



Boards of Commissioners Retreat

September 21-22, 2017

AGENDA

O (559) 443-8400

F (559) 445-8981

1331 Fulton Mall

Fresno, California 93721

TTY (800) 735-2929

www.fresnohousing.org

Special Joint Meeting of the Boards of Commissioners of the Fresno Housing Authority

9am - September 21, 2017

4105 W. Figarden Drive, Fresno, CA

Interested parties wishing to address the Boards of Commissioners regarding this meeting’s Agenda Items, and/or regarding topics not on the agenda but within the subject matter jurisdiction of the Boards of Commissioners, are asked to complete a “Request to Speak” card which may be obtained from the Board Secretary (Tiffany Mangum) at 8:45 a.m. You will be called to speak under Agenda Item 3, Public Comment.

The meeting room is accessible to the physically disabled, and the services of a translator can be made available. Requests for additional accommodations for the disabled, signers, assistive listening devices, or translators should be made at least one (1) full business day prior to the meeting. Please call the Board Secretary at (559) 443-8475, TTY 800-735-2929.

9am

PAGE #

1. Call to Order and Roll Call

2. Approval of agenda as posted

3. Public Comment

This is an opportunity for the members of the public to address the Boards of Commissioners on any matter within the subject matter jurisdiction of the Boards of Commissioners that is not listed on the Agenda. At the start of your presentation, please state your name, address and/or the topic you wish to speak on that is not on the agenda. Presentations are limited to a total of three (3) minutes per speaker.

4. Potential Conflicts of Interest – Any Commissioner who has a potential conflict of interest may now identify the item and recuse themselves from discussing and voting on the matter. (Gov. Code section 87105)

5. Discussion Items

- a. Housing Program Overview
- b. Agency Financial Overview

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c. Resident Services	67
d. Board Engagement	89
e. Housing Policy Updates	91

6. Adjournment

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Special Joint Meeting of the Boards of Commissioners of the Fresno Housing Authority

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4105 W. Figarden Drive, Fresno, CA

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5. **Discussion Items**

- a. Real Estate Development Pipeline and Strategy/Asset Management Priorities

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b. Homeless Initiatives and Community Leadership	130
c. 2018 Agency Goal Planning	163
d. Joint Powers Agreement/Role of the Executive Committee	169
e. Administrative Matters and Guidance	

6. Adjournment

Fresno Housing Program Overview

BOARD MEMO

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Fresno, California 93721

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www.fresnohousing.org

TO: Boards of Commissioners

Fresno Housing Authority

FROM: Preston Prince



CEO/Executive Director

DATE: September 19, 2017

BOARD MEETING: Sept 21, 2017

AGENDA ITEM: 5a

AUTHOR: Tracewell Hanrahan

SUBJECT: Background for Affordable Housing Program Overview

Executive Summary

The purpose of this memo is to provide the Boards of Commissioners with an overview and background information on the various programs provided by the Agency. Attached please find:

- Powerpoint presentation

Recommendation

There are no recommendations at this time; item is informational only.



Fresno Housing Authority

Housing Programs: Background, History and Overview

May 2017

Affordable Housing Programs: *History and Overview*

- Overview of Federal Intervention in Housing:
 - As with any federal program, federal housing programs grew and changed based on the economic, social, cultural and political circumstances of the times.
 - The programs and agencies that led to the federal department now known as HUD began in the early 1930s (Great Depression).
 - An act of Congress in 1934 created the Federal Housing Administration, which made home ownership affordable for a broader segment of the American public with the establishment of the mortgage insurance program.
 - In 1937, the U.S. Housing Act sought to address the housing needs of low income people through public housing.
 - In the 1960s, HUD began providing subsidies to public housing agencies (PHAs) that would help make up the difference between revenue from rents and the cost of adequately maintaining the housing.
 - In 1969, Congress passed the “Brooke Amendment,” codifying a limitation on the percentage of income a public housing resident could be expected to pay for rent. The original figure was 25% of income, and was later raised to the 30% standard that exists today.

Affordable Housing Programs: *History and Overview*

- Overview of Federal Intervention in Housing:
 - In the late 1950s and continuing into the 1960s, Congress created a number of HUD programs that leveraged private investment to create new affordable rental housing.
 - In general, these programs provided low interest rates or other subsidies to private owners who would purchase or rehabilitate housing to be rented at affordable rates.
 - The Civil Rights Acts of 1964 and 1968 included housing provisions that were intended to prevent discrimination against members of protected classes in private or public housing.
 - In 1973 President Nixon created a moratorium on the construction of new rental and homeownership housing by HUD programs.
 - The Housing and Community Development Act of 1974 made significant changes to housing programs – focusing on block grants and an increase of authority granted to local jurisdictions. This act was the origin of the tenant-based and project-based Section 8 rental assistance programs.
 - McKinney Act of 1987 (later renamed the McKinney-Vento Act) created new housing and social service programs within HUD specially designed to address homelessness.

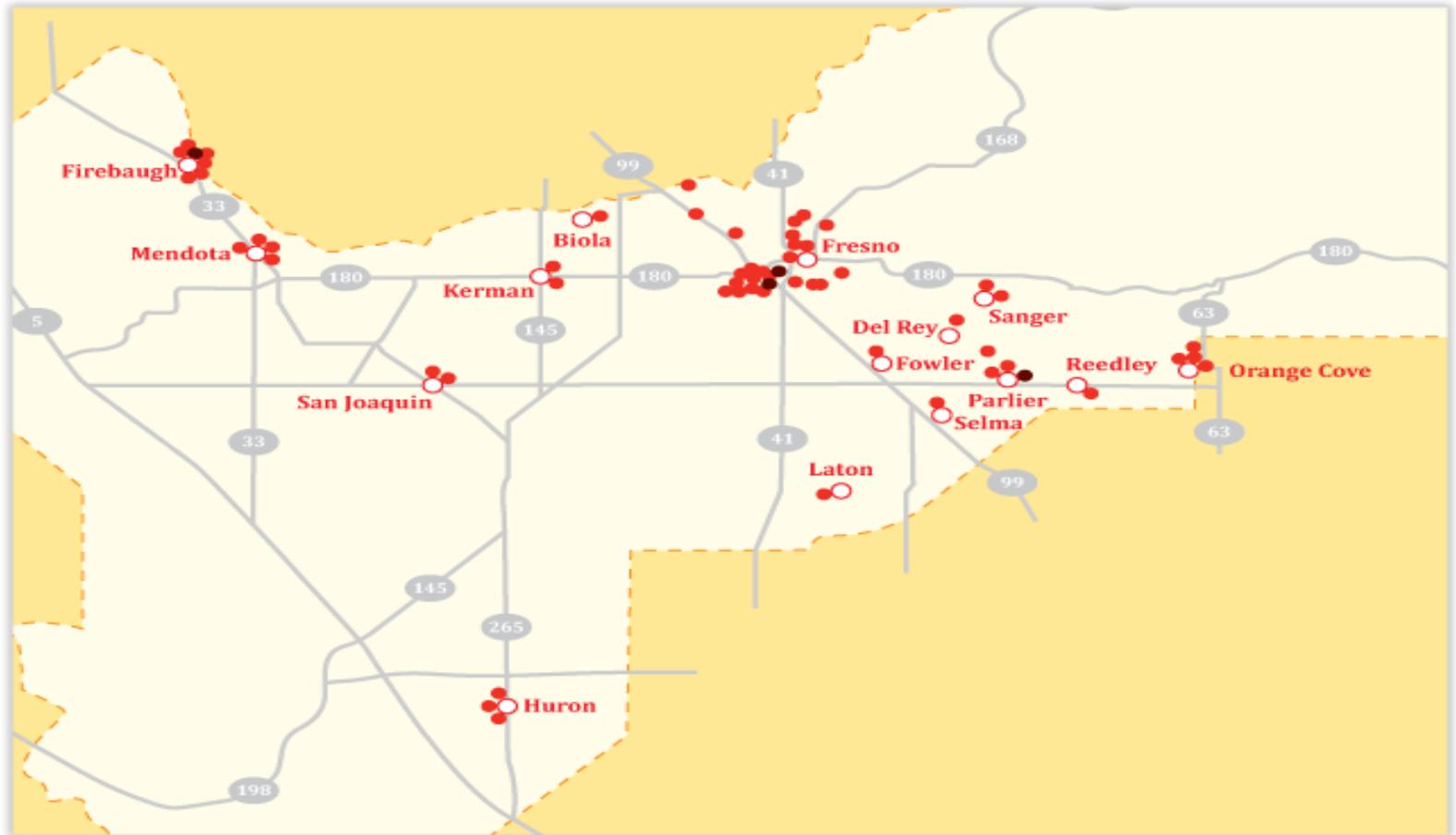
Affordable Housing Programs: *History and Overview*

- Overview of Federal Intervention in Housing:
 - In the 1980s and 1990s, PHAs and nonprofit affordable housing developers and local government officials organized to preserve the disappearing stock of affordable housing using whatever funding and financing was available to them. The Department of Treasury's Internal Revenue Service was given a role in affordable housing development in the Tax Reform Act of 1986 with the creation of the Low Income Housing Tax Credit (LIHTC), which provides tax credits to those investing in the development of affordable rental housing.
 - In 1990, the Cranston-Gonzales Affordable Housing Act of 1990 created the HOME program, which provides block grants to state and local governments for housing.
 - Beyond changes to the structure of many federal housing programs, no significant investment in new housing affordable to the lowest income Americans has been made in more than 30 years, and there still exists a great shortage of housing affordable to that population.

