Housing Authority of the City of Fresno, CA hereby authorizes Tyrone Roderick Williams, Chief Executive Officer, Tammy Townsend, Chief Executive Director, Michael Duarte, Chief Real Estate Officer, and/or their designee, to undertake the following actions needed to move forward with funding application submissions for the Parkside Inn project:

1. Authorize the undertaking of all actions necessary to secure financing for the Project, and assemble various financing sources, which may include, but are not limited to: (a) submission of an application to the California Department of Housing and Community Development's 2023 Super NOFA and (b) other grants, operating subsidies and/or private loans and such other sources identified by the Chief Executive Officer.
2. Approve the formation of Fresno 1415 W Olive Ave AGP, LLC, a single purpose entity with the Housing Authority of the City of Fresno, CA as its sole member and Fresno 1415 W Olive Ave, LP, with Silvercrest, Inc. and Fresno 1415 W Olive Ave AGP, LLC as its General Partners, and authorize all other actions necessary to form and/or operate said entities.
3. 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, CA; and
4. Provide for other matters related thereto.

PASSED AND ADOPTED THIS 27th DAY OF JUNE, 2023. I, the undersigned, herby certify that the foregoing Resolution was duly adopted by the governing body with the following vote, to-wit:

AYES:

NOES:

ABSENT:

ABSTAIN:

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 REQUEST IN RESPONSE TO THE CALIFORNIA DEPARTMENT OF HOUSING & COMMUNITY DEVELOPMENT (“HCD”)’S 2023 SUPER NOFA APPLICATION FOR CORDILLERA COMMONS PHASE I (APNs: 033-210-01S, 033-210-02S, 033-210-03S, 033-210-04S, 033-210-05S) AND OTHER MATTERS RELATED THERETO

WHEREAS, the Housing Authority of Fresno County, California (“the Authority”) seeks to expand the development and availability of long-term housing for low- and moderate-income households residing in Fresno County (“the County”); and,

WHEREAS, the Authority is authorized, among other things, to enter into limited partnership agreements and to make loans to partnerships to finance, plan, undertake, construct, acquire and operate housing projects; and,

WHEREAS, the Cordillera Commons site is 6.68 acres located at corner of W. Colorado Avenue and 5th Street (APNs: 033-210-01S, 033-210-02S, 033-210-03S, 033-210-04S, 033-210-05S) in San Joaquin, California; and,

WHEREAS, the Agency envisions 114 family units built over two phases and including the transfer of Project-Based Voucher rental subsidy under the U.S. Department of Housing and Community Development’s Rental Assistance Demonstration (“RAD”) program; and,

WHEREAS, the Agency intends to form a single purpose limited liability corporation, San Joaquin Cordillera AGP, LLC, wherein the Housing Authority of Fresno County, CA will be the sole member, to act as the Administrative General Partner of a yet to be formed limited partnership; and,

WHEREAS, the Agency intends to form a single purpose limited partnership, San Joaquin Cordillera, LP, wherein Silvercrest, Inc., and San Joaquin Cordillera AGP, LLC will act as General Partners; and,

WHEREAS, the project’s financing structure calls for the submission of a California Department of Housing and Community Development Multifamily Housing Program (MHP) application in an amount up to \$12,000,000 to facilitate the development; and,

WHEREAS, the project’s financing structure calls for the submission of a California

Department of Housing and Community Development’s Joe Serna Farmworker Housing program application in an amount up to \$6,000,000 to facilitate the development;

NOW THEREFORE, BE IT RESOLVED that the Board of Commissioners of the Housing Authority of Fresno County, CA hereby authorizes Tyrone Roderick Williams, Chief Executive Officer, Tammy Townsend, Deputy Executive Director, Michael Duarte, Chief Real Estate Officer, and/or their designee, to undertake the following actions needed to move forward with funding application submissions for the Cordillera Commons Phase I project:

1. Authorize the undertaking of all actions necessary to secure financing for the Project, and assemble various financing sources, which may include, but are not limited to: (a) submission of an application to the California Department of Housing and Community Development’s 2023 Super NOFA and (b) other grants, operating subsidies and/or private loans and such other sources identified by the Chief Executive Officer.
2. Approve the formation of San Joaquin Cordillera AGP, LLC, a single purpose entity with the Housing Authority of Fresno County, CA as its sole member and approve the formation of San Joaquin Cordillera, LP, with Silvercrest, Inc. and San Joaquin Cordillera AGP, LLC as its General Partners, and authorize all other actions necessary to form and operate said entities.
3. Approve execution of HCD recipient and borrower resolutions from the California Department of Housing and Community Development, in the substantive form attached hereto and as future updated versions may become available, if and when funding is awarded.
4. 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 Fresno County, CA; and
5. Provide for other matters related thereto.

PASSED AND ADOPTED THIS 27th DAY OF JUNE, 2023. I, the undersigned, herby certify that the foregoing Resolution was duly adopted by the governing body with the following vote, to-wit:

AYES:

NOES:

ABSENT:

ABSTAIN:

Tyrone Roderick Williams, Secretary of the Boards of Commissioners

BOARD MEMO

TO: Boards of Commissioners

FROM: Tyrone Roderick Williams, CEO

MEETING DATE: 6/27/2023

AGENDA ITEM: 6e

SUBJECT: Approval to Submit Applications for Funding to the City of Fresno Affordable Housing Development NOFA – Parkside Inn (aka Golden State Triage), Avalon Commons Phase II, Downtown Fresno Projects

AUTHOR: Jaicee Felan/Harkiran Kaur/
Scott Berry/Dave Brenner

DEPARTMENT: Real Estate Development

MEMO DATE: 6/20/2023

Executive Summary

The purpose of this Board Memo is to request certain approvals from the Boards of Commissions related to the development, construction, and potential financing of three projects. The Avalon Commons Phase II project will add an additional 45 units of affordable housing on the property located at 7521 N. Chestnut Ave, Fresno, CA (APN: 404-071-50), building on the Phase I project. The Parkside Inn (aka Golden State Triage) project is to consist of 39 units of permanent housing at the former motel located at 1415 W. Olive Ave, Fresno, CA (APN: 449-270-32, 449-270-58). The plan for the Downtown Fresno project may include multiple phases located on the former CVS property, 1302 Fulton Street (APNs: 466-153-14, 466-153-15, & 466-153-18). The requested action under this Board memo includes authorization to submit funding applications for each of these projects in response to the City of Fresno Affordable Housing Development NOFA (2023 Bid File 12302837).

On May 19, 2023, the City of Fresno’s Planning and Development Department issued a Notice of Funding Availability for new construction of Multi-Family or Single-Family Affordable Housing to serve households whose incomes range between 30% and 60% of Area Median Income. The total funding amount available is to \$15,000,855, with sources including HOME Investment Partnerships (HOME) Program, Community Housing Development Organization (CHDO), Community Development Block Grant (CDBG), HOME Investment Partnerships American Rescue Plan (HOME-ARP), and State of California Permanent Local Housing Allocation (PLHA).

Staff plans to submit applications for each project for a funding amount up to \$5,000,000. Staff will continue to evaluate the projects and make the final requests in the applications. It is possible the City of Fresno may award less than the amount of funds requested.

Recommendation

It is recommended that the Boards of Commissioners of Fresno Housing adopt the attached resolution approving the necessary actions to submit funding applications to the City of Fresno for the following projects: Parkside Inn (aka Golden State Triage), Avalon Commons Phase II,

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and Downtown Fresno project and authorize Tyrone Roderick Williams, Chief Executive Officer, Tammy Townsend, Deputy Executive Director, and 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 City of Fresno's Affordable Housing Development NOFA for the Avalon Commons Phase II project, located at 7521 N. Chestnut Ave, Fresno, CA (APN: 404-071-50)
2. Authorize the submission of an application to the City of Fresno's Affordable Housing Development NOFA for the Parkside Inn (aka Golden State Triage) project, located at 1415 W Olive Ave, Fresno, CA (APN: 449-270-56)
3. Authorize the submission of an application to the City of Fresno's Affordable Housing Development NOFA for the Downtown Fresno project, located at 1302 Fulton St., Fresno, CA (APN: 466-153-14, 466-153-15, & 466-153-18)
4. 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
5. Provide for other matters related thereto.

Fiscal Impact

No fiscal impact at this time.

Background Information

Parkside Inn

The Parkside Inn (aka Golden State Triage) site (APN: 449-270-32 and APN 449-270-56) is a motel site located at 1415 W Olive Ave, Fresno, CA that is currently operated as a transitional housing facility by Turning Point of Central California. The plan is to convert this project from an existing motel to a new 39-unit permanent housing development. As of this memo, the project has secured a grant from the HCD Homekey program in the amount of approximately \$3.8 million. Additional gap financing is needed to bring this project into fruition.

Avalon Commons II

Avalon Commons II is the second phase of the Avalon Commons project on 7.1 acres of land located at 7521 N. Chestnut Ave, Fresno, CA (APN: 404-071-50). The property was acquired by the Housing Authority of the City of Fresno, California in December 2020 for \$2,800,000 and has a Phase I development of 60 units underway. The current Phase II site plan envisions a 45-unit development with 12 one-bedroom units, 17 two-bedroom units, and 16 three-bedroom units.

Downtown Fresno

The Downtown Fresno project is expected to consist of two affordable residential developments containing up to 130 units and associated community and/or commercial space. The concept

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envisions multiple different target populations including college students, low-income families, and moderate-income workforce residents.

RESOLUTION NO. _____

BEFORE THE BOARD OF COMMISSIONERS OF THE

HOUSING AUTHORITY OF THE CITY OF FRESNO, CALIFORNIA

RESOLUTION AUTHORIZING THE SUBMISSION OF AN APPLICATION TO THE CITY OF FRESNO'S 2023 AFFORDABLE HOUSING DEVELOPMENT NOTICE OF FUNDING AVAILABILITY (FILE 12302837) FOR A PROPOSED PROJECT AT 7521 N CHESTNUT AVE, FRESNO, CALIFORNIA (APN 404-071-50)

WHEREAS, the Housing Authority of the City of Fresno, California ("the Agency") seeks to expand the development and availability of long-term housing for low- and moderate-income households residing in Fresno County, California ("the County"); and

WHEREAS, the Agency seeks to move forward with the development of Phase II of the Avalon Commons project, located at 7521 N Chestnut Ave, Fresno, CA 93721 (APN 404-071-50); and

WHEREAS, the City of Fresno issued a Notice of Funding Availability on May 19, 2023 for funding of affordable rental and single-family housing, which includes funding from the HOME Investment Partnerships (HOME) Program, Community Housing Development Organization (CHDO), Community Development Block Grant (CDBG), HOME Investment Partnerships American Rescue Plan (HOME-ARP), and State of California Permanent Local Housing Allocation (PLHA); and

WHEREAS, the Agency desires to submit a funding application to the City of Fresno requesting up to \$5,000,000 to facilitate the development of Avalon Commons Phase II, 7521 N Chestnut Avenue, Fresno, California; and

NOW THEREFORE, BE IT RESOLVED that the Board of Commissioners of the Housing Authority of the City of Fresno, CA hereby authorizes the actions necessary to submit an application to the City of Fresno for the 2023 Affordable Housing Development Notice of Funding Availability, 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 27TH DAY OF JUNE 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 CITY OF FRESNO, CALIFORNIA

RESOLUTION AUTHORIZING THE SUBMISSION OF AN APPLICATION TO THE CITY OF FRESNO'S 2023 AFFORDABLE HOUSING DEVELOPMENT NOTICE OF FUNDING AVAILABILITY (FILE 12302837) FOR A PROPOSED PROJECT AT 1302 FULTON STREET, FRESNO, CALIFORNIA (APNS 466-153-14, 466-153-15, & 466-153-18)

WHEREAS, the Housing Authority of the City of Fresno, California ("the Agency") seeks to expand the development and availability of long-term housing for low- and moderate-income households residing in Fresno County, California ("the County"); and

WHEREAS, the Agency acquired the property at 1302 Fulton Street (APNS 466-153-14, 466-153-15, & 466-153-18) (the "Property") in March, 2023 and is working with partners to design mixed-use, multi-family housing projects; and

WHEREAS, it is anticipated the phases may include affordable housing for families, as well as workforce and student housing; and

WHEREAS, the City of Fresno issued a Notice of Funding Availability on May 19, 2023 for funding of affordable rental and single-family housing, which includes funding from the HOME Investment Partnerships (HOME) Program, Community Housing Development Organization (CHDO), Community Development Block Grant (CDBG), HOME Investment Partnerships American Rescue Plan (HOME-ARP), and State of California Permanent Local Housing Allocation (PLHA); and

WHEREAS, the Agency desires to submit a funding application to the City of Fresno to request up to \$5,000,000 to help facilitate affordable housing development at 1302 Fulton Street, Fresno, California; and

NOW THEREFORE, BE IT RESOLVED that the Board of Commissioners of the Housing Authority of the City of Fresno, CA hereby authorizes the actions necessary to submit an application to the City of Fresno for the 2023 Affordable Housing Development Notice of Funding Availability, 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 27TH DAY OF JUNE 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 CITY OF FRESNO, CALIFORNIA

RESOLUTION AUTHORIZING THE SUBMISSION OF AN APPLICATION IN RESPONSE TO THE CITY OF FRESNO'S 2023 AFFORDABLE HOUSING DEVELOPMENT NOTICE OF FUNDING AVAILABILITY (FILE 12302837) FOR THE PARKSIDE INN (AKA GOLDEN STATE TRIAGE) PROJECT, 1415 W OLIVE AVE, FRESNO, CALIFORNIA (APN 449-270-56)

WHEREAS, the Housing Authority of the City of Fresno, California ("the Agency") seeks to expand the development and availability of long-term housing for low- and moderate-income households residing in Fresno County, California ("the County"); and

