**Annual PHA Plan**  
*Standard PHAs and Troubled PHAs*

**U.S. Department of Housing and Urban Development**  
Office of Public and Indian Housing

**OMB No. 2577-0226**  
Expires: 02/29/2016

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**Purpose.** The 5-Year and Annual PHA Plans provide a ready source for interested parties to locate basic PHA policies, rules, and requirements concerning the PHA’s operations, programs, and services, and informs HUD, families served by the PHA, and members of the public of the PHA’s mission, goals and objectives for serving the needs of low-income, very low-income, and extremely low-income families.

**Applicability.** Form HUD-50075-ST is to be completed annually by STANDARD PHAs or TROUBLED PHAs. PHAs that meet the definition of a High Performer PHA, Small PHA, HCV-Only PHA or Qualified PHA do not need to submit this form.

**Definitions.**

1. **High-Performer PHA** – A PHA that owns or manages more than 550 combined public housing units and housing choice vouchers, and was designated as a high performer on both of the most recent Public Housing Assessment System (PHAS) and Section Eight Management Assessment Program (SEMAP) assessments if administering both programs, or PHAS if only administering public housing.

2. **Small PHA** - A PHA that is not designated as PHAS or SEMAP troubled, or at risk of being designated as troubled, that owns or manages less than 250 public housing units and any number of vouchers where the total combined units exceeds 550.

3. **Housing Choice Voucher (HCV) Only PHA** - A PHA that administers more than 550 HCVs, was not designated as troubled in its most recent SEMAP assessment and does not own or manage public housing.

4. **Standard PHA** - A PHA that owns or manages 250 or more public housing units and any number of vouchers where the total combined units exceeds 550, and that was designated as a standard performer in the most recent PHAS or SEMAP assessments.

5. **Troubled PHA** - A PHA that achieves an overall PHAS or SEMAP score of less than 60 percent.

6. **Qualified PHA** - A PHA with 550 or fewer public housing dwelling units and/or housing choice vouchers combined, and is not PHAS or SEMAP troubled.

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### A. PHA Information.

| PHA Name: | HOUSING AUTHORITY OF FRESNO COUNTY (FH) |
| PHA Code: | CA028 |

**PHA Type:**  
- [ ] Standard PHA  
- [ ] Troubled PHA

**PHA Plan for Fiscal Year Beginning:**  
(MM/YYYY): 01/01/2020

**PHA Inventory (Based on Annual Contributions Contract (ACC) units at time of FY beginning, above):**

| Number of Public Housing (PH) Units | 607 |
| Number of Housing Choice Vouchers (HCVs) | 5,652 |

**Total Combined Units/Vouchers:** 6,259

**PHA Plan Submission Type:**  
- [ ] Annual Submission  
- [ ] Revised Annual Submission

**Availability of Information.** PHAs must have the elements listed below in sections B and C readily available to the public. A PHA must identify the specific location(s) where the proposed PHA Plan, PHA Plan Elements, and all information relevant to the public hearing and proposed PHA Plan are available for inspection by the public. At a minimum, PHAs must post PHA Plans, including updates, at each Asset Management Project (AMP) and main office or central office of the PHA. PHAs are strongly encouraged to post complete PHA Plans on their official website. PHAs are also encouraged to provide each resident council a copy of their PHA Plans.

- [ ] PHA Consortia: (Check box if submitting a Joint PHA Plan and complete table below)

#### Participating PHAs  

<table>
<thead>
<tr>
<th>PHA Code</th>
<th>Program(s) in the Consortia</th>
<th>Program(s) not in the Consortia</th>
<th>No. of Units in Each Program</th>
</tr>
</thead>
</table>

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<thead>
<tr>
<th>Lead PHA:</th>
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B. Annual Plan Elements

B.1 Revision of PHA Plan Elements.

(a) Have the following PHA Plan elements been revised by the PHA?

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(b) If the PHA answered yes for any element, describe the revisions for each revised element(s):

Statement of Housing Needs and Strategy for Addressing Housing Needs
See attached “Updated statistical data of Housing Needs for Families in Fresno County”.

Financial Resources

<table>
<thead>
<tr>
<th>Sources</th>
<th>Planned $</th>
<th>Planned Uses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Public Housing Operating Fund</td>
<td>2,318,943</td>
<td>Operating Expense of Public Housing Units</td>
</tr>
<tr>
<td>Public Housing Capital Fund</td>
<td>1,086,446</td>
<td>70% Capital Needs; 20% AMP Operations; 10% Admin</td>
</tr>
<tr>
<td>HCV Tenant Based Housing Assistance Payments (HAP)</td>
<td>34,490,429</td>
<td>HCV HAP</td>
</tr>
<tr>
<td>HCV Admin Fees</td>
<td>4,118,589</td>
<td>HCV Program Administration Expenses</td>
</tr>
<tr>
<td>HCV Family Self Sufficiency Program Grant</td>
<td>65,691</td>
<td>HCV Family Self Sufficiency</td>
</tr>
<tr>
<td>Public Housing Resident Opportunities and Self-Sufficiency (ROSS) Grant</td>
<td>92,425</td>
<td>Public Housing Self Sufficiency Program</td>
</tr>
<tr>
<td>Public Housing Dwelling Rents</td>
<td>2,086,175</td>
<td>Operating Expense of Public Housing Units</td>
</tr>
<tr>
<td>Farm Labor Housing Rental Assistance and Dwelling Rents</td>
<td>1,100,777</td>
<td>Operating Expense of Farm Labor Housing Units</td>
</tr>
<tr>
<td>Resident Services</td>
<td>299,156</td>
<td>Resident Services</td>
</tr>
<tr>
<td>Non-Federal Developer Fees</td>
<td>2,484,837</td>
<td>Non-Federal revenue earned from development activities</td>
</tr>
</tbody>
</table>