Housing Programs: *Public Housing*

- History and Background:
 - The Housing Act of 1937 established the public housing program.
 - The nation's 1.1 million units of public housing are administered by a network of 3,100 local public housing agencies, with funding from residents' rents and Congressional appropriations to HUD.
 - Additional public housing has not been built for decades, so the focus is primarily on preserving public housing stock.
 - Rental Assistance Demonstration (RAD) is HUD's latest tool to address the aging public housing stock, which is designed to leverage private dollars to improve public housing properties while converting them to project-based rental assistance.
- Fresno Housing Authority:
 - Over 1,500 dwelling units
 - Over 3,500 individuals live in these units/developments

Fresno Housing Authority: *Public Housing*



Housing Programs: *Housing Choice Vouchers (Section 8 Program)*

- History and Background:
 - Federal tenant-based rental assistance was established as part of major restructuring of federal housing assistance for low income families in 1974.
 - In recent decades, the program has enjoyed broad bipartisan support, and grew incrementally between 1974 and 1996, the first year when no new vouchers were appropriated.
 - In the last 10 years, Congress has funded incremental vouchers (new vouchers that are not replacements for other assisted housing) only for special populations, primarily for the HUD-Veterans Affairs Supportive Housing program.
 - Housing Choice Vouchers help people with the lowest incomes afford housing in the private housing market by paying landlords the difference between what a household can afford to pay in rent and the rent itself, up to a reasonable amount.
 - Housing Choice Voucher Program is HUD's largest rental assistance program, assisting more than 2.1 million households; it also serves the lowest income people because of deep income targeting requirements.
 - HUD has annual contracts with about 2,300 PHAs to administer vouchers. Funding provided by Congress is distributed to these agencies by HUD based on the number of vouchers in use in the last year, the cost of vouchers, an increase for inflation as well as other adjustments.

Housing Programs: *Housing Choice Vouchers (Section 8 Program)*

- History and Background:
 - Local agencies distribute vouchers to qualified families who then conduct their own housing searches and identify private apartments with rents within the PHA's rent payment standards. The agency's inspection of the unit must also demonstrate that the unit meets HUD's housing quality standards.
 - The amount of the housing subsidy is capped at a payment standard set by the PHA. A PHA can set its payment standard between 90% and 110% of HUD's Fair Market Rent (FMR), the rent in the area for a modest apartment. HUD sets FMRs annually.
 - Generally, voucher program participants pay 30% of their income toward rent and utilities. The value of the voucher then makes up the difference between the tenant's rent payment and the housing agency's rent payment standard.
 - Housing vouchers are portable, meaning families can use them to move nearly anywhere in the country where there is a functioning voucher program.
- Fresno Housing Authority:
 - Over 12,000 Housing Choice Vouchers
 - Over 38,000 Housing Choice Voucher Program participants

Housing Programs: *Low Income Housing Tax Credits*

- History and Background:
 - The Low Income Housing Tax Credit program (LIHTC) finances the construction, rehabilitation, and preservation of housing affordable to lower income households. The LIHTC program encourages private investment by providing a tax credit: a dollar-for-dollar reduction in federal taxes owed on other income. Although housing tax credits are federal, each state has an independent agency that decides how to allocate the state's share of federal housing tax credits within a general framework dictated by the Treasury Department.
 - This program is administered by the Treasury Department's Internal Revenue Service (IRS).
 - The LIHTC program finances the construction, rehabilitation, and preservation of housing affordable to lower income households.
 - The LIHTC has provided more than 2.2 million rental units to date.
 - LIHTC is designed to encourage private individuals and corporations to invest cash in housing affordable to low income people by providing a tax credit over a 10-year period: a dollar-for-dollar reduction in federal taxes owed on other income. Tax credits, however, are not meant to provide 100% financing.

Housing Programs: *Low Income Housing Tax Credits*

- History and Background:
 - There are two levels of tax credits, 9% and 4%, formally known as the applicable percentages. Projects can combine 9% and 4% tax credits.
 - The LIHTC is a tax expenditure, which does not require an appropriation.
- Fresno Housing Authority:
 - Has been awarded almost \$250 million in tax credit equity since 2008
 - Over 25 developments have been developed leveraging this financing tool

Recent Housing Initiatives: *Rental Assistance Demonstration (RAD)*

- Background:
 - RAD is a “demonstration” project that allows PHAs to seek private financing to rehabilitate units that are otherwise at risk of being lost from the affordable housing inventory.
 - RAD allows public housing agencies and private owners of certain at-risk, federally assisted properties to convert their current assistance to long-term Section 8 contracts. Such contracts will allow owners to leverage millions of dollars in debt and equity to better address immediate capital needs and preserve these affordable housing units.
 - In addition, participating agencies are freed from antiquated public housing rules and restrictions that hindered their ability to best preserve and manage their housing similar to other affordable housing owners and managers.
- Fresno Housing Authority:
 - In early 2013 Fresno Housing Authority was chosen to participate in the RAD initiative. RAD will enable Fresno Housing Authority to substantially rehabilitate ten properties throughout Fresno County, four of which are located in the city of Fresno, three in Orange Cove and three in Mendota.

Housing Programs: *HOME Investment Partnership Program*

- History and Background:
 - The HOME program is a federal block grant program designed to expand the supply of decent, affordable housing for lower income people.
 - The HOME program is administered by the Office of Affordable Housing Programs in HUD's Office of Community Planning and Development (CPD).
 - The HOME program was authorized in 1990 as part of the Cranston-Gonzalez National Affordable Housing Act.
 - HOME program has 643 participating jurisdictions (PJs), which are states and certain localities.
 - HOME dollars can be used as a grant or a loan to meet a variety of development costs such as buying existing housing or vacant land for affordable housing, building new housing, rehabilitating existing housing, demolition to make way for affordable housing, relocation, site improvements, and various soft costs such as engineering plans, attorneys' fees, title search, and fair housing services.
 - At least 15% of a participating jurisdiction's HOME funds must be spent for housing that is developed, sponsored, or owned by Community-based Housing Development Organizations (CHDOs).

Housing Programs: *HOME Investment Partnership Program*

- Fresno Housing Authority:
 - Fresno Housing Authority has been working closely with the City and County of Fresno for the award of HOME funds.
 - Fresno Housing Authority uses HOME funds as a financing tool for a number of projects throughout the City and County of Fresno.
 - Examples of the Fresno Housing Authority's projects that include HOME funds are—Parc Grove Commons (Fresno) and Kings River Commons (Reedley).

Assistance to the Homeless Programs: *McKinney-Vento Homeless Assistance Program*

- History and Background:
 - The McKinney-Vento homeless assistance programs refer to a set of federal programs created by the McKinney-Vento Homeless Assistance Act. This article refers to the two programs administered by HUD: the Emergency Solutions Grants (ESG), and the Continuum of Care (CoC).
 - In 2009 Congress passed the Homeless Emergency Assistance and Rapid Transition to Housing Act (HEARTH), which significantly improves HUD's McKinney-Vento homeless assistance programs.
 - The program is administered by HUD's Office of Community Planning and Development.
 - HUD's McKinney-Vento programs provide outreach, shelter, transitional housing, supportive services, short-and medium-term rent subsidies, and permanent housing for people experiencing homelessness, and in some cases for people at risk of homelessness. Funding is distributed both by formula to jurisdictions through the ESG program, and competitively through the CoC process.

Assistance to the Homeless Programs: *McKinney-Vento Homeless Assistance Program*

- Fresno Housing Authority:
 - In 2012, Fresno Housing Authority, together with partners, opened the doors of the Renaissance at Alta Monte complex—one of the first Fresno County Mental Health Services Act (MHSA) developments.
 - Alta Monte provides 30 private units for persons who qualify through the CA MHSA and HUD McKinney-Vento CoC.
 - Fresno Housing Authority, along with the City and County of Fresno, have committed resources to make this project a leading example of collaborative partnership.
 - Fresno Housing Authority has taken a leadership role in homeless support.
 - Fresno Housing Authority is the lead applicant for CoC. In the past year, Fresno Housing Authority has assisted in providing housing to over 500 homeless individuals via all homelessness assistance programs.
 - In partnership with Fresno First Steps Home, Fresno Housing Authority provided assistance to 90 individuals who will remain permanently housed due to the Agency's commitment of vouchers.