WHEREAS, the Agency has owned the property at 1415 W. Olive Avenue, Fresno, California (APN 4490-270-56) (the "Property") since December 2020 and currently operates the site as transitional housing under the name Golden State Triage Center; and

WHEREAS, the Agency has secured California Department of Housing and Community Development ("HCD") Homekey funds as means of gap financing for the project and anticipates additional funding shall be necessary as part of the financing plan; and

WHEREAS, a redevelopment plan which includes adaptive reuse and new construction has been submitted to the City of Fresno for approval; and

WHEREAS, the City of Fresno issued a Notice of Funding Availability on May 19, 2023 for funding of affordable rental and single-family housing, which includes funding from the HOME Investment Partnerships (HOME) Program, Community Housing Development Organization (CHDO), Community Development Block Grant (CDBG), HOME Investment Partnerships American Rescue Plan (HOME-ARP), and State of California Permanent Local Housing Allocation (PLHA); and

WHEREAS, the Agency desires to submit a funding application to the City of Fresno requesting up to \$5,000,000 to facilitate the construction of permanent affordable housing at 1415 W Olive Avenue, Fresno, California; and

NOW THEREFORE, BE IT RESOLVED that the Board of Commissioners of the Housing Authority of the City of Fresno, CA hereby authorizes the actions necessary to submit an application to the City of Fresno for the 2023 Affordable Housing Development Notice of Funding Availability, 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 27TH DAY OF JUNE 2023. I, the undersigned, herby certify that the foregoing Resolution was duly adopted by the governing body with the following vote, to-wit:

AYES:

NOES:

ABSENT:

ABSTAIN:

Tyrone Roderick Williams, Secretary of the Boards of Commissioners

BOARD MEMO

TO: Boards of Commissioners
FROM: Tyrone Roderick Williams, CEO
MEETING DATE: 06/27/2023
AGENDA ITEM: 7a
SUBJECT: 2024 Agency Annual Plan Timeline

AUTHOR: Aurora Ibarra
DEPARTMENT: Housing Choice
MEMO DATE: 06/12/2023

Executive Summary

The Agency Plan consists of the three prevailing policies and administrative documents that govern Fresno Housing’s major programs, including the Annual Plan, the Administrative Plan, and the Admissions & Continued Occupancy Policy (ACOP).

The staff has created the timeline below for the completion and submission of the 2024 Agency Plans. The Agency Plans must be approved by the Boards of Commissioners annually and submitted to HUD at least 75 days before the end of the Agency’s fiscal year. The Housing Authority of the City of Fresno and the Housing Authority of Fresno County, with fiscal year-end dates of December 31, 2023, are required to submit their respective Annual Plans no later than October 17, 2023.

2024 Agency Plan Timeline

June 2, 2023	2024 Agency Plan Drafts Reviewed by Department Chiefs
June 27, 2023	Board Meeting – Provide Commissioners with a Timeline
July 25, 2023	Board Meeting – Provide Commissioners with 2024 Agency Plan Draft
July 28, 2023	Notify the Public of Public Hearing Post 2024 Agency Plan Draft documents on the website for public inspection
August 2023	Resident Advisory Board Meetings for PH and HCV
August 22, 2023	Board Meeting – Update Commissioners on Public Comments
September 2023	Resident Advisory Board Meetings for PH and HCV
September 11, 2023	Public Hearing
September 11, 2023	Public Comment Period Ends
September 26, 2023	Board Adoption
October 17, 2023	Submit 2024 Agency Plan to HUD

BOARD MEMO

TO: Boards of Commissioners
FROM: Tyrone Roderick Williams, CEO
MEETING DATE: 06/27/2023
AGENDA ITEM: 7b
SUBJECT: Update on the California Public Employees Retirement Fund

AUTHOR: Tammy Townsend
DEPARTMENT: Administration
MEMO DATE: 06/22/2023

Executive Summary

Staff will provide an update on the California Public Employees Retirement Fund.

Recommendation

None at this time.

BOARD MEMO

TO: Boards of Commissioners
FROM: Tyrone Roderick Williams, CEO
MEETING DATE: 06/27/2023
AGENDA ITEM: 7c
SUBJECT: Update on Housing Choice Vouchers

AUTHOR: Brandy Woodard
Chief of HCV
DEPARTMENT: Housing Choice Vouchers
MEMO DATE: 06/22/2023

Executive Summary

Staff will provide an update on the Agency work with relation to Housing Choice Vouchers.

Recommendation

None at this time.

BOARD MEMO

TO: Boards of Commissioners
FROM: Tyrone Roderick Williams, CEO
MEETING DATE: 06/27/2023
AGENDA ITEM: 7d
SUBJECT: Real Estate Development Update

AUTHOR: Michael Duarte
Chief Real Estate Officer
DEPARTMENT: Real Estate Development
MEMO DATE: 06/20/2023

Executive Summary

Staff will provide an overview of real estate development activities.

Recommendation

None at this time.

BOARD MEMO

TO: Boards of Commissioners
FROM: Tyrone Roderick Williams, CEO
MEETING DATE: 06/27/2023
AGENDA ITEM: 9a
SUBJECT: Step Up on 99 - Closing Omnibus Development & Financing Resolution

AUTHOR: Jaicee Berber
DEPARTMENT: Real Estate Development
MEMO DATE: 06/22/2023

Executive Summary

On June 21, 2022, the Board authorized Fresno Housing ("FH") staff to submit a Low-Income Housing Tax Credit ("LIHTC") application to the California Tax Credit Allocation Committee ("CTCAC") to acquire financing for the Step Up on 99 development. FH was successful in its application and received a reservation for tax credits in December of 2022. Step Up on 99 (the "Project") is an adaptive reuse/new construction development consisting of an approximate 2,585 square foot community building, 62 multifamily low-income units, and 1 manager's unit on approximately 2.15 acres in Fresno, CA (APNs: 449-232-01 & 02). The property, formerly known as Motel 99, was acquired by Silvercrest, Inc. under the California Department of Housing and Community Development's Homekey program. The property has served as interim housing for homeless households during the COVID pandemic. Once redeveloped, the targeted income for the site is 20% to 60% AMI.

On September 14, 2021, The Fresno Step Up at 99, LP ("Partnership") was created to aid in the development of the Project. The Partnership will be the owner of the Project throughout construction and operations. The Partnership is comprised of PNC Bank as the limited liability partner, Silvercrest, Inc., and Fresno Step Up at 99 AGP, LLC. The Housing Authority of the City of Fresno, CA ("HACF") will serve as the sole member of the Fresno Step Up at 99, AGP, LLC, the Administrative General Partner, and Silvercrest, Inc. (an instrumentality of FH) will serve as the Managing General Partner (see Exhibit A).

Staff is working to finalize the Project's financing. Pursuant to the authority granted to FH under the Annual Contributions Contract (the "ACC") between FH and the U.S. Department of Housing and Urban Development ("HUD"), FH has access to Section 8 tenant assistance vouchers, which FH may choose to allocate as project-based vouchers ("PBV's") and attach to specific units rather than using them for tenant-based assistance pursuant to Section 8 of the U.S. Housing Act of 1937 and 24 CFR Part 983. The Project has received an allocation of up to thirty-one (31) Project-Based Vouchers for a term of 20 years, with an automatic renewal clause of an additional 20 years.

On January 24, 2023 the Board of Commissioners of the Fresno Housing Authority approved a resolution authorizing a predevelopment loan commitment of up to \$1,000,000 from the Housing Relinquished Fund Corporation for expenses incurred in the pre-development phase of the Step Up on 99 project. Additional financing is necessary for costs that will be incurred prior to financial

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closing. Predevelopment expenses include a variety of costs related to Step Up on 99, such as the cost of environmental reports, appraisals, architectural fees, building permits, impact fees, etc. Although financing commitments are secured for permanent and construction financing, funds are not made available until all diligence is complete and the close of financing occurs in July 2023. Upon finance closing, predevelopment expenses will be fully reimbursed.

Staff is requesting an increase to the existing predevelopment loan of \$2,000,000 for a total predevelopment loan of up to \$3,000,000 from the Housing Relinquished Fund Corporation (HRFC), to be fully repaid by the time of permanent conversion.

Currently the parcels upon which the Project is located have a Declaration of Covenants, Conditions and Restrictions ("CC&R's) recorded on title that prohibits residential development. The CC&R's were placed on title in 1979 for 25 parcels in the vicinity. In order for the Project to proceed with construction, sixty-five percent (65%) of the property owners impacted must consent to a termination of the CC&R's. Although Staff has been working diligently on outreach efforts to the property owners, it is likely that the process will not be completed until after the CTCAC readiness deadline of July 10, 2023. The investor limited partner will withhold funding of the initial equity installment until this issue is resolved; therefore, there is some risk to the Agency in funding closing costs until the CC&R's are removed.

Approval to develop the Project requires that the Board of Commissioners of the Housing Authority of City of Fresno, California, adopt a resolution authorizing the execution and delivery of documents, the admission of certain partners to the Partnership, and the execution of such documents to implement project financing by the Housing Authority of the City of Fresno, California, on its behalf and in the capacity as the sole member of the Fresno Step Up at 99 AGP, LLC, the Administrative General Partner of the Partnership, in connection with the financing, development, and operation of the Step Up on 99 development, and providing for other matters related thereto including:

1. Authorize Tyrone Roderick Williams, Chief Executive Officer, Tammy Townsend, Deputy Executive Director, Michael Duarte, Chief Real Estate Officer, and/or their designee to execute documents on behalf of the Housing Authority of the City of Fresno, CA, in the name of the Administrative General Partner (AGP) or the Partnership.
2. Authorize the Housing Authority of the City of Fresno, CA, to enter into a purchase and sale agreement with the Fresno Step Up at 99, LP.
3. Authorize an increase to the existing HRFC predevelopment loan.
4. Authorize FH as the management agent of the Project.
5. Authorize actions for the financing, development, and operation of the Project, and
6. Provide for other matters related thereto.

Staff recommends that the Board adopt the attached resolutions, drafted by our affordable housing finance counsel, Ballard Spahr LLP, and as required by our equity lending partners, to finalize the closing of the Project on or about July 5, 2023.

Recommendation

FRESNO HOUSING

It is recommended that the Boards of Commissioners of Fresno Housing adopt the attached resolutions, authorizing the execution and delivery of documents in the name of the Administrative General Partner and the name of the Partnership in connection with the financing, development, and operation of the Project, authorizing the lending and the borrowing of money, and providing for other matter related thereto, 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.

Fiscal Impact

The fiscal impact includes other leveraged investments from various funding partners. Additionally, FH will earn a development fee of approximately \$2,200,000.

Table 1: Construction Sources of Finance

Source	Amount	Description
Construction Bank Loan (est.)	\$23,138,906	24 month term at 8.570% interest rate
HACF Loan (HomeKey Program Funds previously acquired and expended)	\$5,259,125	24 month term at 4.00% interest rate
City of Fresno SLFRF	\$3,500,000	24 month term at 3.0% interest rate
Deferred Developer Fee	\$430,000	The deferred portion of developer fee will be paid through residual receipts
Costs Deferred Until Conversion	\$1,495,945	These costs are not due until construction is complete, and loan converts to a permanent loan structure
GP Capital Contribution	\$100	Equity contribution at financial closing and construction start
Investor LP Contribution	\$2,597,539	Equity contribution at financial closing and construction start

Table 2: Permanent Sources of Finance

Source	Amount	Description
Conventional Perm Loan	\$1,257,000	15 year term amortization at 6.37%
HACF Loan (HomeKey Program Funds previously acquired and expended)	\$5,259,125	55 year amortization at 4.0% interest
City of Fresno SLFRF	\$3,500,000	55 year amortization at 3.0% interest
Deferred Developer Fee	\$430,000	The deferred portion of developer fee will be paid through residual receipts

FRESNO HOUSING

Source	Amount	Description
GP Capital Contribution	\$100	Equity contribution at financial closing and construction start
Investor LP Contributions	\$25,975,390	Tax Credit Equity from PNC Real Estate

Background Information

Step Up on 99 is currently operating as a 98-room homeless shelter through Project Homekey. The site is located on 2.15 acres at 1240 & 1280 N. Crystal Ave, Fresno, CA (APN's: 449-232-01 & 02). The former motel was acquired in August 2020 and completed rehabilitation in February 2021. Staff envisions the permanent conversion of Step Up on 99 to be the first phase in the transformation of the various Homekey properties along Parkway Drive. The Project is designed to be a large family site with sixty-three (63) units and a community room.

Past Board Actions

- August 25, 2020 – Approval to Ratify Purchase and Sale Agreement for Step Up on 00 (fka Motel 99)
- November 17, 2020 – Step Up on 99 (fka Motel 99) Omnibus Resolution assigning PSA to Silvercrest, Inc.; authorizing Silvercrest, Inc. to acquire the Property; and negotiate and execute the Homekey Standard Agreement and Grant Agreement
- June 28, 2021 – Authorization to Submit City of Fresno HOME funds application
- June 21, 2022 – Authorization to Submit Various Funding Applications
- January 24, 2023 – Authorization to approve a Pre-Development Loan from HRFC
- January 24, 2023 – Authorization to Award an Architectural Contract
- February 28, 2023 – Consideration of Acceptance of American Rescue Plan Act (ARPA) Funding from the City of Fresno
- February 28, 2023 – Consideration of Authorization to Apply for Federal HOME Loan Bank's Affordable Housing Program (AHP) Funds

Exhibits

- Exhibit A - Org Chart
- Exhibit B - Site Plan

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

A RESOLUTION AUTHORIZING THE EXECUTION AND DELIVERY OF DOCUMENTS, THE ADMISSION OF CERTAIN PARTNERS TO FRESNO STEP UP AT 99, LP (“PARTNERSHIP”) AND THE EXECUTION OF SUCH DOCUMENTS TO IMPLEMENT PROJECT FINANCING BY THE HOUSING AUTHORITY OF THE CITY OF FRESNO, CALIFORNIA ON ITS OWN BEHALF AND IN ITS CAPACITY AS THE MANAGER AND SOLE MEMBER OF FRESNO STEP UP AT 99 AGP, LLC, THE ADMINISTRATIVE GENERAL PARTNER OF THE PARTNERSHIP, IN CONNECTION WITH THE FINANCING, DEVELOPMENT AND OPERATION OF THE STEP UP ON 99 PROJECT, AND PROVIDING FOR OTHER MATTERS RELATED THERETO.