Deconcentration and Other Policies that Govern Eligibility, Selection, and Admissions.

See attached (CA0028a2) “Proposed Summary of Changes 2020 Admissions and Continued Occupancy Policy (ACOP)”

See attached (CA0028a1) “Proposed Summary of Changes 2020 Housing Choice Voucher (HCV) Administrative Plan”

(c) The PHA must submit its Deconcentration Policy for Field Office review.
B.2 New Activities.

(a) Does the PHA intend to undertake any new activities related to the following in the PHA’s current Fiscal Year?

<table>
<thead>
<tr>
<th></th>
<th>Y</th>
<th>N</th>
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<tbody>
<tr>
<td>☒</td>
<td>Hope VI or Choice Neighborhoods.</td>
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<td>☒</td>
<td>Mixed Finance Modernization or Development.</td>
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<tr>
<td>☒</td>
<td>Demolition and/or Disposition.</td>
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<tr>
<td>☒</td>
<td>Designated Housing for Elderly and/or Disabled Families.</td>
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<tr>
<td>☒</td>
<td>Conversion of Public Housing to Tenant-Based Assistance.</td>
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<tr>
<td>☒</td>
<td>Conversion of Public Housing to Project-Based Assistance under RAD.</td>
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<tr>
<td>☒</td>
<td>Occupancy by Over-Income Families.</td>
<td></td>
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<tr>
<td>☒</td>
<td>Occupancy by Police Officers.</td>
<td></td>
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<tr>
<td>☒</td>
<td>Non-Smoking Policies.</td>
<td></td>
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<tr>
<td>☒</td>
<td>Project-Based Vouchers.</td>
<td></td>
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<tr>
<td>☒</td>
<td>Units with Approved Vacancies for Modernization.</td>
<td></td>
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<tr>
<td>☒</td>
<td>Other Capital Grant Programs (i.e., Capital Fund Community Facilities Grants or Emergency Safety and Security Grants).</td>
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</tbody>
</table>

(b) If any of these activities are planned for the current Fiscal Year, describe the activities. For new demolition activities, describe any public housing development or portion thereof, owned by the PHA for which the PHA has applied or will apply for demolition and/or disposition approval under section 18 of the 1937 Act under the separate demolition/disposition approval process. If using Project-Based Vouchers (PBVs), provide the projected number of project based units and general locations, and describe how project basing would be consistent with the PHA Plan.

Mixed Finance Modernization or Development

Several mixed finance developments are contemplated for development in partnership with the Housing Authority, and may use Public Housing Capital Funds, rental subsidy, RHF, Project Based Vouchers, Project Based Rental Assistance Vouchers and other available public housing or HUD funds to accomplish these goals.

Huron RAD

The proposed Huron RAD project aims to rehabilitate three properties (totaling 64 units) in the City of Huron. The project may include transfer of assistance, demo, and/or section 18 disposition.

Schedule:
03/2020 Tax Credit Application
12/2020 Construction Start
12/2021 Construction Completion

Firebaugh RAD

The Firebaugh RAD project is envisioned in multiple phases. The project may include up to 152 units of low-income housing with substantial rehabilitation, demolition and new construction, and/or transfer of assistance.

Schedule:
03/2023 Tax Credit Application
12/2023 Construction Start
12/2024 Construction Completion

Pinedale RAD

The proposed development is located in Pinedale, within the City of Fresno boundary. FH’s vision for the project consists of substantial rehab of 80 scattered affordable, very-low to low-income housing apartment rentals or the new construction of units on a new parcel of land.

Schedule:
03/2022 Tax Credit Application
12/2023 Construction Start
12/2024 Construction Completion

Linnaea Villas

The proposed development is located in Kingsburg, within the County of Fresno boundary. FH’s vision for the project consists of new construction of 47 affordable senior units along with a community building and open green space. The project will be new construction on a vacant parcel of land and may include up to (35) project-based vouchers.

Schedule:
03/2019 Tax Credit Application
12/2019 Construction Start
12/2020 Construction Completion

Wedgewood Commons RAD

The Wedgewood complex consists of 64 low-income senior units. The FH envisions a rehabilitation of the property under the RAD program and/or a reconstruction effort.

Schedule:
03/2022 Tax Credit Application
DeSoto Gardens RAD
The FH envisions the potential inclusion of the DeSoto Gardens property (40 units) in a larger redevelopment of adjacent sites (affordable housing owned by the Housing Authority of the City of Fresno), not excluding the possibility of a transfer of assistance or substantial rehabilitation.