Assistance to the Homeless Programs: *Veterans Affairs Supportive Housing Vouchers*

- History and Background:
 - The HUD-Veteran Affairs Supporting Housing Program (HUD-VASH) combines Housing Choice Voucher rental assistance for homeless veterans with case management and clinical services provided by the U.S. Department of Veteran Affairs (VA).
 - The HUD-VASH program is jointly administered by the VA and HUD. Because the vouchers are allocated to local PHAs and the nearest VA medical center (VAMC), program administration is largely devolved to community.
 - In December 2012, HUD and the VA jointly announced that national report data showed that veteran homelessness declined by 7.2% between January 2011 and January 2012, and has declined by 17.2% since 2009 despite high unemployment and a challenging economy.
 - According to the 2016 Point in Time count, 39,471 veterans were homeless in the United States on a single night in January 2016; 9,612 in CA, and 228 in Fresno and Madera Counties.
 - HUD-VASH vouchers are funded by both the VA and HUD.

Assistance to the Homeless Programs: Veterans Affairs Supportive Housing Vouchers

- Fresno Housing Authority:
 - Fresno Housing Authority and the Fresno Veterans Affairs Medical Center have been awarded \$ 378,840 to provide case management and rental assistance to 70 homeless veterans. Fresno Housing Authority is now administering 371 VASH vouchers. The Housing and Urban Development Department-Veterans Affairs Supportive Housing (HUD-VASH) program is jointly operated by the U.S. Department of Housing and Urban Development (HUD) and the U.S. Department of Veterans Affairs (VA).

Fresno County: *Demographics*

- Population: 979,915 (2016 U.S. Census)
- Median Household Income: \$45,233
- 325,996 housing units in Fresno County:
 - About 52.8% owner occupied
 - About 14% of Fresno County renters are affiliated with the Fresno Housing Authority (voucher holders, public housing and other affordable housing residents)
 - At least 5% of all Fresno County residents are connected to the Fresno Housing Authority

Fresno Housing Authority: Overview

- Residents:
 - 50,000 Individuals
 - 15,000 Families
 - 24,000 Children (ages 0-18)
 - 1,900 Seniors
- Rental Housing Programs:
 - Over 12,000 Housing Choice Vouchers (HCV/Section 8)
 - Over 38,000 Housing Choice Voucher Program participants
 - 70 multifamily housing developments throughout Fresno County
 - Over 4,000 dwelling units
 - Over 10,000 individuals live in these units/developments
 - 200 Farm Labor Housing households
 - Almost 200 Migrant Housing units

(Some numbers throughout this presentation are approximate)

Fresno Housing Authority: Overview

- Veteran, Homeless and Senior Assistance Programs:
 - 371 VASH Vouchers (Veterans) and
 - 160 Shelter Plus Care Certificates (Homeless/Disabled Individuals)
 - 39 Homeless Prevention and Rapid Re-Housing Certificates (*Program was discontinued due to funding cuts*)
 - Over 120 units of Permanent Supportive Housing Units
 - 170 Senior Housing units
- Homeownership and Other Affordable Housing Programs:
 - 37 single family homes and over 30 multi-family units through the Neighborhood Stabilization Program (NSP)
 - 53 single family homes (Sierra Pointe California)

Agency Financial Overview

BOARD MEMO

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TO: Boards of Commissioners
Fresno Housing Authority

FROM: Preston Prince 
CEO/Executive Director

DATE: September 19, 2017

BOARD RETREAT: Sept. 21, 2017

AGENDA ITEM: 5b

AUTHOR: Tammy Townsend/
Emily Williams

SUBJECT: Background Information: Preparation for Retreat Budget Activity

Executive Summary

The purpose of this communication is to provide the Board with background budget information that may prove helpful for an activity that will be conducted during the Board Retreat. All information included in this section has been provided to the Board previously during budget presentations and Board Budget Workshop conducted in the spring. Attached You will find:

- PowerPoint Presentation
- Brochure: Fresno Housing Authority, Financial Overview 2013-14*

*Please note that while this brochure was published based on 2013-14 data, much of the information is still relevant and may provide context for budget discussions. An update of this brochure is planned for publication in 2018.

Recommendation

There are no recommendations at this time; item is informational only.



***Background Information:
Preparation for Agency
Budget Activity***

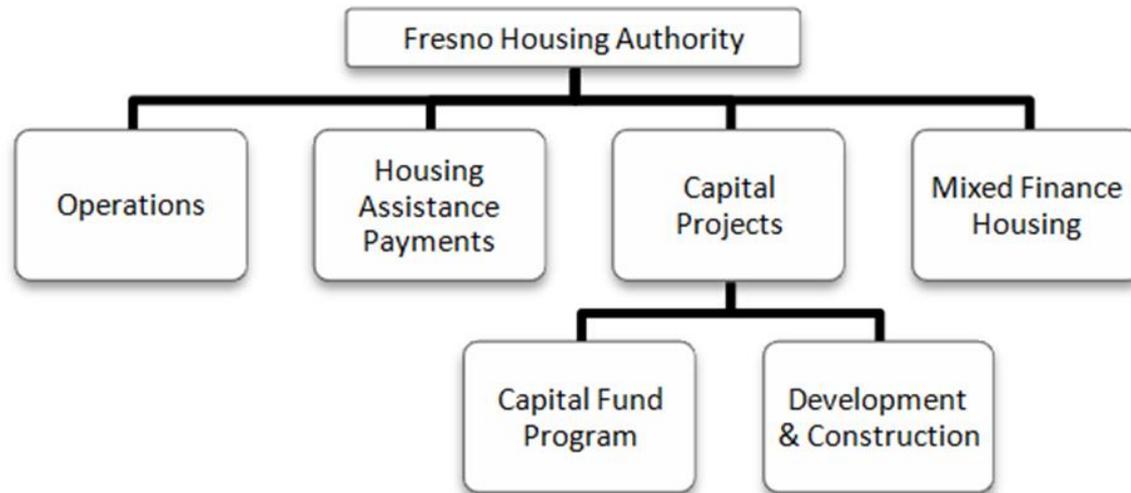
*Fresno Housing Authority
Board Retreat
September 21-22, 2017*



Overview

- Types of Budgets
- Budget Structure & Process
- 2017 Budget Overview
- FH Organizational Structure
- Detailed Budget Discussion

Budget Types



- FH uses multiple budgets that cover different activities
- All are approved by the Boards at various times during the year

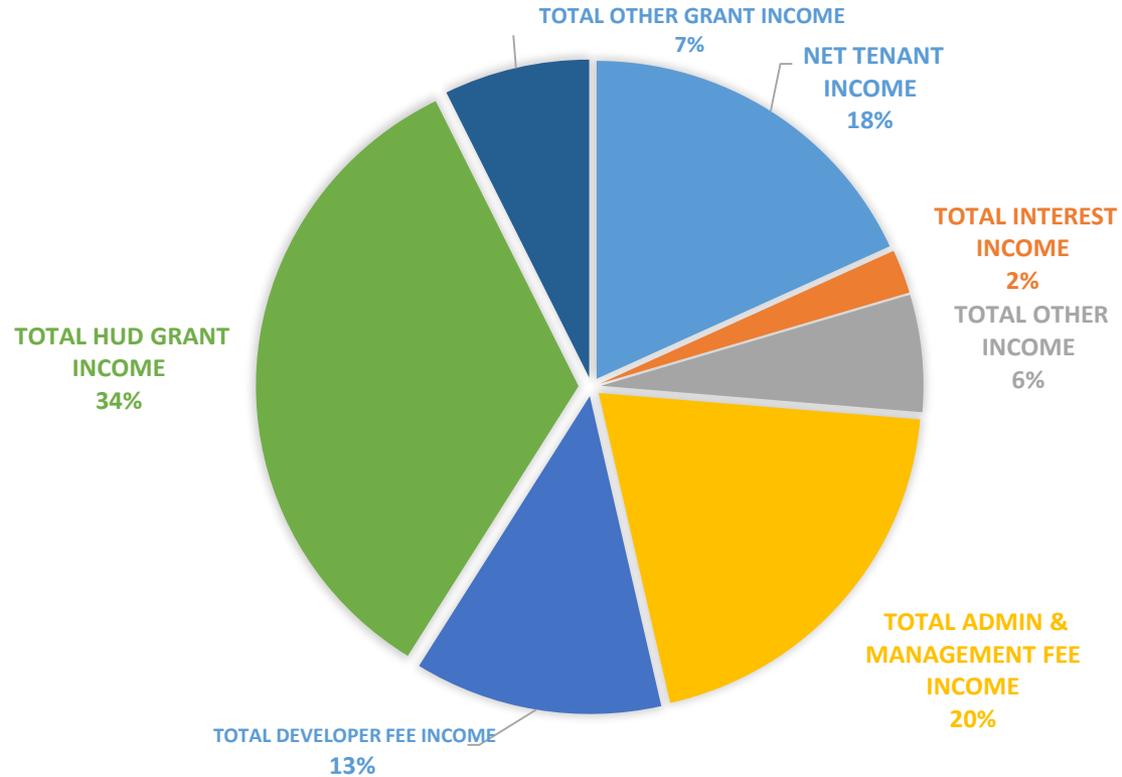
Budget Types

- Operations (\$39.6 Million)
 - Annual budget for the operational activities of the FH (January 1-December 31)
 - Includes all programs under the City & County HA's. Does not include SPE's or Affiliates
- Housing Assistance Payments (\$76.3 Million)
 - Annual Budget for the payments made to landlords on behalf of the HCV and SPC programs (January 1-December 31)
 - Separate from the Operations budget due to the highly restricted nature of the funds
- Mixed Finance Housing (\$2.2 Million)
 - Annual Budget for the Single Purpose Entities associated with limited partnership developments (January 1-December 31)
 - Informational for the FH Boards of Commissioners. Approved by the Silvercrest Board