WHEREAS, the Housing Authority of the City of Fresno, California (the “**Authority**” or “**HACF**”) seeks to expand the development and availability of long-term housing for low income persons residing in the City of Fresno, California; and

WHEREAS, the Authority is authorized, among other things, to enter into partnership and operating agreements and to make loans to partnerships to finance, plan, undertake, construct, acquire and operate housing projects; and

WHEREAS, the Authority has agreed to facilitate the acquisition, rehabilitation and construction of approximately 2.15 acres located at 1240 & 1280 North Crystal Avenue, Fresno CA 93728 (APN 449-232-01 & 02) and related improvements thereon (collectively, the “**Property**”), for the purposes of the development, rehabilitation and construction of a sixty-three (63) unit affordable housing project consisting of (i) sixty-two (62) low-income housing tax credit units (“**LIHTC Units**”), and (ii) one (1) manager’s unit (collectively, the “**Project**”); and

WHEREAS, the Authority has entered into an Operating Agreement dated as of September 24, 2021, pursuant to which the Authority is the managing member of Fresno Step at 99 AGP, LLC, a California limited liability company (the “**Administrative General Partner**”), and the Authority filed Articles of Organization with the California Secretary of State on September 7, 2021; and

WHEREAS, the Administrative General Partner, together with Silvercrest, Inc., entered into an Agreement of Limited Partnership dated as of September 24, 2021, pursuant to which the Administrative General Partner is the “**Administrative GP**” and Silvercrest, Inc. is the “**Managing GP**” (collectively the “**General Partners**”), and Silvercrest, Inc. is the “**Original Limited Partner**” of Fresno Step Up at 99, LP, a California limited partnership (the “**Partnership**”), and also filed a Certificate of Limited Partnership with the California Secretary of State on September 14, 2021; and

WHEREAS, the Administrative General Partner; Silvercrest, Inc., as managing general partner (the “**Managing General Partner**”) and original limited partner; Columbia Housing SLP

Corporation, an Oregon corporation, as special limited partner (the “**SLP**”), and PNC Bank, National Association, as investor limited partner (the “**ILP**”, and together with the SLP, the “**Limited Partners**”), will enter into an amended and restated agreement of limited partnership of Fresno Step Up at 99, LP; and

WHEREAS, Silvercrest, Inc. intends to sell the Property to the Authority, the Authority intends to sell the Property to the Partnership and the Partnership intends to acquire the Property and develop the Project; and

WHEREAS, the U.S. Department of Housing and Urban Development (“**HUD**”) has authorized the Authority’s participation in its Section 8 Project-Based Rental Assistance Program, and therefore in accordance with the HUD program requirements, the Project will be subject to certain long-term affordability restrictions imposed by HUD which shall be superior to all other financing documents; and

WHEREAS, the Partnership has requested the Authority to make available funds to assist with the financial closing of the Project through the temporary deferral of payment of a portion of the developer fees payable to the Authority by the Partnership, which developer fees are in the approximate amount of \$2,200,000 (the “**Developer Fee**”); and

WHEREAS, the State of California through the Department of Housing and Community Development (“**HCD**”) has awarded grant funds to HACF through the Homekey Program pursuant to a Standard Agreement (the “**Homekey Standard Agreement**”) dated November 20, 2020, in the amount of \$5,259,125.00 (the “**Homekey Funds**”), which Homekey Funds were disbursed by HCD to HACF pursuant to the terms of the Homekey Standard Agreement and applied to acquisition and soft costs of the Project; and

WHEREAS, HACF, as recipient under the Homekey Standard Agreement is empowered to loan the Homekey Funds in the form of a construction and permanent loan to the Partnership (the “**HACF (Homekey) Loan**”); and

WHEREAS, the Partnership will finance the cost of acquiring, rehabilitating and constructing the Project with numerous sources of funds, projected to include an estimated equity investment of \$25,975,390 from the Limited Partners eligible to benefit from State of California low income housing tax credits and/or federal low-income housing tax credits allocated to the Project under Section 42 of the Internal Revenue Code; a construction and/or permanent loan and a bridge loan in the aggregate approximate amount of \$25,000,000 from PNC Bank, National Association (the “**PNC Loans**”); construction and permanent financing from the City of Fresno, California (the “**City**”) in an amount not to exceed \$3,500,000 (the “**City SLFRF Loan**”); and the HACF (Homekey) Loan; and

WHEREAS, to further support the Project’s financing, the Partnership may enter into interest rate swaps, caps, collars, floors or any similar transactions from time to time for interest rate hedging or management purposes in relation to assets or liabilities of the Partnership or those of its affiliates with PNC Bank, National Association (each, a “**Swap Transaction**”); and

WHEREAS, the Authority intends to act as a lender of the HACF (Homekey) Loan, the developer

and property manager of the Project, as the sole member and manager of the Administrative General Partner and as guarantor of certain obligations connected with the Project; and

WHEREAS, the Authority wishes to ratify and confirm all actions of the Authority and its officers prior to the date hereof and consistent with the terms of this resolution and to authorize such actions subsequent to the date hereof; and

WHEREAS, the Authority is authorized to delegate to one or more of its agents and employees such powers as it deems proper;

NOW, THEREFORE, BE IT RESOLVED:

1. **Development Services.** The Chief Executive Officer, Tyrone Roderick Williams, the Chief Real Estate Officer, Michael Duarte, the Chief Diversity Officer, Marc' Bady, the Deputy Executive Director, Tammy Townsend, and/or their respective designees (each, an "**Authorized Officer**" and, collectively, the "**Authorized Officers**"), and each of them acting alone, are authorized and directed to enter into a Development Agreement with the Partnership and to execute such other documents and take such other actions as necessary to fulfill the Authority's intended functions as developer of the Project (including any subcontracts with respect thereto).

2. **General Partner Function.** The Authorized Officers, and each of them acting alone, are authorized and directed to cause the Authority, in its capacity as manager of the Administrative General Partner, to take all actions and execute all documents necessary for the Administrative General Partner to carry out its function as administrative general partner of the Partnership, including without limitation by execution of the Amended and Restated Agreement of Limited Partnership of the Partnership and any amendment thereto in furtherance of such admissions; provided further, that in such capacity, the Authority is authorized and directed to cause the Administrative General Partner to approve the admission of the ILP to the Partnership.

3. **Approval of Partnership Documents.** The Authority has been presented with drafts of the documents listed in Exhibit A under the heading "Partnership Documents" (the "**Partnership Documents**") in connection with the Partnership and the Project, which documents are on file with the Authority's Secretary. The Authorized Officers, and each of them acting alone, are authorized and directed to execute and deliver, on behalf of the Authority acting on its own behalf or as the manager of the Administrative General Partner, the Partnership Documents substantially in the form on file with the Authority; *provided however*, any Authorized Officer may approve on the Authority's behalf or as the manager of the Administrative General Partner any further changes to the draft Partnership Documents, including material changes, and such Authorized Officer's signature on the final Partnership Documents shall be construed as the Authority's approval of such changes. The Authorized Officers, and each of them acting alone, are further authorized and directed to execute and deliver, on behalf of the Authority acting on its own behalf or as the manager of the Administrative General Partner, any other documents reasonably required to be executed by the Authority, the Administrative General Partner or as the manager of the Administrative General Partner of the Partnership to carry out the transactions contemplated by the Partnership Documents.

4. **Approval of the Making of the HACF Homekey Loan.** The Authority has been presented with drafts of the documents listed in Exhibit A under the heading “HACF (Homekey) Loan Documents” (the “**HACF (Homekey) Loan Documents**”) to be executed by the Partnership and the Authority to effectuate the HACF (Homekey) Loan, which HACF (Homekey) Loan Documents are on file with the Authority's Secretary, and pursuant to which the Partnership will borrow the HACF (Homekey) Loan from the Authority. The making of the HACF (Homekey) Loan in the approximate amount of \$5,259,125 is hereby authorized and the Authorized Officers, and each of them acting alone, are authorized and directed to execute and deliver, on behalf of the Authority, the HACF (Homekey) Loan Documents substantially in the form on file with the Authority; provided however, any Authorized Officer may approve on the Authority's behalf, any further changes to the draft HACF (Homekey) Loan Documents, including material changes, and the final amount to be loaned, and such Authorized Officer's signature on the final HACF (Homekey) Loan Documents shall be construed as the Authority's approval of such changes and final loan amount. The Authorized Officers, and each of them acting alone, are further authorized and directed to execute and deliver, on behalf of the Authority, any other documents reasonably required to be executed by the Authority, to carry out the transactions contemplated by the HACF (Homekey) Loan Documents. Each Authorized Officer, and each of them acting alone, is authorized to decrease the principal amount of the HACF (Homekey) Loan by any amount, or to increase the principal amount of the HACF (Homekey) Loan by an amount up to 10% more than the principal amount stated in this resolution. The source of funds for any such increase shall be any funds available to the Authority.

5. **Approval of HUD Documents.** The Authority has been presented with drafts of the documents listed in Exhibit A under the heading “HUD Documents” (the “**HUD Documents**”) in connection with the Partnership and the Project, which documents are on file with the Authority's Secretary. The Authorized Officers, and each of them acting alone, are authorized on behalf of the Authority acting on its own behalf or as manager of the Administrative General Partner to execute and deliver the HUD Documents pursuant to which the Partnership will be provided a subsidy funded with money received from HUD pursuant to a Project-Based Section 8 Housing Assistance Payments Contract; *provided however*, any Authorized Officer may approve on the Authority's behalf or as the manager of the Administrative General Partner any further changes to the draft HUD Documents, including material changes, and such Authorized Officer's signature on the final HUD Documents shall be construed as the Authority's approval of such changes. The Authorized Officers, and each of them acting alone, are further authorized and directed to execute and deliver, on behalf of the Authority acting on its own behalf or as manager of the Administrative General Partner, any other documents reasonably required to be executed by the Authority or the Partnership to carry out the transactions contemplated by the HUD Documents.

6. **Approval of Deferred Developer Fee.** The Authorized Officers, and each of them acting alone, are authorized on behalf of the Authority acting on its own behalf or as the sole member and manager of the Administrative General Partner to agree to the payment of a portion of the Developer Fee in an amount of approximately \$1,000,000 from available Net Cash Flow (as such term is defined in the Partnership Documents) as necessary or desirable to provide sufficient funds for the Project.

7. **Approval of Loan Assembly Activities.** The Authorized Officers, and each of them acting alone, are authorized on behalf of the Authority acting on its own behalf or as manager of the Administrative General Partner to execute, deliver and/or file (or cause to be delivered and/or filed) all documents deemed necessary or appropriate to assemble the Project's financing, including without limitation, construction, permanent and third party loan applications, tax credit applications, and any and all other documents reasonably required to (i) cause the SLP to make capital contribution(s) to the Partnership, and (ii) borrow sufficient funds to support the Project.

8. **Loan of Funds.** The Authorized Officers, and each of them acting alone, on behalf of the Authority in its capacity as the manager of the Administrative General Partner, are authorized to take such actions and execute such documents as necessary to cause the Partnership to borrow funds from PNC Bank, National Association, the City and the Authority in an aggregate approximate amount of up to \$35,000,000. Each Authorized Officer, and each of them acting alone, is authorized to decrease the principal amount of any loan by any amount, or to increase the principal amount of any loan by an amount up to 10% more than the maximum aggregate principal amount for the loans stated in this resolution. The source of funds for any such increase shall be funds available to the Authority and/or the Partnership or such other funds that may become available to the Authority and/or the Partnership for the Project. The Board directs the executive director to report to the Board if the total amount borrowed by the Partnership for the Project exceeds the aggregate maximum principal amount stated in this resolution for all loans to the Partnership (as may have been increased as permitted by this section).

9. **Approval of Guarantees.** The Authorized Officers, and each of them acting alone, are authorized on behalf of the Authority acting on its own behalf, to execute and perform under such guarantees as are deemed necessary or appropriate to the financing of the Project, including without limitation, with respect to the Partnership Documents and the PNC Loan Documents.

10. **Approval of PNC Loan Documents.** The Authority has been presented with drafts of the documents listed in Exhibit A under the heading "PNC Loan Documents" (the "**PNC Loan Documents**") in connection with the Partnership and the Project, which documents are on file with the Authority's Secretary, and pursuant to which the Partnership will borrow a construction and/or permanent loan and a bridge loan in the aggregate approximate amount of \$25,000,000. The Authorized Officers, and each of them acting alone, are authorized on behalf of the Authority acting on its own behalf or as the manager of the Administrative General Partner to enter into the transactions described in the PNC Loan Documents and to incur indebtedness and grant liens and security interests and guarantees in connection with such transactions. Such authorization includes, but is not limited to the authorization of the Administrative General Partner to enter into the PNC Loan Documents on behalf of the Partnership. The Authorized Officers, and each of them acting alone, are authorized and directed to execute and deliver, on behalf of the Authority acting on its own behalf or as the manager of the Administrative General Partner, the PNC Loan Documents substantially in the form on file with the Authority; *provided however*, any Authorized Officer may approve on the Authority's behalf or as the manager of the Administrative General Partner, any further changes to the draft PNC Loan Documents, including material changes, and the final amount to be borrowed, and such Authorized Officer's signature on the final PNC Loan Documents shall be construed as the Authority's approval of such changes and final loan amount. The Authorized Officers, and each of them acting alone, are further authorized and directed to

execute and deliver, on behalf of the Authority acting on its own behalf or as the manager of the Administrative General Partner, any other documents reasonably required to be executed by the Authority, the Administrative General Partner, or the Partnership to carry out the transactions contemplated by the PNC Loan Documents.