Schedule:
03/2021 Tax Credit Application
12/2021 Construction Start
12/2022 Construction Completion

San Joaquin Commons Apartments
The proposed development is located in the City of San Joaquin. FH’s vision for the project consists of 50-80 affordable, very-low to low-income housing apartment rentals, and 1 manager’s unit.

Schedule:
03/2022 Tax Credit Application
12/2022 Construction Start
12/2023 Construction Completion

Citrus Gardens Orange Cove
The proposed development is located in the City of Orange Cove. FH’s vision for the project consists of substantial rehab of 30 affordable, very-low to low-income housing apartment rentals, and 1 manager’s unit.

Schedule:
03/2022 Tax Credit Application
12/2022 Construction Start
12/2023 Construction Completion

Solivita Commons
This site is currently vacant land located in the City of Clovis and is currently envisioned for up to 60 units of affordable family housing. This site is a potential HUD Rental Assistance Demonstration (RAD) transfer of assistance site.

Schedule:
03/2019 Tax Credit Application
12/2019 Construction Start
12/2020 Construction Completion

Caruthers Commons

Schedule:
07/2020 Tax Credit Application
03/2021 Construction Start
03/2022 Construction Completion

Demolition and/or Disposition

The agency is considering the disposition and potential demolition of select low-income public housing properties throughout the County of Fresno. An approved disposition would allow the subject properties to be disposed at Fair Market Value (FMV) and allow for substantial rehabilitation and/or new construction utilizing low-income tax credit funding. The potential projects could consist of substantial rehabilitation or demolition and new construction of the residential units to preserve their long-term affordability, made possible by disposition from the public housing portfolio under HUD’s Section 18 program.

One or more of properties may also be submitted for the traditional Demo/Dispo program rather than through the Rental Assistance Demonstration program.

2019 Potential Applications:

County AMP 1
Pinedale Apartments (50 Units)
Pinedale Apartments (30 Units)
DeSoto Gardens (40 Units)
Marcelli Terrace (24 Units)

County AMP 2
Del Rey Complex (30 Units)
Laton Apartments (20 Units)
Wedgewood Commons (64 Units)

County AMP 3
Sunset Terrace I (20 Units)
| County AMP 4 |  |
| Mendoza Terrace (50 Units)  |
| Mendoza Terrace II (40 Units)  |
| Firebaugh Elderly (30 Units)  |
| Cardella Courts (32 Units)  |

| County AMP 5 |  |
| Helsem Terrace  |
| Biola Apartments  |

| County AMP 6 |  |
| Cazares Terrace  |
| Cazares Terrace II  |
| Huron Apartments  |
| Taylor Terrace  |
| San Joaquin Apartments  |

### Disposition activities under HUD’s Section 18 program

Disposition activities under HUD’s Section 18 program may include land which does not contain Low-Income Public Housing units or non-dwelling units and which could be utilized for the construction or preservation of another type of low-income housing or community facility. Disposition activity of land may include but is not limited to land in the following areas:

| County AMP 1 |  |
| Pinedale Apartments  |
| Pinedale Apartments  |
| Desoto Gardens  |
| Marcelli Terrace  |

| County AMP 2 |  |
| Del Rey Complex  |
| Laton Apartments  |
| Wedgewood Commons  |

| County AMP 3 |  |
| Sunset Terrace I  |

### Designated Housing for Elderly and/or Disabled Families

These developments may include demolition, rehabilitation, and new construction of residential units designed for elderly and/or disabled families.

| Linnea Commons |  |
| The proposed development is located in Kingsburg, within the County of Fresno boundary. FH’s vision for the project consists of new construction of 47 affordable senior units along with a community building and open green space. The project will be new construction on a vacant parcel of land.  |

| Schedule:  |
| 03/2019 Tax Credit Application  |
| 12/2019 Construction Start  |
| 12/2020 Construction Completion  |

| Wedgewood Commons RAD |  |
| The Wedgewood complex consists of 64 low-income senior units. The FH envisions a rehabilitation of the property under the RAD program and/or a reconstruction effort.  |

| Schedule:  |
| 03/2022 Tax Credit Application  |
| 12/2022 Construction Start  |
| 12/2023 Construction Completion  |
Conversion of Public Housing to Project-Based Assistance under RAD

These conversions may include demolition, rehabilitation, and new construction of the residential units to preserve their long-term affordability. The number and location of public housing units anticipated for conversion in 2018-2020 are broken down as follows:

2019 Potential Funding Applications:

**County AMP 1**
Pinedale Apartments (50 Units)
Pinedale Apartments (30 Units)
Desoto Gardens (40 Units)
Marcelli Terrace (24 Units)

**County AMP 2**
Del Rey Complex (30 Units)
Laton Apartments (20 Units)
Wedgewood Commons (64 Units)

**County AMP 3**
Sunset Terrace I (20 Units)

**County AMP 4**
Mendoza Terrace (50 Units)
Mendoza Terrace II (40 Units)
Firebaugh Elderly (30 Units)
Cardella Courts (32 Units)