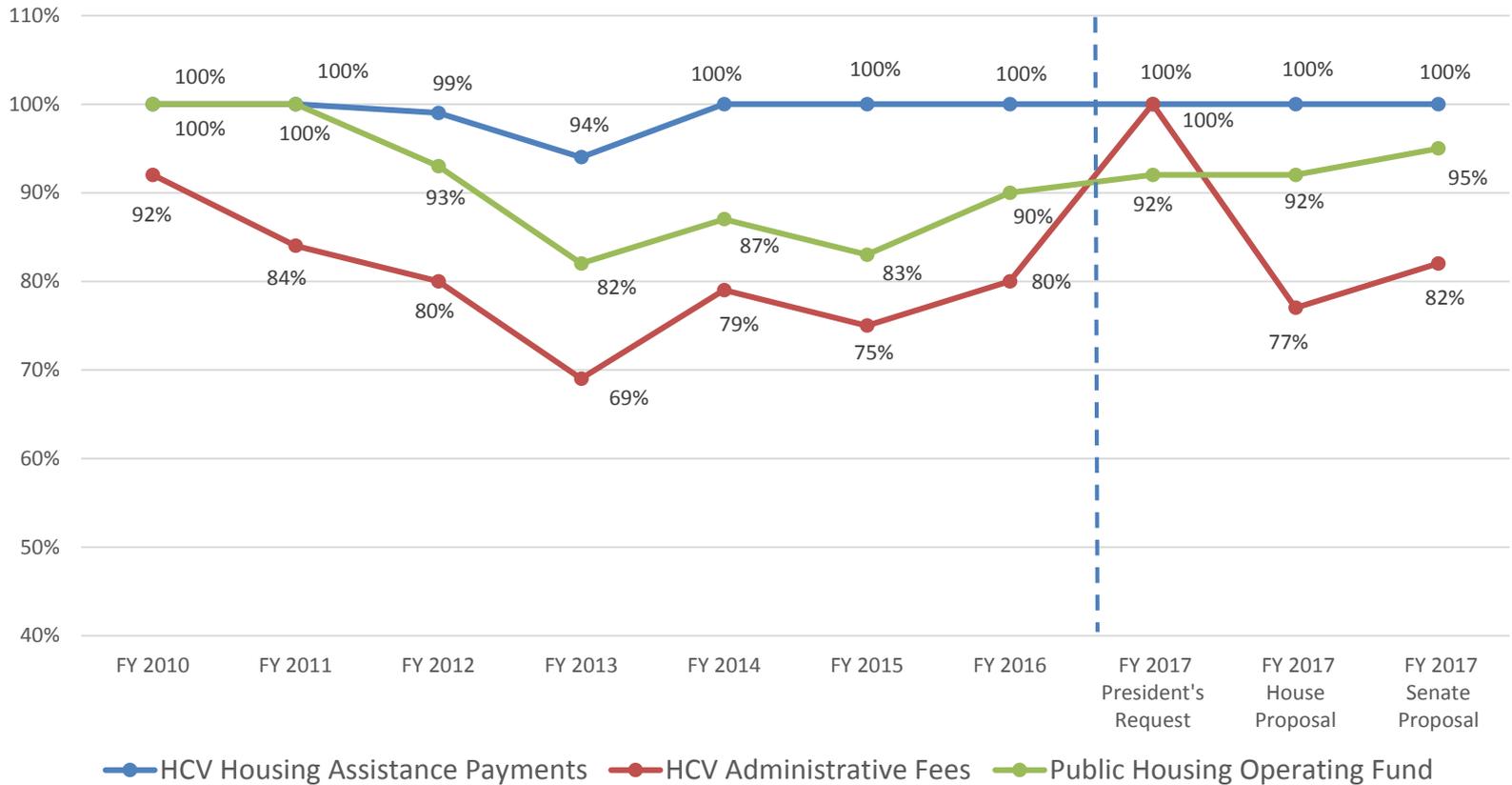
Budget Types

- Capital Budgets (XX)
 - Annual Capital Expenditure Budget
 - Annual budget for capital improvements that utilize Capital Funds or project reserves (April 1-March 31)
 - Development & Construction Budget
 - Multi-year budgets for the financing and construction of our affordable housing developments
 - Presented and approved by the Boards during the Omnibus Financial Closing