11. **Approval of City SLFRF Loan Documents.** The Authority has been presented with drafts of the documents listed in Exhibit A under the heading “City SLFRF Loan Documents” (the “**City SLFRF Loan Documents**”) in connection with the Partnership and the Project, which documents are on file with the Authority’s Secretary, and pursuant to which the Partnership will borrow a loan in the approximate aggregate amount of \$3,500,000 from the City for construction and permanent financing. The Authorized Officers, and each of them acting alone, are authorized on behalf of the Authority acting on its own behalf or as the manager of the Administrative General Partner to enter into the transactions described in the City SLFRF Loan Documents and to incur indebtedness and grant liens and security interests and guarantees in connection with such transactions. The Authorized Officers, and each of them acting alone, are authorized and directed to execute and deliver, on behalf of the Authority acting on its own behalf or as the manager of the Administrative General Partner, the City SLFRF Loan Documents substantially in the form on file with the Authority; *provided however*, any Authorized Officer may approve on the Authority’s behalf or as the manager of the Administrative General Partner any further changes to the draft City SLFRF Loan Documents, including material changes, and the final amount to be borrowed, and such Authorized Officer’s signature on the final City SLFRF Loan Documents shall be construed as the Authority’s approval of such changes and final loan amounts. The Authorized Officers, and each of them acting alone, are further authorized and directed to execute and deliver, on behalf of the Authority acting on its own behalf or as the manager of the Administrative General Partner, any other documents reasonably required to be executed by the Authority, the Administrative General Partner, or the Partnership to carry out the transactions contemplated by the City SLFRF Loan Documents.

12. **Approval of HACF (Homekey) Loan Documents.** The Authority has been presented with drafts of the HACF (Homekey) Loan Documents in connection with the Partnership and the Project, and pursuant to which the Partnership will borrow a loan in the approximate amount not to exceed \$5,259,125 from HACF for construction and permanent financing. The Authorized Officers, and each of them acting alone, are authorized on behalf of the Authority acting on its own behalf or as the manager of the Administrative General Partner to enter into the transactions described in the HACF (Homekey) Loan Documents and to incur indebtedness and grant liens and security interests and guarantees in connection with such transactions. The Authorized Officers, and each of them acting alone, are authorized and directed to execute and deliver, on behalf of the Authority acting on its own behalf or as the manager of the Administrative General Partner, the HACF (Homekey) Loan Documents substantially in the form on file with the Authority; *provided however*, any Authorized Officer may approve on the Authority’s behalf or as the manager of the Administrative General Partner, any further changes to the draft HACF (Homekey) Loan Documents, including material changes, and the final amount to be borrowed, and such Authorized Officer’s signature on the final HACF (Homekey) Loan Documents shall be construed as the Authority’s approval of such changes and final loan amount. The Authorized Officers, and each of them acting alone, are further authorized and directed to execute and deliver, on behalf of the Authority acting on its own behalf or as the manager of the Administrative General Partner, any

other documents reasonably required to be executed by the Authority, the Administrative General Partner, or the Partnership to carry out the transactions contemplated by the HACF (Homekey) Loan Documents.

13. **Approval of Swap Documents.** The Authorized Officers, and each of them acting alone, are authorized on behalf of the Authority acting on its own behalf or as the manager of the Administrative General Partner to enter into, execute, deliver, purchase, confirm, amend, modify, sell, assign, transfer or otherwise acquire or dispose of Swap Transactions with PNC Bank, National Association or any of its affiliates (the “**Bank**”). The Authorized Officers, and each of them acting alone, are authorized and directed to execute and deliver each agreement or document governing or evidencing the terms of any Swap Transaction, including, without limitation, any and all master agreements, schedules, confirmations, supplements, annexes, exhibits or certificates, and any and all amendments or modifications thereto or restatements thereof (each such agreement or document, a “**Swap Document**”), and each such Swap Document be and hereby is, approved in such form and upon such terms as any Authorized Officer shall approve, such approval to be conclusively evidenced by the execution of said Swap Document by any Authorized Officer. As security for the obligations of the Partnership arising under or in connection with any Swap Transaction or any Swap Document, including the taking of any such action, each Authorized Officer, acting singly, be and hereby is, authorized in the name and on behalf of the Partnership to grant a security interest in or lien on, transfer, pledge, mortgage or otherwise hypothecate to the Bank any real or personal property (including, without limitation, accounts and revenues) belonging to or under the control of the Partnership, and to execute and deliver to the Bank any and all security agreements and collateral documents (including, without limitation, credit support annexes, mortgages, indentures, deeds of trust, account control agreements and financing statements), and such other agreements and documents as the Bank may request in connection with such security or for the perfection thereof (each of the foregoing, a “**Swap Collateral Document**”). Each Swap Collateral Document, including, without limitation, any and all schedules, supplements, annexes, exhibits or certificates, and any and all amendments or modifications thereto or restatements thereof, be and hereby is, approved in such form and upon such terms as any Authorized Officer shall approve, such approval to be conclusively evidenced by execution thereof by any Authorized Officer. All Authorized Officers, acting singly, are authorized to execute and deliver in the name and on behalf of the Partnership such other related agreements, documents and certificates, and to take such other and further action, as may be necessary, advisable or appropriate to perform or carry out any Swap Transaction, Swap Document or Collateral Document or any of the actions referred to above.

14. **Approval of the Supportive Services Agreement.** The Authority has been presented with a draft of the Supportive Services Contract between Turning Point of Central California, Inc. and the Partnership (the “**Supportive Services Contract**”), in connection with the provision of supportive services to residents of the Project, which Supportive Service Contract is on file with the Authority’s Secretary. The Authorized Officers, and each of them acting alone, are further authorized and directed to execute and deliver, on behalf of the Authority acting on its own behalf or as the manager of the Administrative General Partner, the Supportive Services Contract; provided however, any Authorized Officer may approve on the Authority’s behalf or as the manager of the Administrative General Partner any further changes to the draft Supportive Services Contract, including material changes, and such Authorized Officer’s signature on the final

Supportive Services Contract shall be construed as the Authority's approval of such changes. The Authorized Officers, and each of them acting alone, are further authorized and directed to execute and deliver, on behalf of the Authority acting on its own behalf or as the manager of the Administrative General Partner, any other documents reasonably required to be executed by the Authority, the Administrative General Partner, or the Partnership to carry out the transactions contemplated by the Supportive Services Contract.

15. **Approval of the Project Transfer and Acquisition Documents.** The Authority has been presented with drafts of the documents listed in Exhibit A under the heading "Acquisition Documents" (the "**Acquisition Documents**") in connection with the purchase and development of certain real property owned by Silvercrest, Inc. which will be conveyed to the Partnership on which the Project is to be rehabilitated and constructed, which documents are on file with the Authority's Secretary, and pursuant to which the Partnership will acquire the Property for a purchase price not to exceed \$5,259,125 at closing (less any previous deposits into escrow). The Authorized Officers, and each of them acting alone, are further authorized and directed to execute and deliver, on behalf of the Authority acting on its own behalf or as the manager of the Administrative General Partner, the Acquisition Documents and to purchase and take such other actions as they deem necessary or desirable for the Partnership to acquire and develop the Property; *provided however*, any Authorized Officer may approve on the Authority's behalf or as the manager of the Administrative General Partner any further changes to the draft Acquisition Documents, including material changes, and such Authorized Officer's signature on the final Acquisition Documents shall be construed as the Authority's approval of such changes. The Authorized Officers, and each of them acting alone, are further authorized and directed to execute and deliver, on behalf of the Authority acting on its own behalf or as the manager of the Administrative General Partner, any other documents reasonably required to be executed by the Authority, the Administrative General Partner, or the Partnership to carry out the transactions contemplated by the Acquisition Documents.

16. **Approval of the Management Agent and Management Agent Documents.** The Authority, as the management agent, is approved to manage the Project. The Authority has been presented with drafts of the documents listed in Exhibit A under the heading "Management Agent Documents" (the "**Management Agent Documents**") in connection with the management of the Project. The Authorized Officers, and each of them acting alone, are authorized and directed to approve and to execute and deliver, on behalf of the Authority acting on its own behalf or as the manager of the Administrative General Partner, the Management Agent Documents substantially in the form on file with the Authority; *provided however*, any Authorized Officer may approve on the Authority's behalf or as the manager of the Administrative General Partner, any further changes to the draft Management Agent Documents, including material changes, and such Authorized Officer's signature on the final Management Agent Documents shall be construed as the Authority's approval of such changes. The Authorized Officers, and each of them acting alone, are further authorized and directed to execute and deliver, on behalf of the Authority acting on its own behalf or as the manager of the Administrative General Partner, any other documents reasonably required to be executed by the Authority, the Administrative General Partner, or the Partnership to carry out the transactions contemplated by the Management Agent Documents.

17. **Assignments.** The Authorized Officers, and each of them acting alone, are authorized on behalf of the Authority acting on its own behalf or as the manager of the Administrative General Partner, to execute and deliver one or more instruments (i) causing the Partnership to assume the Authority's rights under the construction contract, the architects' contracts, and other consultant and development contracts, as such rights pertain to the acquisition and construction of the Project, to the extent required by the ILP, and (ii) assigning to lenders and others the Partnership's interests in such contracts as may be required as a condition of the Project's financing, and (iii) to effectuate the assignment and assumption of any existing Acquisition Documents, PNC Loan Documents, the City SLFRF Loan Documents and HACF (Homekey) Loan Documents.

18. **Execution of Documents.** The Authorized Officers, and each of them acting alone, are authorized on behalf of the Authority acting on its own behalf or as manager of the Administrative General Partner, to execute, deliver and/or file (or cause to be delivered and/or filed) any affidavits, certificates, letters, government forms, documents, agreements and instruments that any such Authorized Officer determines to be necessary or desirable: (i) to give effect to this resolution; (ii) to consummate the transactions contemplated herein; and/or (iii) to further the acquisition, rehabilitation, development, financing, construction, leasing and management of the Project. Without limiting the scope of such authorization, such documents include declarations of restrictive covenants, regulatory agreements, various deeds, leases, notes, loan agreements, deeds of trust, guaranties and indemnities, interest rate cap or other swap or hedge agreements, and collateral assignments related to the Project's financing. Such documents may also include, without limitation, lease-up and marketing agreements, partnership management services agreements, development agreements, construction guaranty agreements, repayment guarantees, cash pledge agreements, environmental indemnity agreements, property management agreements, architect agreements, contractor agreements, housing assistance payment contracts, irrevocable consents, confessions of judgment and appointments of attorneys for service of process.

19. **Expenditures.** The Authority is authorized to expend such funds (and to cause the Partnership and the Administrative General Partner to expend such funds) as are necessary to pay for all filing fees, application fees, registration fees and other costs relating to the Project or actions authorized by this resolution.

20. **Acting Officers Authorized.** Any action required by this resolution to be taken by the Chair of the Board, Chief Executive Officer, Chief Diversity Officer or Deputy Executive Director of the Authority may, in the absence of such person, be taken by the duly authorized acting Chair of the Board, acting Chief Executive Officer, acting Chief Diversity Officer or acting Deputy Executive Director of the Authority, respectively, or by such respective designee.

21. **Execution of Obligations.** The Board directs the Authority's Chief Executive Officer to cause the Authority to fulfill the Authority's duties and obligations under the various agreements authorized.

22. **Ratification and Confirmation.** All actions of the Authority and its officers prior to the date hereof and consistent with the terms of this resolution are ratified and confirmed, including, but not limited to, the formation of the Partnership and the Administrative General Partner, and the

filing of finance applications related to the Project's financing and the prior execution of any Project documents listed on Exhibit A or otherwise required herein.

23. **Effective Date.** This resolution shall be in full force and effect from and after its adoption and approval.

PASSED AND ADOPTED THIS 27th DAY OF JUNE, 2023. I, the undersigned, herby certify that the foregoing Resolution was duly adopted by the governing body with the following vote, to-wit:

AYES:
NOES:
ABSENT:
ABSTAIN:

Adrian Jones, Chair of the Board of Commissioners

CERTIFICATE

I, the undersigned, the duly appointed Chief Executive Officer of the Housing Authority of the City of Fresno, California (the “**Authority**”), as keeper of the records of the Authority, CERTIFY:

1. That the attached Resolution No. ____ (the “**Resolution**”) is a true and correct copy of the resolution of the Board of Commissioners of the Authority, as adopted at a meeting of the Authority held on the 27th day of June, 2023, and duly recorded in the minute books of the Authority.

2. That such meeting was duly convened and held in all respects in accordance with law, and, to the extent required by law, due and proper notice of such meeting was given; that a quorum was present throughout the meeting and a majority of the members of the Board of Commissioners of the Authority present at the meeting voted in the proper manner for the adoption of the Resolution; that all other requirements and proceedings incident to the proper adoption of the Resolution have been duly fulfilled, carried out and otherwise observed, and that I am authorized to execute this Certificate.

IN WITNESS WHEREOF, I have hereunto set my hand this 27th day of June, 2023.