**County AMP 5**
Matlock Apartments (30 Units)

**Policy changes for RAD converted projects related to waiting list, admission, and selection are as follows:**

- Adopting a selection method by lottery for Project Based Rental Assistance

Project-Based Vouchers

The FH may attach Project Based Vouchers (PBV) to projects in which the FH has ownership or controlling interest, without following a competitive process, when the FH engages in an initiative(s) to improve, develop, convert under the HUD Rental Assistance Demonstration, preserve, and/or replace public housing property(ies) or site(s). Ownership Interest means that the FH or its officers, employees, or agents are in an entity that holds any such direct or indirect interest in the building(s) and/or real property, including, but not limited to an interest as: titleholder; lessee; a stockholder; a member, or general or limited partner; or a member of a limited liability corporation or limited partnership. Projects selected with this exemption method will typically include planning rehabilitation or construction on the project with a minimum of $25,000 per unit in hard costs. However, this minimum per unit cost would not be applicable in a situation where the FH is replacing a public housing property(ies) or site(s) with existing housing owned or controlled by the FH.

Project Based Vouchers (PBV’s) are contemplated to be utilized at a number of developments either in traditional Low-Income Housing Tax Credit (LIHTC) developments or through the U.S Department of Housing and Urban Development’s Rental Assistance Demonstration (RAD) program. The number and location of PBV’s proposed for 2019 are broken down as follows:

**County AMP 1**
Pinedale Apartments (50 Units)
Pinedale Apartments (30 Units)
Desoto Gardens (40 Units)
Marcelli Terrace (24 Units)

**County AMP 2**
Del Rey Complex (30 Units)
Laton Apartments (20 Units)
Wedgewood Commons (64 Units)

**County AMP 3**
Sunset Terrace I (20 Units)

**County AMP 4**
Mendoza Terrace (50 Units)
Mendoza Terrace II (40 Units)
Firebaugh Elderly (30 Units)
Cardella Courts (32 Units)
County AMP 6
Taylor Terrace (28 Units)
San Joaquin Apartments (20 Units)

Schedule:
03/01/2021 & 07/01/2021 Tax Credit Applications
07/01/2021 & 10/01/2021 Tax Credit Award
12/01/2021 & 03/01/2022 Construction Starts
12/01/2022 & 03/01/2022 Construction Completions

Huron RAD
The proposed Huron RAD project aims to rehabilitate three properties (totaling 64 units) in the City of Huron. The project may include transfer of assistance, demo, and/or section 18 disposition.

Schedule:
03/2022 Tax Credit Application
12/2022 Construction Start
12/2022 Construction Completion

Firebaugh RAD
The Firebaugh RAD project is envisioned in multiple phases. The project may include up to 152 units of low-income housing with substantial rehabilitation, demolition and new construction, and/or transfer of assistance.

Schedule:
03/2022 Tax Credit Application
12/2022 Construction Start
12/2023 Construction Completion

Pinedale RAD
The proposed development is located in Pinedale, within the City of Fresno boundary. FH’s vision for the project consists of substantial rehab of 80 scattered affordable, very-low to low-income housing apartment rentals or the new construction of units on a new parcel of land.

Schedule:
03/2021 Tax Credit Application
12/2021 Construction Start
12/2022 Construction Completion

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The Wedgewood complex consists of 64 low-income senior units. The FH envisions a rehabilitation of the property under the RAD program and/or a reconstruction effort.

Schedule:
03/2022 Tax Credit Application
12/2022 Construction Start
12/2023 Construction Completion

DeSoto Gardens RAD
The FH envisions the potential inclusion of the DeSoto Gardens property (40 units) in a larger redevelopment of adjacent sites (affordable housing owned by the Housing Authority of the City of Fresno), not excluding the possibility of a transfer of assistance or substantial rehabilitation. We propose substantial rehabilitation and/or new construction.

Schedule:
03/2021 Tax Credit Application
12/2021 Construction Start
12/2022 Construction Completion

San Joaquin Commons Apartments
The proposed development is located in the City of San Joaquin. FH’s vision for the project consists of 50-80 affordable, very-low to low-income housing apartment rentals, and 1 manager’s unit. We propose substantial rehabilitation and/or new construction.

Schedule:
03/2022 Tax Credit Application
12/2022 Construction Start
12/2023 Construction Completion

Citrus Gardens Orange Cove
The proposed development is located in the City of Orange Cove. FH’s vision for the project consists of substantial rehab and/or new construction of 30 affordable, very-low to low-income housing apartment rentals, and 1 manager’s unit.

Schedule:
03/2022 Tax Credit Application
12/2022 Construction Start
12/2023 Construction Completion
Linnea Commons
The proposed development is located in Kingsburg, within the County of Fresno boundary. FH’s vision for the project consists of new construction of 47 affordable senior units along with a community building and open green space. The project will be new construction on a vacant parcel of land and may include up to (35) project-based vouchers.