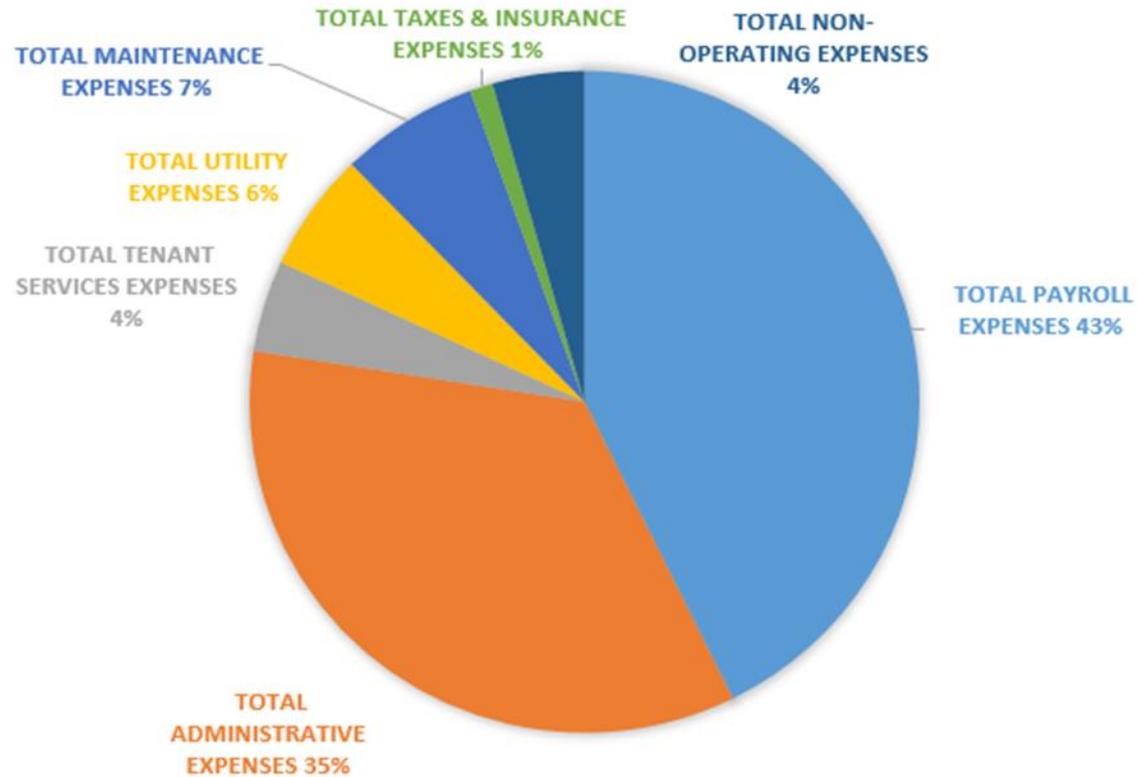
Funding Sources



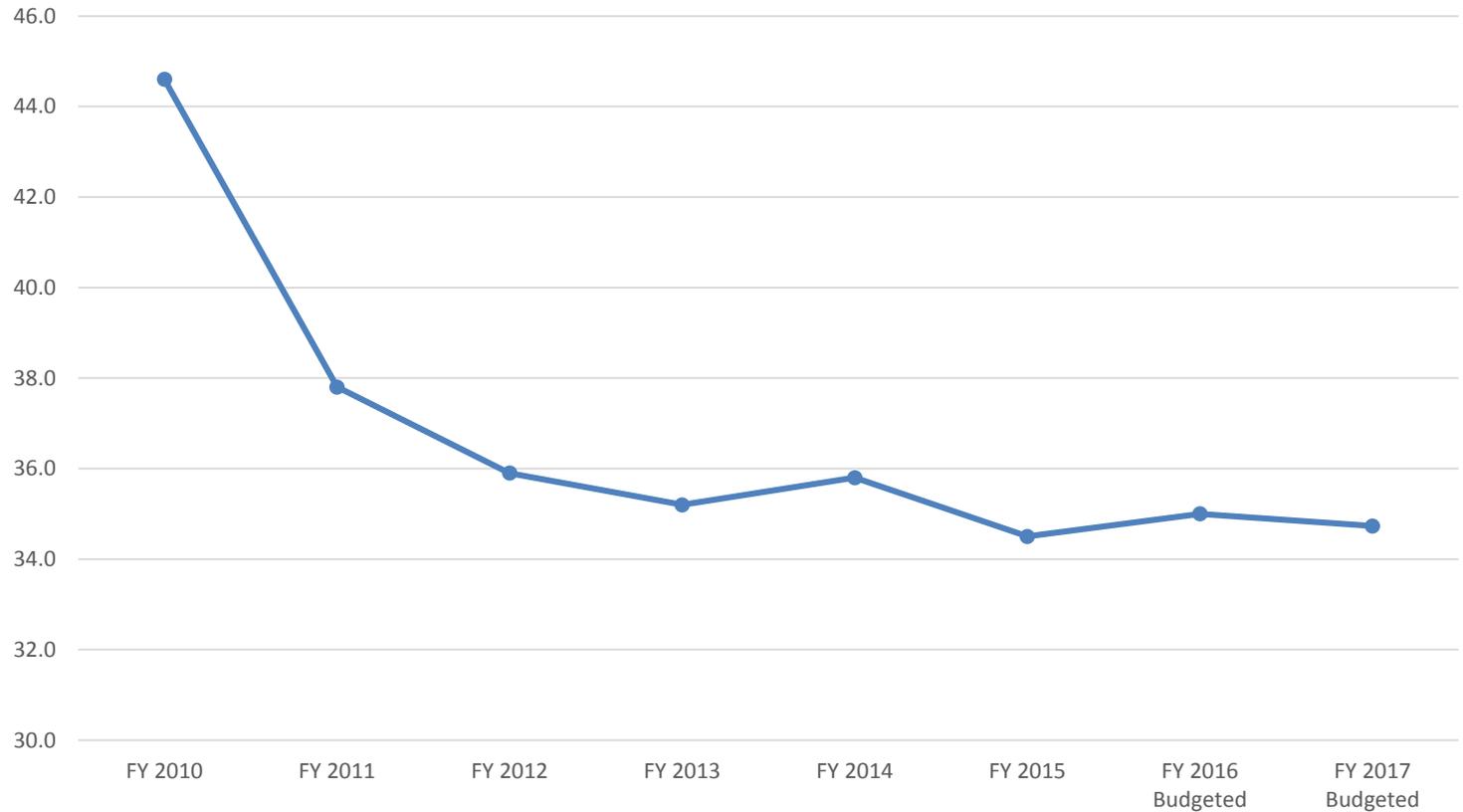
Funding Levels



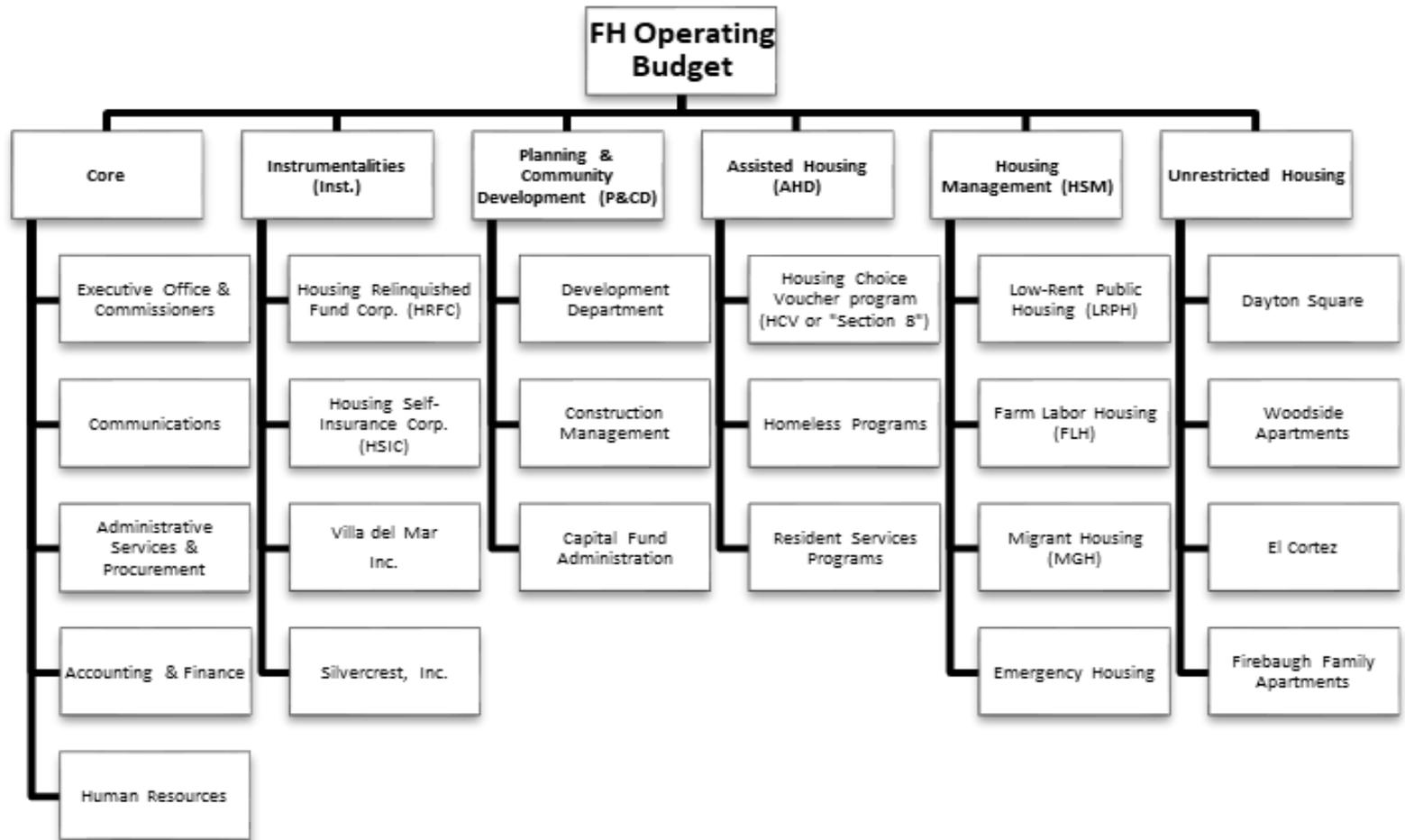
Uses of Funds



2017 Expenditure Levels



Agency Operating Budget



Core

- Assist and support all FH departments, maintain effective internal and external partnerships, and develop and manage resources
- Sometime called the “COCC” or the “Central Office Cost Center”
- The Core division contains all the administrative functions of the Agency including: Human Resources, Executive Office, Commissioners, Communications, Housing Services & Specialized Maintenance, Accounting & Finance, Central Office Building & Warehouse, Procurement, Fleet & Facilities, and IT Services

Core

- Revenues are earned by fees charged to other FH programs.
 - Examples: management fees, bookkeeping fees, central office rent charges, IT fees, etc...
 - This revenue is deemed “unrestricted”
- Major expenses include salaries & benefits (57% of total budget), administrative costs (33%) including legal, professional & consulting fees, administrative contracts, and software & equipment
 - 62 full-time employees

Instrumentalities

- An “Instrumentality” is a legal entity, wholly-owned and operated by the Fresno Housing Authority
- Instrumentalities are used to accomplish specific goals
 - Housing Relinquished Fund Corporation: To further the supply of affordable housing
 - Housing Self-Insurance Corporation: To insure the Agency against losses and deductibles not covered by third party insurance companies
 - Silvercrest, Inc: To act as the general partner in mixed finance developments
 - Housing Connections & Compliance, Inc: Entity created to submit NOFA application for HUD Contract Administrator
 - Villa Del Mar, Inc.: Original LLC for Villa del Mar , LP

Instrumentalities

- Revenues generated within each entity is restricted to that specific entity
- No staffing expenses
 - All are managed by FH staff
 - Entity pays a Management Fee to Core to cover administrative and accounting costs
- Net Income and Cash Flow can be used at the Board of Directors discretion