**HOUSING AUTHORITY OF THE CITY OF
FRESNO, CALIFORNIA**

Tyrone Roderick Williams
Chief Executive Officer

**EXHIBIT A
PROJECT DOCUMENTS**

Partnership Documents

- (a) Amended and Restated Agreement of Limited Partnership of Fresno Step Up at 99, LP and all exhibits attached thereto which require execution, including but not limited to the:
 - 1. Development Services Agreement between the Authority and the Partnership;
 - 2. Agreement of Guaranty for the benefit of the Partnership and Limited Partners; and

HUD Documents

- (b) PBV Agreement To Enter Into Housing Assistance Payments Contract by the Authority and the Partnership;
- (c) PBV Housing Assistance Payments Contract New Construction of Rehabilitation by the Authority and the Partnership; and

PNC Loan Documents

- (d) Promissory Note executed by the Partnership in favor of PNC Bank;
- (e) Rider to Promissory Note executed by the Partnership and PNC Bank;
- (f) Bridge Loan Promissory Note executed by the Partnership in favor of PNC Bank;
- (g) Construction Loan and Security Agreement executed by the Partnership and PNC Bank;
- (h) Deed of Trust, Security Agreement, Assignment of Leases and Rents and Fixture Filing, executed by the Partnership as trustor, to Fidelity National Title Company for the benefit of PNC Bank;
- (i) Rider to Deed of Trust , Security Agreement, Assignment of Leases and Rents and Fixture Filing, executed by the Partnership as trustor, to Fidelity National Title Company for the benefit of PNC Bank;
- (j) Assignment of Leases and Rents executed by the Partnership;
- (k) Assignment of Capital Contribution executed by the Partnership and PNC Bank;
- (l) Assignment of Construction and Development Documents executed by the Partnership;
- (m) Assignment of Housing Assistance Payment Contract executed by the Authority and the Partnership;
- (n) Pledge and Security Agreement (Assignment of Partnership Interests and Tax Credits) executed by the Partnership, Administrative General Partner and

Managing General Partner;

- (o) Guaranty and Suretyship Agreement (Payment and Completion) executed by the Authority;
- (p) Environmental Indemnity Agreement executed by the Partnership and the Authority;
- (q) Non-Recourse Indemnification Agreement executed by Silvercrest, Inc., the Partnership and the Authority;
- (r) Replacement Reserve Deposit Agreement executed by the Partnership and PNC Bank;
- (s) Borrower's Certificate executed by the Partnership;
- (t) Certification executed by the Partnership, the Administrative General Partner, the Managing General Partner, the Guarantor and the Developer;
- (u) Transaction Administration Letter executed by the Partnership;
- (v) Developer's Consent executed by the Developer;
- (w) Interest Rate Lock Agreement executed by the Authority and the Partnership;
- (x) Subordination of Management Agreement executed by the Partnership and the Property Manager;
- (y) Subordination Agreement (HACF Homekey) by the Partnership, the Authority and PNC Bank;
- (z) Subordination Agreement (SLRF) by the Partnership, the City of Fresno and PNC Bank;
- (aa) Any Swap Document and any Swap Collateral Document deemed necessary or desirable by the Partnership; and

HACF (Homekey) Loan Documents

- (bb) HACF Homekey Loan Mortgage Note (Step Up on 99) by the Partnership in favor of the Authority;
- (cc) HACF Homekey Loan Construction Deed of Trust, Security Agreement and Financing Statement (Step Up on 99 - HACF Homekey Loan) by the Partnership in favor of the Authority;
- (dd) Step Up on 99 HACF Homekey Loan-Assignment of Leases and Rents by the Partnership in favor of the Authority;
- (ee) Step Up on 99 HACF Homekey Loan Agreement between the Partnership and the Authority;
- (ff) Subordination Agreement (ROFR) by the Partnership, the Managing General Partner and the Authority; and

City SLFRF Loan Documents

- (gg) City of Fresno (State and Local Fiscal Recovery Funds Program) Agreement by and between the Partnership and the City;
- (hh) Declaration of Restrictions by the Partnership in favor of the City;
- (ii) Promissory Note by the Partnership in favor of the City;
- (jj) Deed of Trust Assignment of Rents by the Partnership in favor of the City;
- (kk) Subordination Agreement (ROFR) by the Partnership, the Managing General Partner, and the City; and

Acquisition Documents

- (ll) Grant Deed by Silvercrest, Inc. in favor of the Authority;
- (mm) Grant Deed by the Authority in favor of the Partnership;
- (nn) Assignment of Purchase and Sale Agreement by Silvercrest, Inc. in favor of the Authority;
- (oo) Release of Declaration of Restrictive Covenants for the Development and Operation of Affordable Housing by Silvercrest, Inc. and acknowledged by the Authority; and

Management Agent Documents

- (pp) Property Management Agreement between the Partnership and the Authority; and

Miscellaneous Documents

- (qq) Supportive Services Contract between Turning Point of Central California, Inc. and the Partnership;
- (rr) Subordination and Intercreditor Agreement (HACF and City SLFRF Loan) by and among the Partnership, the Authority, and the City; and
- (ss) Such other documents as are reasonably necessary and appropriate to consummate the financing of the Project.

RESOLUTION NO. _____

**BEFORE THE BOARD OF COMMISSIONERS OF THE
HOUSING AUTHORITY OF THE CITY OF FRESNO, CA**

**RESOLUTION TO APPROVE A PREDEVELOPMENT LOAN COMMITMENT OF UP TO
\$3,000,000 FROM THE HOUSING RELINQUISHED FUND CORPORATION
FOR PRE-DEVELOPMENT EXPENSES RELATED TO THE STEP UP ON 99 PROJECT**

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

WHEREAS, The Fresno Step Up at 99, LP, a California limited partnership, was created for the purposes of developing and owning the Step Up on 99 complex; and,

WHEREAS, The Housing Authority of the City of Fresno (HACF), California will be the administrative general partner and Silvercrest, Inc. will be the managing general partner of said LP; and,

WHEREAS, on January 24, 2023 the Board of Commissioners of the Fresno Housing Authority approved a resolution authorizing a predevelopment loan commitment of up to \$1,000,000 from the Housing Relinquished Fund Corporation for expenses incurred in the predevelopment phase of the Step Up on 99 project; and,

WHEREAS, HACF is requesting an increase to the predevelopment loan commitment of up to \$2,000,000, for a total loan of up to \$3,000,000 from the Housing Relinquished Fund Corporation for predevelopment expenses related to the Step Up on 99 project; and

WHEREAS, the predevelopment loan is expected to be fully repaid at permanent conversion and carry 4% simple interest on the outstanding balance;

NOW THEREFORE, BE IT RESOLVED that the Board of Commissioners of the Housing Authority of the City of Fresno, CA does hereby authorize an increase to the predevelopment loan commitment of up to \$2,000,000, for a total loan of up to \$3,000,000 from the Housing Relinquished Fund Corporation for predevelopment expenses related to the Step Up on 99 project 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 the all related documents.

PASSED AND ADOPTED THIS 27th DAY OF June 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, CA

RESOLUTION TO APPROVE A PREDEVELOPMENT LOAN COMMITMENT OF UP TO
\$3,000,000 FROM THE HOUSING RELINQUISHED FUND CORPORATION
FOR PRE-DEVELOPMENT EXPENSES RELATED TO THE STEP UP ON 99 PROJECT

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

WHEREAS, The Fresno Step Up at 99, LP, a California limited partnership, was created for the purposes of developing and owning the Step Up on 99 complex; and,

WHEREAS, The Housing Authority of the City of Fresno (HACF), California will be the administrative general partner and Silvercrest, Inc. will be the managing general partner of said LP; and,

WHEREAS, on January 24, 2023 the Board of Commissioners of the Fresno Housing Authority approved a resolution authorizing a predevelopment loan commitment of up to \$1,000,000 from the Housing Relinquished Fund Corporation for expenses incurred in the predevelopment phase of the Step Up on 99 project; and,

WHEREAS, HAFC is requesting an increase to the predevelopment loan commitment of up to \$2,000,000, for a total loan of up to \$3,000,000 from the Housing Relinquished Fund Corporation for predevelopment expenses related to the Step Up on 99 project; and

WHEREAS, the predevelopment loan is expected to be fully repaid at permanent conversion and carry 4% simple interest on the outstanding balance;

NOW THEREFORE, BE IT RESOLVED that the Board of Commissioners of the Housing Authority of Fresno County, CA does hereby authorize an increase to the predevelopment loan commitment of up to \$2,000,000, for a total loan of up to \$3,000,000 from the Housing Relinquished Fund Corporation for predevelopment expenses related to the Step Up on 99 project 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 the all related documents.

PASSED AND ADOPTED THIS 27th DAY OF June 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
FROM: Tyrone Roderick Williams, CEO
MEETING DATE: 06/27/2023
AGENDA ITEM: 9b
SUBJECT: Update on the Chief Executive Officer Succession Plan

AUTHOR: Tammy Townsend
DEPARTMENT: Administration
MEMO DATE: 06/22/2023

Executive Summary

Legal Counsel will provide an update on recommended Changes to the Chief Executive Officer Succession Plan.

Recommendation

It is recommended that the Boards adopt the updated succession plan.

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

CEO Succession Planning

June ~~January~~ 20230

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I. Introduction

Succession planning is a practice that helps safeguard the stability of an organization. In short, it is defined as an effort to ensure the continued, positive performance of an organization, department, or work group by planning for the development, replacement, and strategic application of key people in that organization. ~~Fresno Housing (the "Agency") has requested HCl to develop a succession plan for the CEO position.~~ This plan was developed to consider both the short-term and long-term succession of the Executive Director/CEO.

II. Typical Succession Planning Steps: CEO Position

Below are concrete measures ~~a the BoardCommissions~~ should consider when focusing on a succession plan. ~~Because the CEO is an integral position to the operation of the agency, the Board would need to grasp the fundamentals of succession planning before tackling this endeavor.~~

1. Review the skills, qualifications, and leadership priorities for a CEO. This includes a review of the current strategic plan, including mission, vision, values, and goals. It is important for the organization to have a clear sense of its strategic direction before it begins the recruitment process;
2. Review key enterprises and partnerships to determine which are important and could impact future relationships. Is this the time to consider reorganization or major changes in the Agency?
3. Review and determine the makeup of the job description, salary and benefit package, and other compensation issues such as relocation, hiring bonuses, etc. Review budget and adjust accordingly;
4. Determine the search and recruitment process and steps. A key consideration will be whether the Agency is using a search firm or conducting the search through [an internal process directed by the BoardCommissions](#);
5. Define a timeline for the search and recruitment process. Anticipate a four-to-six-month timeline for adequate recruitment and contingencies;
6. Decide if an interim appointment is needed for a short-term transition.
7. Examine the management team and their roles in the Agency. Decide if internal promotion is a possibility and how it will be handled; and
- ~~8. Review Board skills, roles, and responsibilities to determine if additional ability is needed on the Board.~~
- ~~9-8.~~ Establish a communication plan for the process, both internally and externally.

III. The Role of the [BoardCommissions](#)

The [Boards](#) of Commissioners plays a critical role during the hiring of a new CEO. It is the [BoardCommission's](#) responsibility to ensure that current recruitment processes are in place to properly judge talent. ~~The Board should have the right balance of members with the skills to lead the organization through the transition.~~ Knowledgeable [Board](#) Chairs are needed to coordinate the process and assist with developing clear roles for any committees involved in the process. The [BoardCommissions](#) must have a solid understanding of the organization to create the job duties and describe the important skills and qualifications desired for the next CEO. The Commissioners must ~~also understand and~~ clearly express the mission, programs, and values of the organization. Next, the [CommissionCommissions](#) should gain insight into the talents of the ~~other~~ Chiefs by developing methods of communication with them (i.e., [Board](#) reports, presentations, etc.). Lastly, the [CommissionCommissions](#) should comprehend the financial status of the organization and its specific funding

sources ~~in the short term~~. Important considerations include:

1. ~~Commission~~Commissions' position in governance, ~~Commission~~Commissions development, and committees. What resources or training would be helpful to ~~Commission~~Commissions members?
2. Strategic priorities of the Agency. What is the Agency's core operating values and how do we uphold these values during the hiring process and the transition?
3. Financial situation for the current and next budget year. Funding sources ~~and fundraising activities~~ to support the budget.

IV. The Role of the Existing CEO/Executive Director – “Long-Term Succession Planning”

It is important that the existing CEO play a key role in the recruitment process and the transition to new leadership. The existing CEO should analyze the current job competencies and tasks and identify key skills. Next, it is important that before change in leadership occurs, the Commissions help solve any unresolved management issues that could damage the new CEO in training. Furthermore, the following questions should be answered:

- Will the existing CEO be asked to consult for a limited period of time and train ~~the~~his replacement?
- Is the existing CEO expected to introduce the new CEO to key funders and stakeholders?
- Will the existing CEO play a role in the transition? If so, what kind of role?

Finally, the current CEO should develop a transition memo regarding key information for the new leader. This memo should cover key issues facing the organization, key external relationships, current Agency initiatives, short-term and long-term Agency issues to be addressed, and other information needed by a new leader.

V. Short-Term Succession Planning and Appointing an Interim-Acting CEO

The Commissions will be responsible for appointing an interim-acting CEO if the CEO leaves unexpectedly ~~or is out for illness or personal reasons~~ for a ~~defined period of time~~period of three weeks or longer. ~~It is recommended that if the CEO's absence exceeds a period of two weeks, the Commissions should move to appoint an interim CEO. For any duration two weeks or less, the immediate short-term succession provisions should apply.~~ If the absence of the CEO ~~for vacation purposes~~ exceeds a period of ~~two-three~~ weeks, the ~~Board~~Commissions may choose to ~~follow the short-term succession plan~~appoint an acting CEO as outlined below, or make other arrangements as necessary given the nature of the absence.

It is expected that the responsibilities of the CEO will be filled by the Deputy Executive Director an internal staff person or persons for a defined period of time. In some cases, an external person will be hired when no internal person is appropriate. After consultation with the Commissions, the following short-term plans will be enacted, (to be reviewed periodically by the Commissions and discussed with the CEO/ED).

A. Immediate Succession Planning (two-three weeks or less)

Traditionally, in the event of a short-term need, the CEO's duties would be assumed primarily by the Deputy Executive Director (DED). Because of the DED's knowledge and grasp of the major administrative areas of the Agency, the DED should be well-suited to make day-to-day decisions concerning the needs of the Agency.