Schedule:
- 03/2019  Tax Credit Application
- 12/2019  Construction Start
- 12/2020  Construction Completion

Solivita Commons
This site is currently vacant land located in the City of Clovis and is currently envisioned for up to 60 units of affordable family housing. This site is a potential HUD Rental Assistance Demonstration (RAD) transfer of assistance site that may include up to 25 PBV’s.

Schedule:
- 03/2019  Tax Credit Application
- 12/2019  Construction Start
- 12/2020  Construction Completion

Caruthers Commons

Schedule:
- 07/2020  Tax Credit Application
- 03/2021  Construction Start
- 03/2022  Construction Completion

Site-based waiting lists will be established for each mixed finance development.

Statement of how project basing would be consistent with our PHA Plan:

As the Agency strives to provide housing opportunities for individuals and families in need throughout Fresno County, especially those who are most vulnerable, project based vouchers (PBV’s) are an essential resource. To date, projects that are under consideration are targeting persons with very-low incomes, generally below 30-40% of the area median income. Projects are selected in accordance with HUD Title 24 Part 983.51 and HACCFs Administrative Plan. Selected projects will have demonstrated a need for rent subsidy in order to help offset basic operating costs and allow for the projects’ financial feasibility.

B.3 Civil Rights Certification.
Form HUD-50077, PHA Certifications of Compliance with the PHA Plans and Related Regulations, must be submitted by the PHA as an electronic attachment to the PHA Plan.

B.4 Most Recent Fiscal Year Audit.
(a) Were there any findings in the most recent FY Audit?

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<th>N</th>
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(b) If yes, please describe:

2017-001: Adjustments Detected by the Audit Process - An important element of internal control over financial reporting is for management to identify adjustments necessary for its financial statements to be fairly stated. Whenever possible, adjustments should be reflected in the accounting records prior to the start of the audit. When this is not possible, management should identify and communicate to the auditors the potential areas of adjustment that may need to be addressed during the audit process. This is an important element of internal control to reduce the risk of material misstatement. We identified a material prior period restatement related to the discretely presented component unit.

B.5 Progress Report.
Provide a description of the PHA’s progress in meeting its Mission and Goals described in the PHA 5-Year and Annual Plan.

Goal One – PLACE
Develop and expand the availability of quality affordable housing options throughout city and county by growing and preserving appropriate residential assets and increasing housing opportunities for low-income residents.
- Create a robust, balanced pipeline for development activities that appropriately responds to the needs of the low income residents of Fresno County. A balance of renovation and new construction should focus on existing properties and surrounding neighborhoods, areas of increased economic activity and transit corridors. **ONGOING GOAL**
  - Completion of Renaissance at Parc Grove, Fresno
  - Completion of Legacy Commons Phase II, Fresno
  - Completion of Blossom Trail, Sanger
  - Construction of Magill Terrace, Fowler
  - Construction of Oak Grove, Parlier
  - Construction of Highways City Community Center, Fresno
  - Construction of Mariposa Meadows, Fresno
  - Construction of Orchard Farm Labor Housing, Parlier
  - Pre-Development of Blackstone and Simpson, Fresno
  - Pre-Development of Chinatown, Fresno
  - Pre-Development of Renaissance at Parc Grove IV, Fresno
  - Pre-Development of North Fulton Street Project, Fresno
  - Pre-Development of California Triangle/Southwest Fresno Master Plan, Fresno
  - Pre-Development of Willow/Alluvial, Clovis
  - Pre-Development of Kingsburg Seniors, Kingsburg
  - Pre-Development of Huron Civic Center, Huron
  - Pre-Development of Plaza Terrace, Fresno
  - Pre-Development of Econo Inn, Fresno
  - Pre-Development of Highway City housing project, Fresno

- Expand efforts to address housing needs and barriers for specific resident populations throughout the City and County of Fresno (e.g. homeless individuals, low-level ex-offenders, mental health, youth, etc.). **ONGOING GOAL**
  - Continued to act as the Lead Agency and Collaborative Applicant for the Fresno-Madera Continuum of Care, leading thirty local organizations in the collaborative funding process and grant management of $10 million. This funding focuses on homeless services, domestic violence, substance abuse, mental health conditions, and social services.
  - Completion of permanent supportive housing for homeless veterans, Renaissance at Parc Grove
  - Analyzed internal procedures on criminal background checks. This analysis led to changes in the ACOP and Admin Plan that lessened the lookback period from five years to three years, allowing for more housing opportunities for ex-offenders
  - Coordinated the Homeless Point-In-Time Count and survey to understand the specific housing population and needs for homeless individuals and families
  - Partnered with the Department of Behavioral Health to locate and acquire housing for persons with chronic mental health conditions
  - Expanded the definition of Displacement Referrals in the Administrative Plan to include victims of domestic violence, dating violence, sexual assault, and stalking, which will allow victims to receive a voucher even if the HCV interest list is closed
  - Changed the subsidy standard for the HCV program to issue single persons a one-bedroom voucher, instead of a zero-bedroom voucher, to decrease the rent burden on single person households