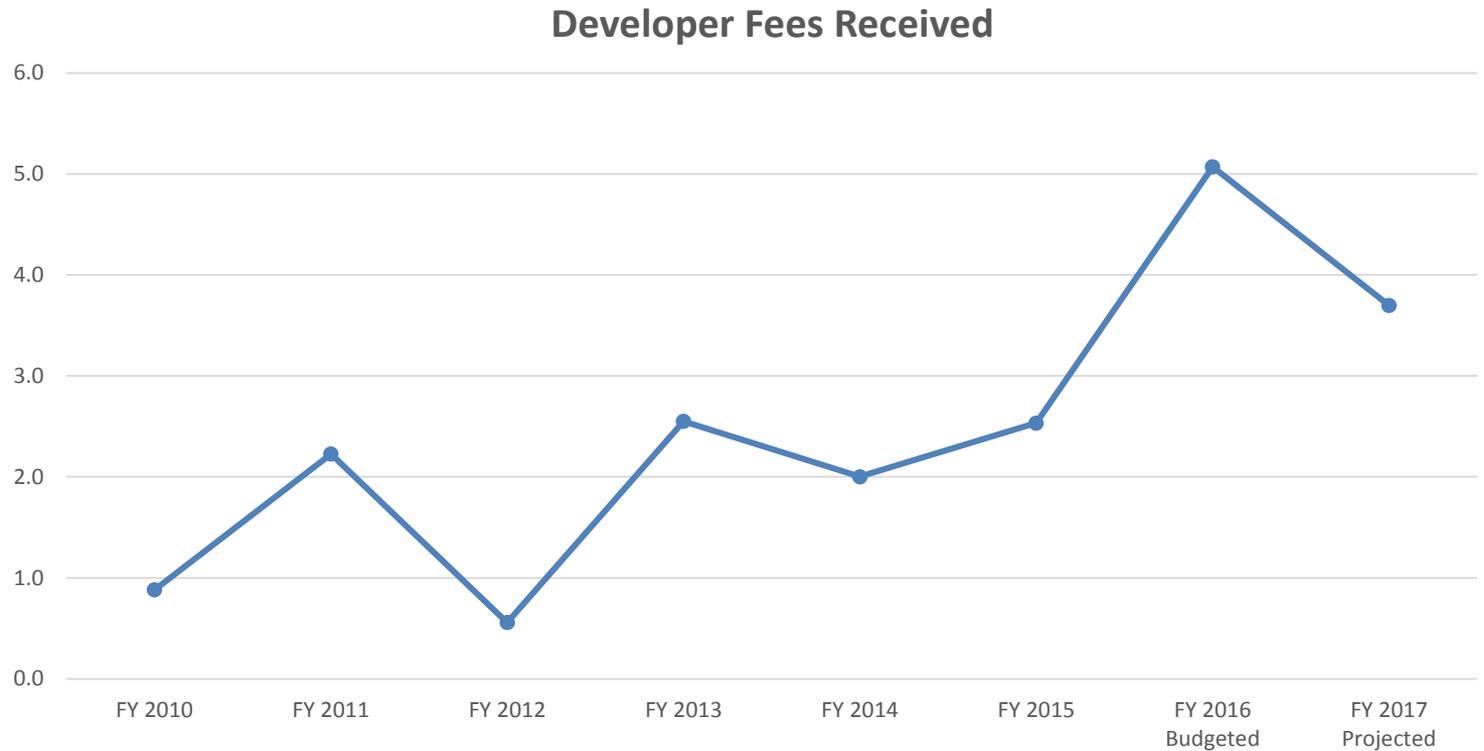
Planning & Community Development

- Develop and maintain quality, affordable housing and create vibrant neighborhoods across Fresno County
- P&CD includes the Real Estate Development department and the Construction Management department

Planning & Community Development

- Revenues generated by this department are earned through Developer Fees
 - Developer Fees are earned at various points of the projects and can be paid out over several years
- Major expenses include salary & benefits (40%) and consulting fees (51%)
 - 15 full-time employees
 - Consulting Fees are paid to our development partners when Developer Fees are received by FH
- Any net income in this division is considered unrestricted

Developer Fee History



Assisted Housing

- The Assisted Housing division contains all of the grant-funded housing services programs, including:
 - Housing Choice Voucher (HCV) program
 - Homeless programs
 - Resident Services
- All programs are funded by various grants awarded to the Agency by either federal and state/local partners including HUD, State of CA, City of Fresno, County of Fresno, WestCare, etc...

Housing Choice Voucher

- Provides rental subsidies to over 13, 000 eligible families so they have access to quality, affordable housing across Fresno County
- Major revenues to HCV program are Administrative Fees paid by HUD
- Major expenses include salaries & benefits, and management and bookkeeping fees paid to Core
 - 72 full-time employees

Resident Services

- Promote positive resident relations and provide educational, employment and wellness opportunities for residents
- Includes the programs Resident Opportunities & Self-Sufficiency (ROSS), Family Self-Sufficiency (FSS), and Resident Services
- Major revenues are grant funds from HUD and fees paid by the properties where services are provided
- Major expenses include salaries & benefits, and resident services programming expenses
 - 10 full-time employees

Homeless Programs

- Support programs that provide shelter and assistance to homeless individuals across Fresno County
- Includes Continuum of Care, Shelter Plus Care, Special Needs Assistance grants, Homeless Management Information Systems (HMIS), Emergency Solutions Grant (ESG), Project Phoenix, etc...
- Major revenue sources are grant funds from federal, state and local partners
- Major expenses are payroll costs, supportive services, and dwelling rental payments made to landlords on behalf of the tenant
 - 10 full-time employees

Housing Management

- Represents the property management arm of the Agency, and ensures our leased units are safe and well-maintained on behalf of our residents
- Oversees 30 multi-family properties totaling over 2,700 units, including Public Housing, Mixed Finance/LIHTC, Farm Labor, Migrant, market-rate, and state-funded housing

Housing Management

- Major revenues include tenant rents and operating subsidy from HUD for public housing, contract payments from other agencies like USDA and the Office of Migrant Services (OMS).
 - All funds are restricted to the program in which they are earned. (i.e. public housing money must stay in public housing).
- Major expenses include salaries & benefits, maintenance and repairs, and management and bookkeeping fees to Core.
 - 62 full-time employees

Unrestricted Properties

- Includes six properties that owned by FH and are un-subsidized, and therefore, unrestricted
 - Three properties are managed internally by FH staff
 - Three properties are managed externally by third party
- Major revenues are tenant rents
- Major expenses are maintenance and payroll costs
- These properties normally generate about \$500 thousand in unrestricted net income each year

Housing Assistance Payments

- Housing Assistance Payments are the funds we receive from HUD and then pay to the landlords who participate in the HCV, Mainstream 5 and Shelter Plus Care programs
- Tenants pay an average of 30% of their income to the landlord, and then the HAP payment is made to supplement the remainder.
- Budget is approved in December

Program	Total HAP Revenue	Total HAP Expense	Total HAP Reserve Usage
HCV	73,136,853	(75,330,959)	(2,194,106)
MS 5	186,396	(186,396)	0
SPC 1-4	752,694	(752,694)	0
Total	74,075,943	(76,270,048)	(2,194,106)

2016 HAP Reserves	7,900,000
2017 Budgeted Reserve Usage	(2,194,106)
Remaining HAP Reserves	5,705,894

Capital Budgets

- Annual Capital Expenditure Budget
 - Approved by the Boards in March when Capital Fund grant amounts are received
 - Spells out the project we intend to complete with our Capital Fund allocations and project reserves
 - Capital funds can only be used on low-rent public housing
 - Other properties have their own restricted reserve balances
 - Includes Farm Labor, Migrant, Unrestricted properties and Central Office Building & Warehouse

Capital Budgets

- Development & Construction
 - These budgets are approved as part of the omnibus financial resolutions that are approved by the Boards for each development project
 - The Boards are asked to approve the construction financing sources and the uses of those funds
 - These expenditures will eventually be capitalized as a project cost on the balance sheet of the LP

Mixed Finance Budgets

- The budgets for our mixed finance properties are presented to the Fresno Housing Authority Board and approved each January by the Silvercrest, Inc. board.
 - Includes all the limited partnership properties including Parc Grove Commons, Yosemite Village, Granada Commons, the Renaissance properties, the RAD projects, etc...
 - Some properties are managed internally by FH staff, and others are managed externally by third party property management companies
- Silvercrest, Inc. is asked to approved these budgets because they are the Managing General Partner of the properties

Summary of Mixed Finance Properties

- Twenty-three (23) properties have been sponsored and developed by Fresno Housing since 2008 (over 1,500 units).
- All 23 expect to be operational in 2017.