B. Appointing an Interim-Acting CEO (greater than two-three weeks)

For absences longer than two-three weeks, the Deputy Executive Director (DED) would be responsible for the following areas and hold the authority for final decisions. The DED would delegate tasks to the Chiefs below that complement their skills and knowledge. Alternatively, if the DED position is vacant or if the DED

is unavailable, the leaders below (in order) would act as interim-acting CEOs.

- **Chief Real Estate Officer** ~~Staff Resident Services, Assisted Housing~~Housing Development, Property Management
- ~~Director of Development and Housing~~**Chief Inclusion and Empowerment Officer** – ~~Construction and Development, Housing Management~~Diversity, Equity and Inclusion, Resident Services, External Partnerships
- ~~Director of Finance and Administration~~ – ~~Finance, Budget, Information Technology, Procurement, Administrative Services~~Chief of Housing Choice Vouchers – Voucher programs

Additionally, it is recommended that the CEO continue to proactively engage the Chiefs in knowledge sharing activities and train them on the crucial job skills, knowledge, relationships, and organizational practices they will need while acting in a temporary capacity. This activity will help ensure a seamless transition if the need arises and also helps to promote employee engagement and retention for the Chiefs.

For this replacement plan, the DED will be assigned the responsibilities of the CEO and may delegate tasks to the above-mentioned directors based on their skills and knowledge.

Deputy Executive Director

- Responsible for the development and implementation, upon the Commissions' approval, of long- and short- range plans for housing and redevelopment within the City and County of Fresno.
- With the Commissions, establishes the Agency's vision, mission, and annual goals and objectives; ensures that Agency and specific departmental goals are achieved or exceeded through the coordinated efforts of Agency employees; and ensures that subordinate directors, managers and employees are cognizant of the Agency's goals and contribute to achieving them.
- Organizes, develops, directs, integrates and coordinates the administrative, maintenance, financial, personnel, tenant selections and legal functions of all public housing, voucher programs and/or renewal projects operated or sponsored by or through the Agency.
- Supervises the overall operations of the Agency, including: reviewing and evaluating the results of program activities; ensuring that continuing contractual obligations are being fulfilled; allocating resources for greater program effectiveness and efficiency; and developing organizational and administrative policies and program objectives.
- Oversees affordable housing development and asset management initiatives of the Agency; and identifies potential new initiatives and partnerships to build a better community and generate revenue for the purpose of enhancing the original vision, mission and goals of the Agency.
- Reviews operating results, comparing to established objectives and ensuring that appropriate measures are taken to correct unsatisfactory results.
- Ensures operating results are clearly and consistently communicated to staff, Commission, HUD and residents; and strives to support Agency mission in the most cost-efficient manner possible.
- Develops a plan for community development, seeking community input and engaging their support; and identifies and responds to opportunities and challenges.
- Confers with and maintains a cooperative relationship with various federal, state, and local officials and governmental agencies, and with various community and tenant organizations.
- Represents the Agency publicly and works constructively with the community to foster activities; encourages community involvement and develops best practices; ensures that the Agency maintains a positive reputation in the community and that the community is aware of the Agency's services; communicates effectively with the media; responds accurately and promptly to media

inquiries and maintains a positive relationship with the media.

- Ensures compliance with all applicable laws and regulations; maintains knowledge of applicable laws and regulations; and ensures that subordinates within the Agency are appropriately knowledgeable of laws, regulations and changes in such laws and regulations.

Additional steps to be taken include:

1. The Commissions shall review compensation and may provide an adjustment for increased responsibilities during the transition (if deemed necessary).
2. The Executive Committee and the Chairs of each Commission will be available to the Deputy Executive Director as needed.
3. The Chairs of the Commissions shall act as the supervisor for the interim leader.
4. The Chairs of the Commissions should prepare a letter to HUD, all key donors, and stakeholders publicizing the interim director and potentially providing an outline of the succession planning time frame and steps.
5. The DED shall meet with appropriate Agency employees to announce the interim position, describe the Commissions' role, and outline expectations for the transition time frame.
6. The Executive Committee should continue to meet monthly during the transition period.

VI. The Long-Term Succession Plan

The long-term succession plan decides what steps will be taken to transition from current leadership to a new CEO. It is a description of the process that the Commission has previously decided it will use to recruit, hire, and supervise a new CEO. The following activities will involve advice and counsel from either a consultant or recruiter. A decision on the type of outside assistance will reside with the Commission Chairs.

A. The Search Process

The Commissions have outlined a search process, which will be reviewed and updated periodically. This search process is based upon the Commissions taking an active role in the search and making the decisions, whether it is the Agency or an outside firm that conducts the search.

Review and Revision of Job Description and Qualifications

The first step will be for the Commissions to review the existing job description and qualifications. They should outline the skills, experience and background, expertise, management and characteristics they are seeking in the next CEO. The Commissions will also need to establish a salary range and benefit package for the position.

As part of the process, the Commissions will:

1. Determine the type of outside assistance required, either in the form of a consultant or recruiter;
2. Interview key partners in the community and develop a process to determine their recommendations and comments. Stakeholders include funders, peer economic development leaders both in the region and nationally, former Commissioners, and community leaders;
3. Interview and seek key management staff input, either as a group or in individual meetings;
4. Review qualifications of candidates, important categories to consider are as follows:

- a. Management (human resource, financial, and program);
- b. Marketing and public relations;
- c. Industry-specific knowledge;
- d. Strategic thinking and communication skills; and
- e. Leadership skills.

Considering the input received, the Commissions will prepare a revised and updated job description and a description of the ideal candidate for use by the screening committee (see attached competencies and job description). In addition to this description in summary fashion, the job announcement will include the salary range and benefit package description.

Key questions to ask in reviewing the job description include the following:

1. Will the job be the same as what is currently being done?
2. What do we want in a CEO? In what ways will it be different than the current structure – will it be different in year one, or three to five years from now?
3. Do we want a different leadership model than we have had in the past? Do we want to restructure the position in any significant ways or our expectations about key responsibilities of this position?
4. What is our total compensation package? How can we make it attractive to people with different compensation priorities?

Development and Action of Screening Committee

The Commissions shall establish an *ad hoc* screening committee. This committee shall be chaired by one of the Commission Chairs or their designee. The committee should be composed of three Commissioners from each Commission, so long as this number does not consist of a majority of the Commissioners than seated, who agree to manage the search process and recommend finalists for consideration by the Commissions. As discussed by the Commissioners, the screening committee will:

1. With input from the consultant or recruiter, develop a budget and timeline for the recruitment process;
2. Develop a marketing plan for position advertisement and prepare a marketing kit concerning the Agency and position;
3. Complete a reference and background check on each finalist;
4. Develop a clear process, that is job related and consistent with business necessity, to screen and review all resumes received and that includes scoring/ranking criteria; and
5. Provide written updates, in full, to the Commissioners.

B. Selection Process

The final candidates shall be recommended by the screening committee to the Commissions. The Commissions, will develop interview questions and an interview protocol. The Commissions will decide whether they are paying for out-of-town candidates' expenses and what will be reimbursed. They will also design criteria and a ranking process to guide the conversation. Upon the completion of a process that complies with the state open meeting laws, the Commission Chairs should be authorized to make an offer to the selected candidate. Communication to the other candidates should also be undertaken by a Commission member. The Commission should develop a communication plan to announce the appointment of the new CEO. This plan should include announcements to staff, funders, and key

stakeholders. A press release should be prepared and submitted to local press and distributed through [communication avenues typically used by the Agency \(social media, website, email, etc\).](#) ~~in the newsletter.~~

C. Supervision

The Commissions should establish a clear set of six-month and annual performance objectives for the individual, in written form. These objectives can be mutually developed but must be clearly understood by the Commissions and the new CEO. ~~Consistent with these agreed upon objectives-Using an onboarding and orientation process,~~ the Commissions shall design a comprehensive orientation that includes the first day, the first week, the first month, and the first six months of expectations and activities for the CEO. The new CEO should be evaluated based on these performance objectives, which will act as a guide for the person in the position and the Commissions. The Chairs of the Commissions will be responsible for developing an orientation to the Agency, the Commissions, and key funders. ~~If the person is from outside of the region, then~~ the Commissions should be prepared to assist with introductions and key meetings as needed.

D. Role of the Departing CEO

As designated by the Commissions, the departing CEO may be retained, ~~on a contractual basis,~~ for a period of time, in a consulting role, to assist and advise with ~~the transition fundraising.~~ The departing CEO shall no longer be responsible for ~~to be involved in management of~~ the Agency. The departing CEO shall be available to the new CEO for a period of time as designated by the Commissions. This includes sharing the transition memo, reviewing the strategic plan and all key programs, introductions to key community stakeholders, and assisting in other activities to ensure a successful transition.

Appendices

Current 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 the "Agency"), the Chief Executive Officer (CEO) has full executive responsibility and accountability for overall management of the Agency, including strategic, financial, programmatic and operational leadership. The CEO is expected to serve as an advisor to the Boards of Commissioners on Agency’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 Agency’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, Agency residents, clients and vendors, and the community at large.

All activities must support the Agency’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 Agency; 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 Agency’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 Agency; works closely with the Executive Leadership Team to oversee the programs and activities of all Agency staff, including financial management, program management, real estate development, asset management and compliance functions; responsible for creating a financially sustainable Agency 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 Agency; 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.

Boards of ~~Commission~~Commissions Governance and Support

- Maintains a committed, engaged, and community-based Commissioners; ensures that commissioners have access to the education, resources and training necessary to fulfill their role as effective Commissions; encourages Commissioners 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 board management and governance; ensures that all contracts and legal instruments are executed appropriately, as directed by resolution of the Commissions; completes all other duties as required by the office of Secretary-Treasurer.
- Maintains appropriate, regular and timely communication with the Commissions and its Chairs; cultivates strong, productive working relationships with each Commissioner; provides the information, tools and resources to assist the Commissions 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 Agency'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 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 Agency;
- 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 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.

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

CEO Succession Planning

June 2023

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I. Introduction

Succession planning is a practice that helps safeguard the stability of an organization. In short, it is defined as an effort to ensure the continued, positive performance of an organization, department, or work group by planning for the development, replacement, and strategic application of key people in that organization. This plan was developed to consider both the short-term and long-term succession of the Executive Director/CEO.

II. Typical Succession Planning Steps: CEO Position

Below are concrete measures the Commissions should consider when focusing on a succession plan:

1. Review the skills, qualifications, and leadership priorities for a CEO. This includes a review of the current strategic plan, including mission, vision, values, and goals. It is important for the organization to have a clear sense of its strategic direction before it begins the recruitment process;
2. Review key enterprises and partnerships to determine which are important and could impact future relationships. Is this the time to consider reorganization or major changes in the Agency?
3. Review and determine the makeup of the job description, salary and benefit package, and other compensation issues such as relocation, hiring bonuses, etc. Review budget and adjust accordingly;
4. Determine the search and recruitment process and steps. A key consideration will be whether the Agency is using a search firm or conducting the search through an internal process directed by the Commissions;
5. Define a timeline for the search and recruitment process. Anticipate a four-to-six-month timeline for adequate recruitment and contingencies;
6. Decide if an interim appointment is needed for a short-term transition.
7. Examine the management team and their roles in the Agency. Decide if internal promotion is a possibility and how it will be handled; and
8. Establish a communication plan for the process, both internally and externally.

III. The Role of the Commissions

The Boards of Commissioners plays a critical role during the hiring of a new CEO. It is the Commissions' responsibility to ensure that current recruitment processes are in place to properly judge talent. Knowledgeable Chairs are needed to coordinate the process and assist with developing clear roles for any committees involved in the process. The Commissions must have a solid understanding of the organization to create the job duties and describe the important skills and qualifications desired for the next CEO. The Commissioners must clearly express the mission, programs, and values of the organization. Next, the Commissions should gain insight into the talents of the Chiefs by developing methods of communication with them (i.e., reports, presentations, etc.). Lastly, the Commissions should comprehend the financial status of the organization and its specific funding sources. Important considerations include:

1. Commissions' position in governance, Commissions development, and committees. What resources or training would be helpful to Commissions members?
2. Strategic priorities of the Agency. What is the Agency's core operating values and how do we uphold these values during the hiring process and the transition?
3. Financial situation for the current and next budget year. Funding sources to support the

budget.

IV. The Role of the Existing CEO/Executive Director – “Long-Term Succession Planning”

It is important that the existing CEO play a key role in the recruitment process and the transition to new leadership. The existing CEO should analyze the current job competencies and tasks and identify key skills. Next, it is important that before change in leadership occurs, the Commissions help solve any unresolved management issues that could damage the new CEO in training. Furthermore, the following questions should be answered:

- Will the existing CEO be asked to consult for a limited period of time and train the replacement?
- Is the existing CEO expected to introduce the new CEO to key funders and stakeholders?
- Will the existing CEO play a role in the transition? If so, what kind of role?

Finally, the current CEO should develop a transition memo regarding key information for the new leader. This memo should cover key issues facing the organization, key external relationships, current Agency initiatives, short-term and long-term Agency issues to be addressed, and other information needed by a new leader.

V. Short-Term Succession Planning and Appointing an Acting CEO

The Commissions will be responsible for appointing an acting CEO if the CEO leaves unexpectedly for a period of three weeks or longer. If the absence of the CEO exceeds a period of three weeks, the Commissions may choose to appoint an acting CEO as outlined below, or make other arrangements as necessary given the nature of the absence.

It is expected that the responsibilities of the CEO will be filled by the Deputy Executive Director for a defined period of time. In some cases, an external person will be hired when no internal person is appropriate. After consultation with the Commissions, the following short-term plans will be enacted, (to be reviewed periodically by the Commissions and discussed with the CEO/ED).

A. Immediate Succession Planning (three weeks or less)

Traditionally, in the event of a short-term need, the CEO’s duties would be assumed primarily by the Deputy Executive Director (DED). Because of the DED’s knowledge and grasp of the major administrative areas of the Agency, the DED should be well-suited to make day-to-day decisions concerning the needs of the Agency.