- Collaborate with landlords, neighborhood groups and Community Development Corporations (CDCs), and other partners to enhance the quality of rental stock across the county and provide a greater range of options for residents with vouchers. Programs should focus on landlord outreach, support and education, in addition to targeting housing options in areas of opportunity. **ONGOING GOAL**
  - Organized and executed a Landlord Open House and Training Session to provide local landlords and property management companies with information about the Housing Choice Voucher program. Over 50 individuals attend the “conference” and attended sessions on Inspections, Rent Increases, Landlord/Tenant Law and Yardi Payment Management.
  - Groundbreaking of the Highway City Community Center, a partnership with the Highway City CDC
  - Worked with Better Blackstone CDC to improve the rental stock along Blackstone Avenue
  - Continued partnership with Habitat for Humanity and Fresno City College to rehabilitate blighted single-family homes and provide homeownership opportunities for low-income families
  - HCV inspectors and management partnered with landlords interested in improving properties to complete pre-inspections and information on HQS standards
  - Achieved high REAC Scores on HUD inspections throughout Housing Authority properties, meaning that our properties are maintained to the highest standards based on HUD’s UPCS inspection standards
  - Increased payment standards for HCV voucher holders to allow greater opportunities for families to lease up in a tight rental market
  - Updated the Administrative Plan to allow the Agency to opt-in to Small Area FMR’s, which could promote leasing in areas of opportunity

- Create a comprehensive oversite tool to monitor property performance. **COMPLETED**
  - Property Scorecard completed in 2018 and is being utilized by Property Management, Finance and Asset Management staff.

- Utilizing the Agency’s Asset List, prioritize the assets that need a repositioning strategy and develop a plan to implement actions necessary to appropriately preserve or best dispose of the asset while preserving affordability and serving low-income residents. **ONGOING GOAL**
- Modernization and rehabilitation of Oak Grove, Magill Terrace, Mariposa Meadows and Orchard Farm Labor, all of which had a significant backlog of capital improvement needs. Secure over $70 million in funding for these projects
- Received a $1.87 million dollar grant from USDA for critical improvements at Maldonado Plaza in Firebaugh
- Analyzed opportunities for refinances and loan pay downs to generate additional cash to HRFC. Identified San Ramon Apartments as a strong candidate for a refinance and the loan will close in early 2019, bringing over $1 million cash back to HRFC
- Sale of Home Ownership Program (HOP) homes to eligible low-income families
  - Continue to explore innovative avenues for funding new and rehabilitated affordable housing stock in Fresno County. Consider new opportunities for federal, state, local and private funding. **ON-GOING GOAL**
    - Research and Exploration of new funding sources, including:
      - Choice Neighborhood Initiatives
      - Fresno Revitalization Fund
      - Opportunity Zones
      - SB2 and SB3
      - Purpose Built Communities
      - USDA Grants & Loans
      - Private Activity Bonds
      - Private Foundation Grants
      - HUD Multifamily Products
    - Met with local bankers and brokers to discuss terms of commercial loans for potential rehab projects
    - Developed model templates and identified several sites for potential rehab

**Goal Two – PEOPLE**

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

- Continue to refine and expand Resident Services activities. Create a resident services database with the goal of measuring outcomes for services offered. Consider a survey to benchmark resident needs and outcomes. **ON-GOING GOAL**
  - Staff began the exploration and research around creating a resident services database. This exploration included an analysis of the current Yardi software and its capabilities to track resident outcomes. Staff also worked with other PHA’s and non-profits to understand their database systems and if they could potentially work for our organization. Staff continues to analyze our different options with the goal of implementing a system in calendar year 2019.
  - Other social services provided to residents included:
    - Partnership with 59daysofcode to provide a 14-week digital literacy course to over 250 residents in 2018, including website building, coding languages and a showcase at The Build Expo.
    - Summer Technology Camp provided a two-week summer camp to learn about coding opportunities to 25 resident youth at BitWise. Students were provided with transportation, meals a KANO computer kit and a pixel kit.
    - Valley Apprenticeship Connections
    - Healthy Smiles Mobile Dental Foundation
    - Community Engagement Activities: Carnival, NNO, Juneteenth
    - Mike’s Books at Sequoia Courts
    - Digi Bus with Fresno County Public Library
    - Book Rich Environment Initiative (Summer Reading Challenge, Book Giveaways) Partnership with Fresno County Public Library, Reading and Beyond, and Break the Barriers to promote literacy among Fresno County youth. Curing the event, families were able to obtain library cards and all were given free books to build their home library.
    - Parent University (Fresno State) – Digital Literacy Course
    - In the Know (EOC) Healthy Relationships, Sexual Education
    - Performing Above the High (PATH) & “Lock It Up Program” – Youth and Adult Education Drug Prevention Programs
    - Holiday Book Giveaway for 112 residents
    - Beautiful Feet program in Fresno, where 62 children were given socks and shoes
    - Read Across America Day, where over 100 youth celebrate reading and received books to take home.
    - Over 258 children participated in Spring Break Camp at five Fresno Housing properties, which included arts & crafts, sports and educational activities
    - Hosted a Father’s Day – Hero Event at eleven Fresno Housing properties across Fresno County
    - Coordinated the Fresno EOC Summer Food Service Program at nine properties to provide healthy lunches to youth residents
    - Held two Back to School events for youth residents where they participated in a lunch event and activities and received a free back-back for school. Over 140 families were in attendance at the two events
  - Create additional opportunities to promote upward economic mobility for residents using data, policy updates and refined systems of support for residents reaching income limits. **ON-GOING GOAL**
    - Partnered with Betsy McGovern-Garcia at Self Help Enterprises to develop a Homeownership Class and Financial Literacy Workshop for high income residents
    - Faith and Finance program at three Agency properties to promote financial literacy and mobility
- Fresno Area Hispanic Foundation presented information to residents in Mendota about how to start a small business, how to obtain financial assistance and financial education
- Partnered with Habitat for Humanity to offer homeownership opportunities to residents