- Villa Del Mar (2002)
 - Elderberry (2004)
 - Yosemite Village (2008)
 - Parc Grove Commons II (2010)
 - Granada Commons (2010)
 - Pacific Gardens (2011)
 - Renaissance at Trinity (2011)
 - Renaissance at Santa Clara (2011)
 - Renaissance at Alta Monte (2011)
 - Bridges at Florence (2012)
 - Parc Grove Commons NW (2012)
 - SE Fresno RAD (2013)
 - Mendota RAD (2013)
 - Orange Cove RAD (2013)
 - Kings River Commons (2014)
 - City View @ Van Ness (2014)
 - Viking Village RAD (2014)
 - Marion Villas (2015)
 - Fultonia/Cedar Heights (2016)
 - Paseo 55 (2017) *
 - Legacy Commons (2017) *
 - Rio Villas (2017) *
 - Shockley Terrace RAD (2017) *
- * operations to begin in 2017

2017 Budget Priorities

- Leveraging Assets
 - Asset Management
 - Neighborhood Quality Programs
- Policy & Initiative Impact Analysis
 - Data Analysis
 - Policy Analysis

2017 Budget Priorities

- Resident Empowerment & Opportunities
 - Educational Opportunities
 - Resident Employment
 - Community Support/Sponsorships
- Employee Relations & Retention
 - Staff & Board Training
 - Tuition Reimbursement
 - Facilities Planning



Fresno Housing Authority

Financial Overview 2013 - 2014

Fresno Housing Authority



Rental assistance allows families and individuals to redirect household income to education, healthcare, childrearing, and other household expenses.



Creatively leveraged funds provide supportive programs for fragile populations, including Veterans, seniors, and chronically-homeless individuals, as well as those with special needs.



Maximizing Local Impacts



Housing Choice Vouchers supplement household budgets, offering independence and flexibility.



Fresno Housing Authority plays a critical role in developing innovative housing programs and providing supportive services to approximately 50,000 individuals, including 17,000 families and 24,000 children, throughout the city and county of Fresno. With annual revenues of more than \$100 million, it is one of the largest housing authorities in the nation. But straight dollar figures don't tell the whole story. By offering a welcome place to call *home*, Fresno Housing plays an essential part in helping families and individuals stabilize their lives. At the same time, Fresno Housing multiplies its positive community impact by extending economic and social benefits across the San Joaquin Valley. Driven by a thoughtfully-crafted vision and an inclusive definition of community-building, Fresno Housing seeks to creatively utilize financial tools, construction services, and labor market resources to capture, retain, and expand local economic impacts. Through its diligent commitment, Fresno Housing:

- Secures and manages \$97 million each year in federal, state, and local housing funds
- Planned, financed, developed, and leased almost 20 housing development projects from 2007 to 2014
- Leases 3,145 apartments and homes to families, seniors, Veterans, and those with special needs
- Provides more than \$70 million annually in housing assistance payments to more than 3,800 property owners who, in turn, lease apartments and homes to nearly 13,000 low- and very low-income families across Fresno County

Leveraging Resources · Creating Opportunity · Building Community

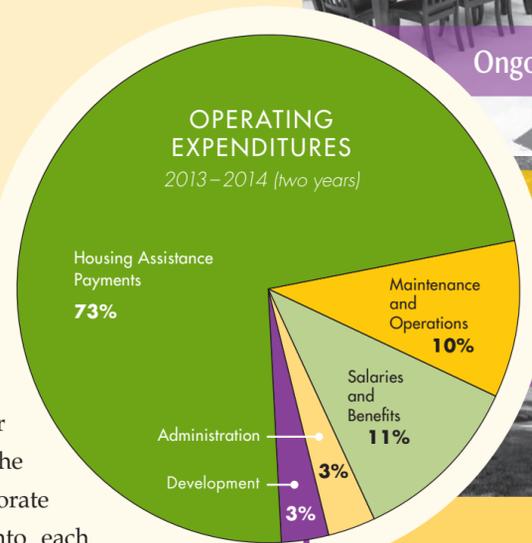
Cast off the mold of an unwieldy, “pass-through” public agency, Fresno Housing has developed and implemented unique program opportunities, while strategically pursuing entrepreneurial solutions in order to provide quality housing options, along with supportive educational and skill-building programs for participating local residents.

By using a framework of creative financial structuring for its real estate development projects, Fresno Housing is able to capture a sought-after opportunity to reinvest earned development income into its core programs and services.

OPERATING REVENUES 2013–2014 (two years)

• HUD Housing Choice Vouchers	\$152 MM
• Tenants (rent)	\$ 14 MM
• Government Grants	\$ 20 MM
• Voucher Administration	\$ 17 MM
• Other Initiative Funds	\$ 12 MM
• Developer Fees	\$ 5 MM
TOTAL (two years)	\$220 MM

Fresno Housing continually seeks out opportunities to act as an independent property developer. By acting as developer on proprietary real estate projects, the organization is not only able to incorporate resident needs and agency priorities into each project, but can also access private developer fees, which have few or none of the restrictions often attached to public funding sources. These fees are consistently reinvested into supportive residential programming and new development projects. In the last two years, developer fees totaled nearly \$5 million which provided direct support to many local programs and projects.



Housing, resident programs, and supportive services for nearly 50,000 families, seniors, Veterans, homeless, and individuals with special needs

Rental assistance to nearly 13,000 Fresno families

Rental income to 3,800 property owners

Ongoing contracts with more than 1,000 local vendors and suppliers for community-based developments

Local real estate development projects generate an estimated 2,000 regional jobs annually

Salaries and benefits to more than 230 Fresno Housing employees

Local income stays local. Locally-earned income from Fresno Housing residents, employees, vendors, contractors, and property owners who receive rent through Housing Choice Voucher payments is reinvested into the Fresno community.

FRESNO HOUSING :: A DEVELOPER WITH A MISSION

Fresno Housing's development efforts foster economic activity throughout the region. Through targeted investment (less than \$3 million annually), the agency has leveraged more than \$91 million in funding over the past two years. Since the inception of development activities in 2007, these efforts have injected more than \$245 million into the regional economy.

FRESNO HOUSING :: A LOCAL INVESTOR

- Attracted more than \$150 million to Fresno County through private equity investments in the Low Income Housing Tax Credit (LIHTC) program
- Secured \$35 million for local projects through federal programs
- Authorized \$63 million in Fresno Housing loans and capital commitments

FRESNO HOUSING :: A REGIONAL ECONOMIC GENERATOR

- Developed more than 1,250 units of new and renovated affordable housing
- Generated \$135 million in construction contracts leading to local hires, many with Central Valley firms
- Facilitated more than \$9 million in architectural and engineering contracts, many with Fresno County affiliations
- Provides more than 230 well-paid, skilled, and professional jobs to regional employees

Housing Authorities of the City and County of Fresno

STATEMENT OF NET POSITION

	2014	2013		2014	2013
ASSETS			LIABILITIES AND NET POSITION		
Current Assets			Current Liabilities		
Cash & Investments	\$7,804,983	\$12,544,761	Accounts Payable & Accrued Liabilities	\$1,356,172	\$1,619,041
Restricted Cash	4,820,530	5,447,297	Resident Security Deposits	563,027	675,734
Accounts & Notes Receivable, Current	3,605,410	6,211,819	Notes Payable, Current Portion	3,148,199	8,851,100
Prepaid Expenses	254,944	211,753	Other Current Liabilities	2,444,201	5,892,565
Assets Held For Sale	73,161	635,245	Total Current Liabilities	7,511,599	17,038,440
Total Current Assets	16,559,028	25,050,875	Non-Current Liabilities		
Non-Current Assets			Notes Payable, Non-Current Portion	16,478,771	8,232,942
Total Capital Assets, Net of Depreciation	37,458,203	39,929,948	Other Non-Current Liabilities	575,794	873,628
Other Non-Current Assets	85,618,420	76,026,038	Total Non-Current Liabilities	17,054,565	9,106,570
Total Non-Current Assets	123,076,623	115,955,986	Total Liabilities and Deferred Inflows	24,566,164	26,145,010
Total Assets and Deferred Outflows	\$139,635,651	\$141,006,861	Net Position		
			Investment in Capital Assets, Net of Related Debt	18,805,856	26,406,359
			Restricted Net Assets	4,257,503	4,788,657
			Unrestricted Net Assets	92,006,128	83,666,835
			Total Net Position	115,069,487	114,861,851
			Total Liabilities and Net Position	\$139,635,651	\$141,006,861

STATEMENT OF REVENUES, EXPENSES AND CHANGE IN NET POSITION

	2014	2013		2014	2013
OPERATING REVENUES			NON-OPERATING REVENUES (Expenses)		
Tenant Rents	\$6,469,173	\$7,282,652	Interest Income (Expense)	\$1,986	\$213,858
HUD Grants	95,161,275	96,033,891	Capital Contributions	-	1,319,009
Developer Fees	2,002,338	2,551,748	Gain on Disposition of Asset	510,545	17,431,074
Other Governmental Grants	2,077,368	2,173,303	Prior Period Adjustment	475,566	-
Other Revenues	3,473,093	3,601,307	Other Non-Operating Revenues (Expense)	474,940	386,586
Total Operating Revenues	109,183,247	111,642,901	Total Non-Operating Revenues	1,463,037	19,350,527
OPERATING EXPENSES			Net Income / Loss	207,636	18,454,904
Administrative Expenses	18,663,215	17,495,880	Adjusted Net Position, Beginning of Year	114,861,851	96,406,947
Tenant Services Expenses	172,112	91,378	Net Income / Loss	207,636	18,454,904
Utilities Expenses	1,963,827	2,046,784	Net Position, End of Year	\$115,069,487	\$114,861,851
Maint. & Operations Expenses	4,404,873	5,718,320			
Other General Expenses	2,815,363	3,768,979			
Housing Assistance Payments	79,520,057	79,481,242			
Depreciation	2,899,201	3,935,941			
Total Operating Expenses	110,438,648	112,538,524			
Operating Income / Loss	(\$1,255,401)	(\$895,623)			

“It’s amazing what can happen when communities welcome the life-changing work of housing authorities. We’ve been fortunate in Fresno County to be able to leverage resources and build partnerships that have enabled us to move forward... all the while creating places and programs that enhance the vibrancy of the community and work for the people of Fresno.”