B. Appointing an Acting CEO (greater than three weeks)

For absences longer than three weeks, the Deputy Executive Director (DED) would be responsible for the following areas and hold the authority for final decisions. The DED would delegate tasks to the Chiefs below that complement their skills and knowledge. Alternatively, if the DED position is vacant or if the DED is unavailable, the leaders below (in order) would act as acting CEOs.

- **Chief Real Estate Officer** Housing Development, Property Management
- **Chief Inclusion and Empowerment Officer** – Diversity, Equity and Inclusion, Resident Services, External Partnerships
- **Chief of Housing Choice Vouchers – Voucher programs**

Additionally, it is recommended that the CEO continue to proactively engage the Chiefs in knowledge sharing activities and train them on the crucial job skills, knowledge, relationships, and organizational practices they will need while acting in a temporary capacity. This activity will help ensure a seamless

transition if the need arises and also helps to promote employee engagement and retention for the Chiefs.

For this replacement plan, the DED will be assigned the responsibilities of the CEO and may delegate tasks to the above-mentioned directors based on their skills and knowledge.

Deputy Executive Director

- Responsible for the development and implementation, upon the Commissions' approval, of long- and short- range plans for housing and redevelopment within the City and County of Fresno.
- With the Commissions, establishes the Agency's vision, mission, and annual goals and objectives; ensures that Agency and specific departmental goals are achieved or exceeded through the coordinated efforts of Agency employees; and ensures that subordinate directors, managers and employees are cognizant of the Agency's goals and contribute to achieving them.
- Organizes, develops, directs, integrates and coordinates the administrative, maintenance, financial, personnel, tenant selections and legal functions of all public housing, voucher programs and/or renewal projects operated or sponsored by or through the Agency.
- Supervises the overall operations of the Agency, including: reviewing and evaluating the results of program activities; ensuring that continuing contractual obligations are being fulfilled; allocating resources for greater program effectiveness and efficiency; and developing organizational and administrative policies and program objectives.
- Oversees affordable housing development and asset management initiatives of the Agency; and identifies potential new initiatives and partnerships to build a better community and generate revenue for the purpose of enhancing the original vision, mission and goals of the Agency.
- Reviews operating results, comparing to established objectives and ensuring that appropriate measures are taken to correct unsatisfactory results.
- Ensures operating results are clearly and consistently communicated to staff, Commission, HUD and residents; and strives to support Agency mission in the most cost-efficient manner possible.
- Develops a plan for community development, seeking community input and engaging their support; and identifies and responds to opportunities and challenges.
- Confers with and maintains a cooperative relationship with various federal, state, and local officials and governmental agencies, and with various community and tenant organizations.
- Represents the Agency publicly and works constructively with the community to foster activities; encourages community involvement and develops best practices; ensures that the Agency maintains a positive reputation in the community and that the community is aware of the Agency's services; communicates effectively with the media; responds accurately and promptly to media inquiries and maintains a positive relationship with the media.
- Ensures compliance with all applicable laws and regulations; maintains knowledge of applicable laws and regulations; and ensures that subordinates within the Agency are appropriately knowledgeable of laws, regulations and changes in such laws and regulations.

Additional steps to be taken include:

1. The Commissions shall review compensation and may provide an adjustment for increased responsibilities during the transition (if deemed necessary).
2. The Executive Committee and the Chairs of each Commission will be available to the Deputy Executive Director as needed.
3. The Chairs of the Commissions shall act as the supervisor for the interim leader.

4. The Chairs of the Commissions should prepare a letter to HUD, all key donors, and stakeholders publicizing the interim director and potentially providing an outline of the succession planning time frame and steps.
5. The DED shall meet with appropriate Agency employees to announce the interim position, describe the Commissions' role, and outline expectations for the transition time frame.
6. The Executive Committee should continue to meet monthly during the transition period.

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The long-term succession plan decides what steps will be taken to transition from current leadership to a new CEO. It is a description of the process that the Commission has previously decided it will use to recruit, hire, and supervise a new CEO. The following activities will involve advice and counsel from either a consultant or recruiter. A decision on the type of outside assistance will reside with the Commission Chairs.

A. The Search Process

The Commissions have outlined a search process, which will be reviewed and updated periodically. This search process is based upon the Commissions taking an active role in the search and making the decisions, whether it is the Agency or an outside firm that conducts the search.

Review and Revision of Job Description and Qualifications

The first step will be for the Commissions to review the existing job description and qualifications. They should outline the skills, experience and background, expertise, management and characteristics they are seeking in the next CEO. The Commissions will also need to establish a salary range and benefit package for the position.

As part of the process, the Commissions will:

1. Determine the type of outside assistance required, either in the form of a consultant or recruiter;
2. Interview key partners in the community and develop a process to determine their recommendations and comments. Stakeholders include funders, peer economic development leaders both in the region and nationally, former Commissioners, and community leaders;
3. Interview and seek key management staff input, either as a group or in individual meetings;
4. Review qualifications of candidates, important categories to consider are as follows:
 - a. Management (human resource, financial, and program);
 - b. Marketing and public relations;
 - c. Industry-specific knowledge;
 - d. Strategic thinking and communication skills; and
 - e. Leadership skills.

Considering the input received, the Commissions will prepare a revised and updated job description and a description of the ideal candidate for use by the screening committee (see attached competencies and job description). In addition to this description in summary fashion, the job announcement will include the salary range and benefit package description.

Key questions to ask in reviewing the job description include the following:

1. Will the job be the same as what is currently being done?
2. What do we want in a CEO? In what ways will it be different than the current structure – will it be different in year one, or three to five years from now?
3. Do we want a different leadership model than we have had in the past? Do we want to restructure the position in any significant ways or our expectations about key responsibilities of this position?
4. What is our total compensation package? How can we make it attractive to people with different compensation priorities?

Development and Action of Screening Committee

The Commissions shall establish an *ad hoc* screening committee. This committee shall be chaired by one of the Commission Chairs or their designee. The committee should be composed of three Commissioners from each Commission, so long as this number does not consist of a majority of the Commissioners then seated, who agree to manage the search process and recommend finalists for consideration by the Commissions. As discussed by the Commissioners, the screening committee will:

1. With input from the consultant or recruiter, develop a budget and timeline for the recruitment process;
2. Develop a marketing plan for position advertisement and prepare a marketing kit concerning the Agency and position;
3. Complete a reference and background check on each finalist;
4. Develop a clear process, that is job related and consistent with business necessity, to screen and review all resumes received and that includes scoring/ranking criteria; and
5. Provide written updates, in full, to the Commissioners.

B. Selection Process

The final candidates shall be recommended by the screening committee to the Commissions. The Commissions, will develop interview questions and an interview protocol. The Commissions will decide whether they are paying for out-of-town candidates' expenses and what will be reimbursed. They will also design criteria and a ranking process to guide the conversation. Upon the completion of a process that complies with the state open meeting laws, the Commission Chairs should be authorized to make an offer to the selected candidate. Communication to the other candidates should also be undertaken by a Commission member. The Commission should develop a communication plan to announce the appointment of the new CEO. This plan should include announcements to staff, funders, and key stakeholders. A press release should be prepared and submitted to local press and distributed through communication avenues typically used by the Agency (social media, website, email, etc).

C. Supervision

The Commissions should establish a clear set of six-month and annual performance objectives for the individual, in written form. These objectives can be mutually developed but must be clearly understood by the Commissions and the new CEO. Consistent with these agreed upon objectives, the Commissions shall design a comprehensive orientation that includes the first day, the first week, the first month, and the first six months of expectations and activities for the CEO. The new CEO should be evaluated based on these performance objectives, which will act as a guide for the person in the position and the Commissions. The Chairs of the Commissions will be responsible for developing an orientation to the Agency, the Commissions, and key funders. The Commissions should be prepared to assist with introductions and key meetings as needed.

D. Role of the Departing CEO

As designated by the Commissions, the departing CEO may be retained, on a contractual basis, for a period of time, in a consulting role, to assist and advise with the transition. The departing CEO shall no longer be responsible for managing the Agency. The departing CEO shall be available to the new CEO for a period of time as designated by the Commissions. This includes sharing the transition memo, reviewing the strategic plan and all key programs, introductions to key community stakeholders, and assisting in other activities to ensure a successful transition.

Appendices

Current 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 the "Agency"), the Chief Executive Officer (CEO) has full executive responsibility and accountability for overall management of the Agency, including strategic, financial, programmatic and operational leadership. The CEO is expected to serve as an advisor to the Boards of Commissioners on Agency’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 Agency’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, Agency residents, clients and vendors, and the community at large.

All activities must support the Agency’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 Agency; 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 Agency’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 Agency; works closely with the Executive Leadership Team to oversee the programs and activities of all Agency staff, including financial management, program management, real estate development, asset management and compliance functions; responsible for creating a financially sustainable Agency 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 Agency; 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.

Boards of Commissions Governance and Support

- Maintains a committed, engaged, and community-based Commissioners; ensures that commissioners have access to the education, resources and training necessary to fulfill their role as effective Commissions; encourages Commissioners 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 board management and governance; ensures that all contracts and legal instruments are executed appropriately, as directed by resolution of the Commissions; completes all other duties as required by the office of Secretary-Treasurer.
- Maintains appropriate, regular and timely communication with the Commissions and its Chairs; cultivates strong, productive working relationships with each Commissioner; provides the information, tools and resources to assist the Commissions 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 Agency'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 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 Agency;
- 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 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.

RESOLUTION NO. _____

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

RESOLUTION APPROVING THE SUCCESSION PLAN FOR THE CHIEF EXECUTIVE
OFFICER OF FRESNO HOUSING

WHEREAS, the Housing Authority of the City of Fresno (the “Agency”) requires a plan in the event that the Chief Executive Officer is not available to perform his or her duties; and

WHEREAS, the Agency has undertaken updating the succession plan on June 27, 2023; and

NOW THEREFORE, BE IT RESOLVED that the Board of Commissioners of the Housing Authority of the City of Fresno do hereby authorize Tyrone Roderick Williams to approve this plan.

PASSED AND ADOPTED THIS 27nd DAY OF June, 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

RESOLUTION APPROVING THE SUCCESSION PLAN FOR THE CHIEF EXECUTIVE
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AYES:

NOES:

ABSENT:

ABSTAIN:

Tyrone Roderick Williams, Secretary of the Boards of Commissioners



ADDENDUM



Agency Annual Plan Timeline

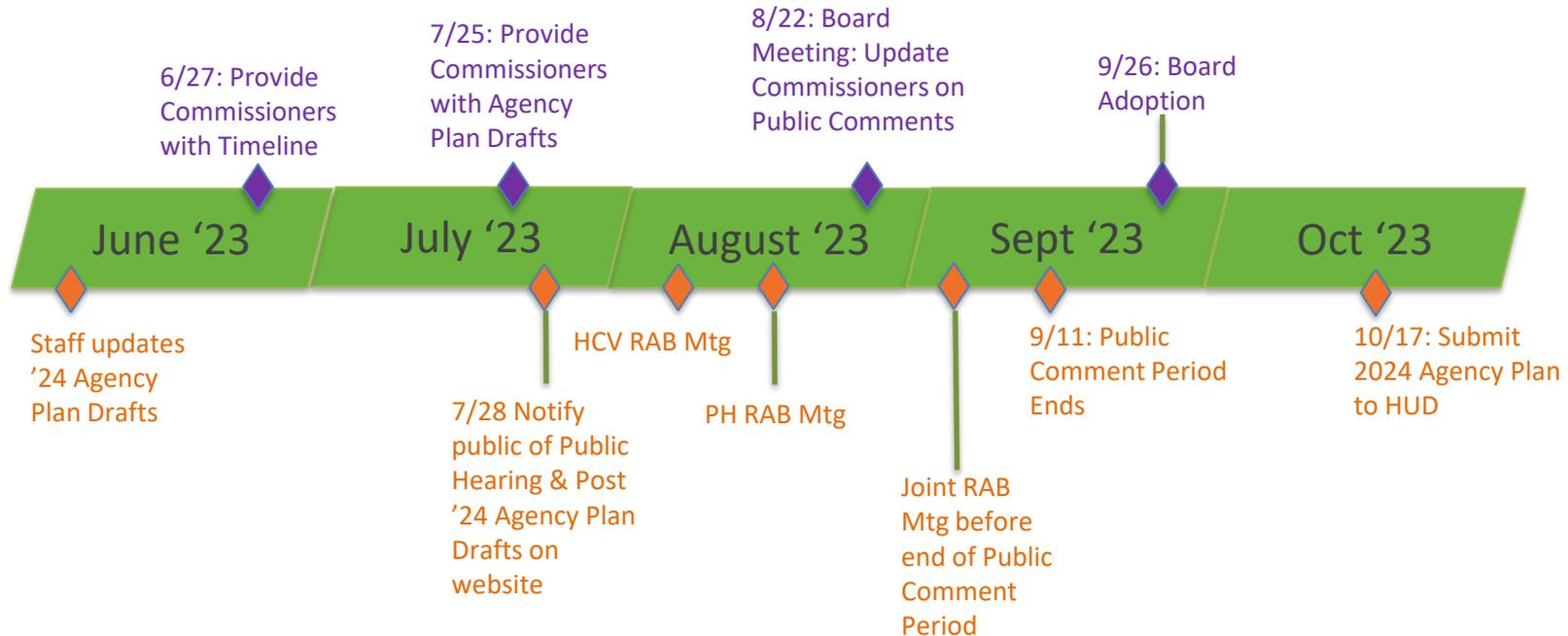
2024



FRESNO VIBRANT
COMMUNITIES
QUALITY HOUSING
ENGAGED RESIDENTS



2024 Agency Annual Plan Timeline



Questions?