- Reduce the number of homeless individuals in Fresno County through active leadership with partners to implement key steps outlined by Barbara Poppe in her work with the Fresno Community. **ON-GOING GOAL**
  o Partnered with Barbara Poppe, the City of Fresno, the County of Fresno and other local partners to create and launch the Street2Home initiative
  o Updated the Administrative Plan to increase the number of limited preference vouchers by 600, for a total of 800 vouchers available to those experiencing and/or at-risk for homelessness
  o Supported the FMCOC Point in Time Count of homeless individuals
  o Launched the PG&E SHARE program to eliminate overdue utility costs as possible cause for eviction and homelessness
  o Opened Renaissance at Parc Grove, a partnership with WestCare which will house 32 veterans
  o Partnership with Fresno Economic Opportunities’ Commission (FEOC) to house chronically homeless households through the Welcome Home project
  o Continued partnership with the City of Fresno to house families experiencing homelessness through the TBRA program
  o National presentation at the Housing First Partners Conference

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

**Goal Three – PUBLIC**

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

- Complete a series of presentations to key city governments to facilitate a better understanding of Housing Authority benefits, priorities and opportunities and further enhance relationships across Fresno County. **COMPLETED**
  o Developed presentation template for use by staff and board members
  o Presented to:
    - Huron City Council
    - Firebaugh City Council
    - Kerman City Council
    - Kingsburg City Council
    - Sanger City Council
    - Community members at San Joaquin Gardens
    - Community members at Fresno North Rotary Club

- Complete a website “refresh” to ease public access to key agency information and services. **ON-GOING GOAL**
  o Request for Proposal (RFP) was created and completed in 2018. The successful proposer will be working on the website refresh in early 2019
Goal Four – PARTNERSHIP

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

- Engage the community and other key agencies in discussions to facilitate quality planning for the Southwest Fresno community. **ONGOING GOAL**
  - CNI Grant application and associated community engagement process
  - Agency participation in Juneteenth and Neighborhood Block Party events in Southwest Fresno
  - Secured commitments from over 50 stakeholders and residents to participate in the process including committee co-chairs from the City, the non-profit community and the local community
  - Partnered with Every Neighborhood Partnership to help lead resident and community engagement process in South West Fresno

- Revisit relationship and collaboration opportunities with Fresno Housing affiliate Fresno Housing Education Corps (Ed Corps). **ONGOING GOAL**
  - Created a site specific data base to group data and information about our properties; including information about children and schools
  - Exploring opportunities to partner with Fresno Unified to improve educational outcomes in Southwest Fresno
  - Partnership with Betsey Martens, President of Bringing School Home to learn more about links between housing and education

Management Goal One – SUSTAINABILITY

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

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

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

- Expand the use of meaningful key performance indicators for each department that can begin to create the framework of an agency data dashboard. **ONGOING GOAL**
  - Created an electronic check-in system for the main office lobby that allows for better customer service, better data, and careful monitoring of lobby traffic
  - Each department created and maintained KPI’s (key performance indicators) and IT staff created a SharePoint site to access the data
  - Hired one additional Database Administrator & Report Writer, who would specifically be responsible for the creation and maintenance of the Agency’s data dashboards
  - Created a Data Committee for data-minded staff to meet, receive training on various software and collaborate on projects. The committee created a DATA Library to house various analyses created by different departments, so staff could have access to the information and it was stored in one place.

- Develop strategies to attract, retain, and/or develop a diverse leadership team, representative of agency values and the populations we serve. **ONGOING GOAL**
- Created a robust internship program with Fresno State. Fresno Housing hosted seven interns with various educational backgrounds over the course of the year in several departments, including IT/IS, Communications, Accounting, Procurement, Resident Services
- Established new professional network relationships with: BLOC (Black Leaders Organizing Change) Fresno; FLYP (Fresno’s Leading Youth Professionals); Fresno Metro Black Chamber of Commerce
- Participated at Fresno State’s “Recruit The 99 Career and Interns Fair,” BLOC Fresno Networking Mixer, FLYP Mixer, Fresno State University Meet The Professionals Day, and Fresno Pacific University’s Career Achievement Program

- Continue to implement the Performance Management Program throughout the agency and expand the implementation of Pay For Performance. **ON-GOING GOAL**
  - Implemented Phase 3 of Pay For Performance August 1, 2018
  - Continued conversations with union partner SEIU Local 321 on Pay for Performance for represented employees

- Explore options to mitigate the financial impacts to the Agency of rising healthcare and pension costs. **ON-GOING GOAL**
  - Implemented software solution to help manage unfunded pension liabilities
  - Exploring options to ensure an effective long-term strategy for managing the Agency’s unfunded pension liability.