CalPERS

California Public Employees Retirement System



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



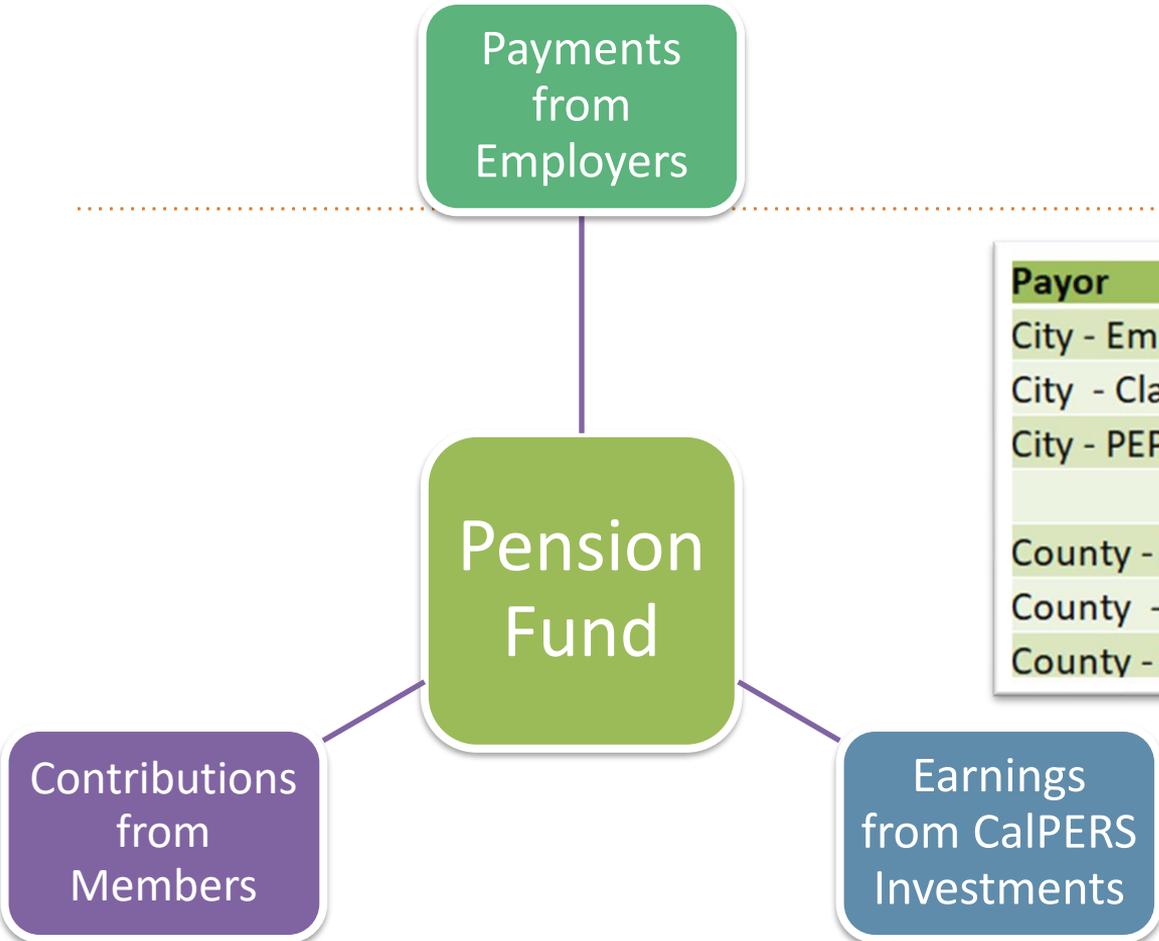
Today we will Cover

- What is CalPERS?
- How is CalPERS funded?
- What is the Agency investment over time?
- What is the unfunded liability?
- Voluntary Defined Contribution
- Why discuss this now?

Fresno Housing has been contracted with CalPERS since 1964 to provide a defined benefit (pension) retirement plan. The pension benefit is based on members years of service, age, and final compensation.



How is CalPERS Funded?

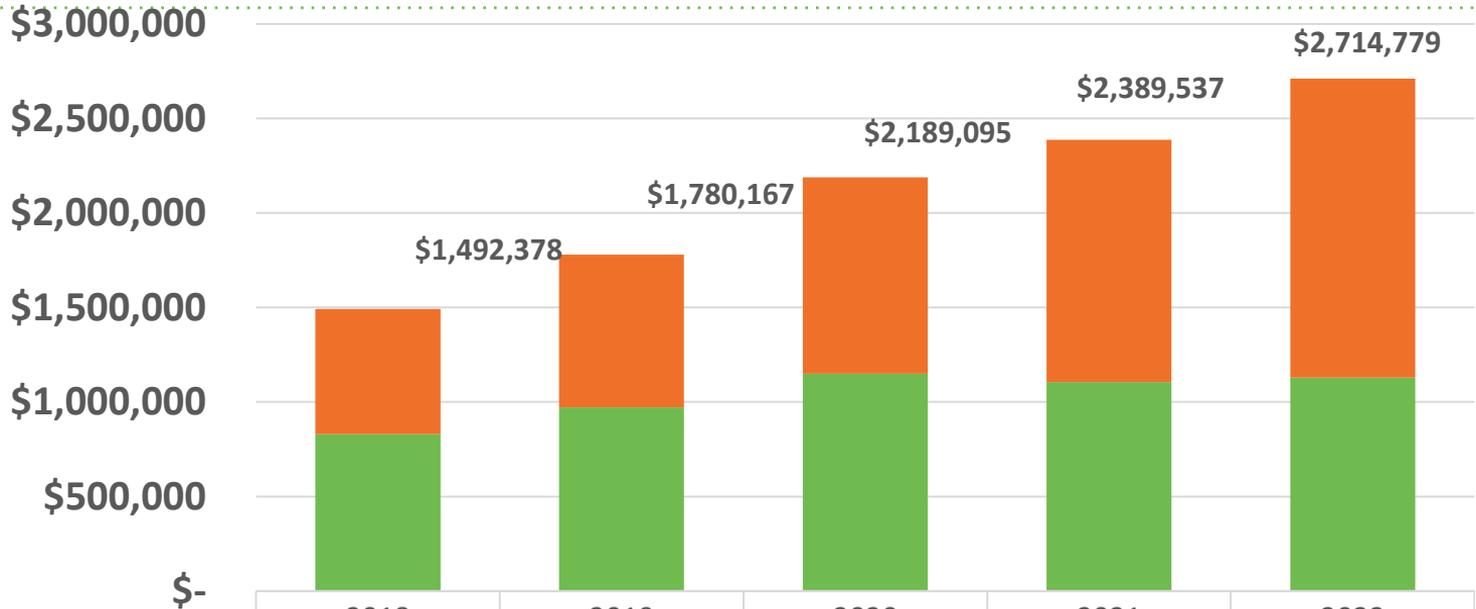


Payor	% of Salary
City - Employer	8.22%
City - Classic Employee Rate	7.00%
City - PEPRA Employee Rate	7.00%
County - Employer	8.76%
County - Classic Employee Rate	7.00%
County - PEPRA Employee Rate	7.50%

*Note PEPRA Employees are those hired after 2013 without reciprocity or break in service greater than 6 months. Classic refers to staff hired prior to 2013

What is the Agency Investment over Time?

2018 - 2022



	2018	2019	2020	2021	2022
Payments for Unfunded Liability	\$662,494	\$808,470	\$1,039,338	\$1,282,002	\$1,581,660
Employer Contribution	\$829,000	\$971,697	\$1,149,757	\$1,105,463	\$1,129,255

What is the Unfunded Liability?

- Impacts almost all State Agencies and Districts enrolled with CalPERS
- The unfunded liability is the accumulated result of the difference between plan assumption and plan performance
- The current unfunded liability is:
 - \$7,492,844 for the City
 - \$8,343,203 for the County
- The unfunded liability is scheduled to be paid off in 2042 for the City and 2049 for the County



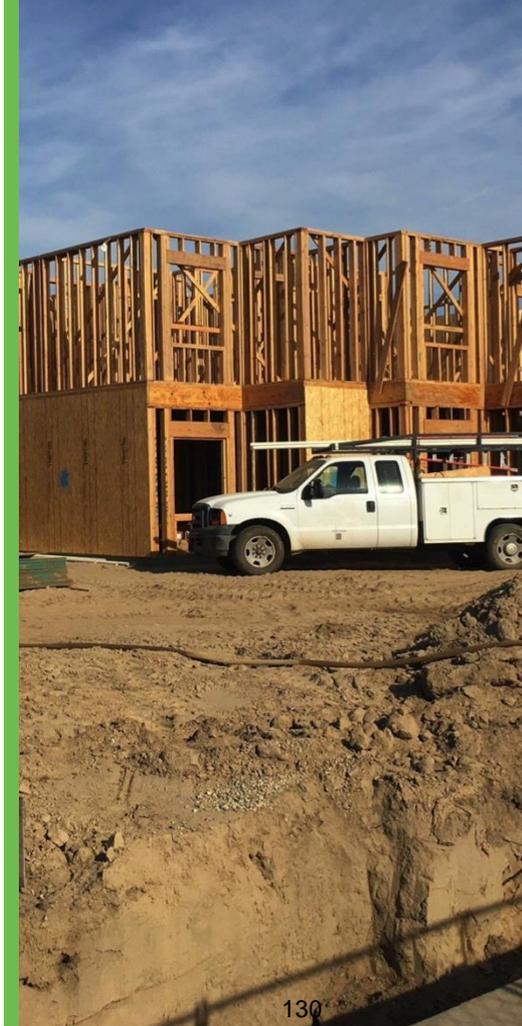
Voluntary Defined Contribution Deferred Compensation Plan

- Agency employees have the ability to voluntarily contribute to a deferred compensation plan which is offered by CalPERS.
- The plan is intended to supplement the defined benefit pension plan and is incentivized with an annual \$900 employer matching contribution.



Why Discuss this now?

- As salaries increase, so do pension costs for the Agency
- The Agency does have the option of paying into the unfunded liability to shorten the timeframe
- July 1st there will be an increase in the rate for both the employee and the employer contributions





Questions?



Housing Choice Voucher (HCV) Program Updates

Presentation by Brandy Woodard

June 27, 2023



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



What I will Cover Today:

- The Opening of the Interest List
 - Updates
 - Thought Exchange
- The Voucher Incentive Program



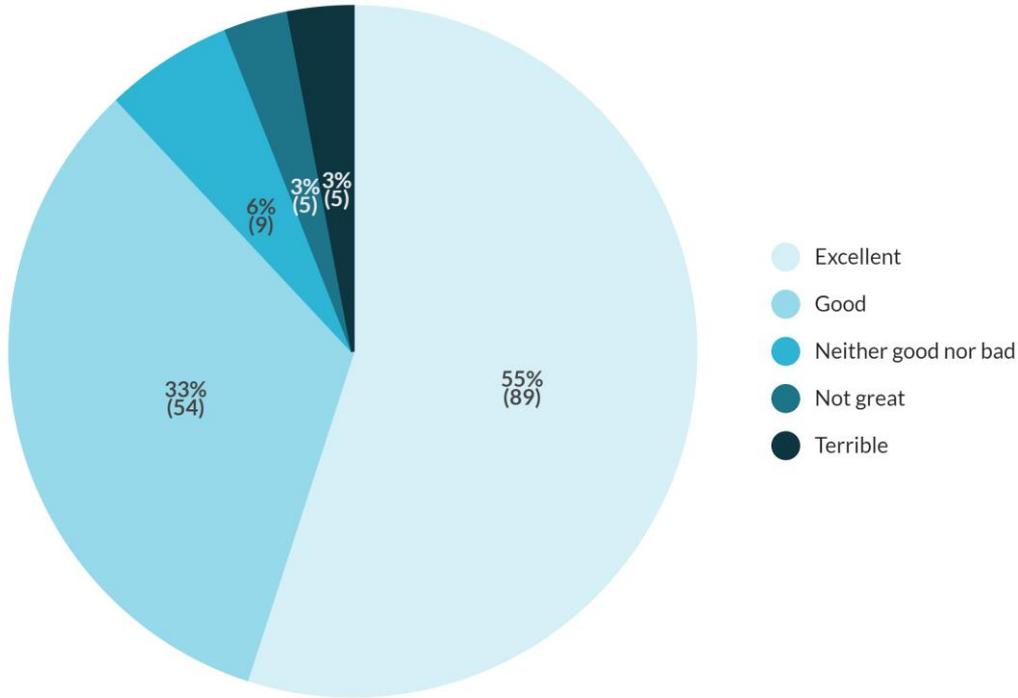
Interest List Opening (as of 6/21/23)

- Over 18,765 Applications received
- Over 1,000 applicants served in the lobby
- Over 6,900 phone calls received
- Over 2,800 emails received



In general, how was your experience navigating the interest list?

☰ BAR ⊕ PIE



New for 2023:
ThoughtExchange Option for Applicants:

- Offered at the end of the application process
- To date, 199 applicants have responded in both English and Spanish
- 88% of respondents noted their experience applying was either “Excellent” or “Good”

Voucher Incentive Program

- 90 families in the pipeline and \$136,411 invested
 - 33 families moved into a unit
 - 13 families that have turned in paperwork for a unit to be inspected
 - 30 new units to the program
 - 9 new owners to the program
 - 86 households have attended Resident Education





CEO Succession Plan

June 27, 2023



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



CEO Succession Plan

- Last Updated in June 2020
- New Update reflects the following changes:
 - Formatting, wording and grammatical changes
 - In some cases, replaced “Interim” CEO with “Acting” CEO
 - Clarified that the Deputy Executive Director would typically fill the need for an acting CEO
 - In the event that the Deputy Executive Director is unavailable or the position is vacant, updated the “Chief” positions that would be acting CEO
 - Included the CEO Job Description

Next Steps:

Approval

- Staff respectfully requests approval of the succession plan

A photograph of a modern residential building with a walkway and a young tree. The building features dark brown siding, white trim, and a red door. A young tree is planted in a planter box next to the walkway. The sky is clear and blue. An orange banner is overlaid across the middle of the image.

Thank you!