### Management Goal Two – STRUCTURE

**(Governance)**

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

  - In conjunction with the Board, continue to refine the Board handbook (i.e. orientation tool, administrative overview, agency information) for all board members. **ON-GOING GOAL**
    - Staff conducted a half-day training session with three new board members
    - Held various workshops for the Boards including Fulton Street Project Update, Review and History of Agency Goal Setting, and Fresno Housing’s Role in Community Solutions to Homelessness

  - Succession planning and management is the practice that helps safeguard the stability of tenure of personnel and to ensure the agency is positioned to operate soundly in the event of change. The Boards should update their succession plan for the CEO position and encourage staff to develop a succession plan for key personnel. **COMPLETED**
    - Succession Plan was completed and adopted as part of the CEO Evaluation process

  - Work to ensure all communication to the Board is informative, concise and timely. Offer opportunities for Board members to further engage with each other and staff through Board communications and retreats. **ON-GOING GOAL**
    - Board Retreat
      - Board Retreat held on September 14, 2019
      - Topics included, Federal Funding & Policy Changes, State Funding & Policy Priorities, Development Priorities & Pipeline, Resident Services Discussion, Homelessness Next Steps & the Agency’s Role, 2019 Goals & Strategic plans
    - Board Workshops
      - Fulton Street Project Update
      - Review and History of Agency Goal Setting
      - Fresno Housing’s Role in Community Solutions to Homelessness
    - Mid-Month Updates
      - Mid-month Updates were sent out on a monthly basis
      - Recurring updates included monthly budget reports and HCV leasing status
    - Staff Briefings

### Management Goal Three – STRATEGIC OUTREACH

**(Image, Visibility, Materials and Tools, Outreach)**

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

  - Engage the Fresno community in discussions on housing issues and solutions - expanding the visibility of the Fresno Housing Authority as a key partner and contributor to vibrant communities. **ON-GOING GOAL**
    - Participation in advocacy events in Washington DC and locally
    - Community outreach presentations
    - Monthly meetings with Mayor and staff to discuss key housing issues across the city and set priorities
- Partnering with the National Association of Housing and Redevelopment Agencies, Council of Large Public Housing Authorities, California Association of Housing Authorities, Central Valley Community Foundation, and other non-profit groups on housing advocacy issues
- Meet regularly with County Staff and Supervisors on key housing issues

- Produce and distribute three community "newsletters" that address key national housing policy issues and relate it to the local community. **ON-GOING GOAL**

- Expand the use of social media to promote the need for affordable housing in Fresno County, inform residents and the community of key dates and opportunities, and expand avenues for the Agency to learn from residents. **ON-GOING GOAL**
  - Launched Agency’s Facebook and Instagram page
  - Social Media Policy was ratified and adopted in April 2018

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<tr>
<th>B.6</th>
<th>Resident Advisory Board (RAB) Comments.</th>
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<tr>
<td>(a)</td>
<td>Did the RAB(s) provide comments to the PHA Plan?</td>
</tr>
<tr>
<td>Y</td>
<td>N</td>
</tr>
<tr>
<td>☒</td>
<td></td>
</tr>
<tr>
<td>(c)</td>
<td>If yes, comments must be submitted by the PHA as an attachment to the PHA Plan. PHAs must also include a narrative describing their analysis of the RAB recommendations and the decisions made on these recommendations.</td>
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<tr>
<th>B.7</th>
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<tr>
<td>Form HUD 50077-SL, Certification by State or Local Officials of PHA Plans Consistency with the Consolidated Plan, must be submitted by the PHA as an electronic attachment to the PHA Plan.</td>
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<td>Does the PHA have any current Memorandum of Agreement, Performance Improvement Plan, or Recovery Plan in place?</td>
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<td>Y</td>
<td>N/A</td>
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<tr>
<td>☐</td>
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</tr>
<tr>
<td>(b)</td>
<td>If yes, please describe:</td>
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| C.  | Statement of Capital Improvements. Required for all PHAs completing this form that administer public housing and receive funding from the Capital Fund Program (CFP). |

| C.1 | Capital Improvements. Include a reference here to the most recent HUD-approved 5-Year Action Plan (HUD-50075.2) and the date that it was approved by HUD. |

See HUD-50075.2 approved by HUD 7/10/19
### Housing Needs for Families on the Interest List - County of Fresno

**County AP Income Limits**

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<th>Low</th>
<th>Above Income Limits</th>
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### Total Applicants

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<th>Public Housing</th>
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<tbody>
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<td>23,655</td>
<td>11,552</td>
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| % Elderly | 7% | 4% |
| % Disabled | 20% | 20% |
| % Veteran  | 2% | 2% |

| Avg. Family Size | 2.6 | 2.7 |

### Bedroom Size

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### Race and Ethnicity

#### Voucher

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<th>Black</th>
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#### Public Housing

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