— Preston Prince, CEO

FRESNO VIBRANT
COMMUNITIES
QUALITY HOUSING
AUTHORITY ENGAGED
RESIDENTS

1331 Fulton Mall, Fresno, CA 93721

559-443-8400

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Resident Services

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TTY (800) 735-2929

www.fresnohousing.org

TO: Boards of Commissioners

Fresno Housing Authority

FROM: Preston Prince

CEO/Executive Director

DATE: September 19, 2017

BOARD MEETING: Sept 21, 2017

AGENDA ITEM: 5c

AUTHOR: Angie Nguyen

SUBJECT: Resident Services Opportunities

Executive Summary

The purpose of this memo is to provide the Boards of Commissioners with background information on the Resident Services opportunities provided to our program residents in Housing Choice Voucher, Public Housing, and Affordable Housing. Some details on our key focus areas of Education, Health & Wellness, and Wage Progress are provided. Attached please find:

- Powerpoint presentation

Recommendation

There are no recommendations at this time; item is informational only.



Resident Services

Board of Commissioners

Board Retreat

September 21-22, 2017

Fresno Housing aims to make available services to all populations within our housing programs: adults, families, seniors, disabled, and children. This is made possible through various targeted funding sources that are layered with private/public funds and other FH funding commitments.

We strive to reach all of our residents either by on-site services/activities, referral to nearby services/activities, or one-on-one.

- Available to approx. 50k residents of all ages*
- Throughout approx. 60 developments*
- In 16 cities from as far east as Orange Cove to as far west as Huron, and everything in between.*

Made Possible By:

- Leadership team of 3 staff and 7 Service Coordinators
- Most grant funding targets site-based programming and Coordinator salaries
- FH Board \$\$ commitments & EdCorps funding covers leadership salary, service contracts, funding match to grants, Coordinator training, outreach efforts to HCV residents, & supplies for activities.

Key Focus Areas

- Education
- Health & Wellness
- Wage Progression

All of these are incorporated in the services coordinated and any grants/partnerships we pursue. Many of our education related partnerships are born from community initiatives such Grade Level Reading, B3, The Children's Movement, Cradle to Career, Starting Smart & Strong, and Fresno Compact.

COMMUNITY PARTNERS

- Boys & Girls Club of Fresno County
- Central La Familia
- Economic Opportunity Commission (EOC)
- Every Neighborhood Partnership (ENP)
- First 5 Fresno County
- Fresno Adult School
- Fresno County Public Library (FCPL)
- Fresno State University
- Fresno City College
- Marjaree Mason

Education

Fresno Unified School District (FUSD)–

- Data Sharing Agreement
- Parent Engagement “Abriendo Puertas”
- Literacy & Math Events at Parc Grove Commons

California Teaching Fellows – After-school tutoring, one-on-one homework assistance, literacy enrichment activities.

- Parc Grove Commons – 6 hours per week
- Legacy Commons – 4 hours per week

Education

Reading and Beyond – Evidence-based literacy intervention for K-3rd grade students

- Served 350 FH youth
- Over 5,000 hours of programming

San Joaquin Memorial Tutoring – After-school tutoring, one-on-one homework assistance, literacy enrichment activities, and mentoring program.

- Over 700 hours of tutoring

Parent Engagement – “Abriendo Puertas”

- 51 FH residents completed course

Health and Wellness

Healthy Smiles Mobile Dental – Oral health and dental treatments to youth and adults.

- Over 1,400 dental exams to FH residents

Central La Familia – Support groups focusing on mental health and wellness.

- Over 300 hours of support

Alpha Behavioral Counseling (ABC)- One-on-one mental health counseling

Wage Progression

Section 3 –

- 128 Residents on skills assessment database
- Skills include; Carpentry, Flooring, plumbing, and painting
- Monthly list sent to contractors



Resident Services Program- Tax Credits

- Serves residents residing in affordable housing/tax credit developments
- Service Agreement requirements per development
- Provides adult and youth after-school programming
- 21 Tax Credit Service Agreements
 - Approx. 1086 City units
 - Approx. 536 County units

Tax Credit Properties

City Sites

- 924 Hours of Adult Education
- 1,440 Hours of After-School Programming

County Sites

- 437 Hours of Adult Education
- 160 Hours of After-School Programming

Renaissance Sites – 120 Units

- 120 Hours of Adult Education

Resident Opportunities & Self-Sufficiency

- A program for public housing residents with supportive services, resident empowerment activities, and assistance in becoming economically self-sufficient.
- For elderly/disabled residents, the charge is to help improve living conditions and enable residents to age-in-place.

ROSS Coordinator

- Assess the needs of residents of LIPH and coordinate available resources in the community to meet those needs.
- HUD funds one (1) Coordinator for every 50-1000 LIPH units. We currently have 1 FTE County Coordinator and 1 FTE City Coordinator
 - Approx. 462 City LIPH units
 - Approx. 647 County LIPH units

Family Self Sufficiency

- FSS program enables HUD-assisted families to increase their earned income and reduce their dependency on welfare assistance and rental subsidies
- Eligible family applies/selected, executes a 5-yr participation contract
- Individual Training & Services Plan (ITSP) lays out the short/long-term goals, steps, & services/resources
- An interest-bearing escrow account is established by the PHA for each participating family

FSS continued

- Family is eligible to draw their escrow upon graduation for any purpose
- Any increases in the family's rent as a result of increased earned income during the contracted period result in a credit to the family's escrow account.
- Contract requires all family members are welfare-free for 12mos before the FSS contract is completed and the HoH seek and maintain suitable employment.

FAMILY SELF SUFFICIENCY (FSS)

Serves HCV/LIPH Families

Enrollment

Current Case Load - 28

Mandatory Slots – 35

Escrow

Households generating escrow – 11

Range in escrow - \$54.00 - \$12,542

Total household balance - \$56,787

FSS/FUP Demonstration

- FH is participating in a demonstration program authorized by Congress to test the effectiveness of combining HCV for eligible youth lacking adequate housing under FUP with assistance under FSS program.

Role of FSS Coordinator

- Assist the family in the development of the ITSP, assure they are linked to the supportive services needed to achieve economic self-sufficiency, and that the escrow account is properly maintained.
- Services are outsourced to community partners

Board Engagement

BOARD MEMO

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Fresno, California 93721

TTY (800) 735-2929

www.fresnohousing.org

TO: Boards of Commissioners

Fresno Housing Authority

FROM: Preston Prince 
CEO/Executive Director

SUBJECT: Board Engagement

DATE: September 19, 2017

BOARD MEETING: Sept. 21, 2017

AGENDA ITEM: 5d

AUTHOR: Tiffany Mangum

Executive Summary

The Boards will discuss the engagement and participation of Commissioners outside of the monthly meetings, and in support of furthering the mission of the Agency – *to create and sustain vibrant communities throughout Fresno County.*

Housing Policy Updates

BOARD MEMO

O (559) 443-8400

F (559) 445-8981

1331 Fulton Mall

Fresno, California 93721

TTY (800) 735-2929

www.fresnohousing.org

TO: Boards of Commissioners

Fresno Housing Authority

FROM: Preston Prince



CEO/Executive Director

DATE: September 19, 2017

BOARD MEETING: September 21,
2017

AGENDA ITEM: 5e

AUTHOR: Tiffany Mangum

SUBJECT: Housing Policy Updates

Executive Summary

Staff will present a report and facilitate discussion around four of the top national policy issues:

- Tax Reform and it's impact on the Low-Income Housing Tax Credit Program
- Affirmatively Furthering Fair Housing
- Work Requirements and Term Limits for Residents
- The expansion of Move-to-Work

A few articles have been provided in preparation for this policy discussion.



Housing Policy Should Prioritize Those With Greatest Need

BLOG POST | JULY 31, 2017 AT 3:30 PM | BY WILL FISCHER

The Senate Finance Committee's hearing tomorrow on affordable housing should focus on housing policies that help the lowest-income households, including low-wage workers and poor seniors and people with disabilities. Those households are by far the likeliest to struggle to keep a roof over their heads, but federal housing expenditures today disproportionately benefit higher-income families that could afford homes without assistance.

Of the 11 million renters that pay more than half their income for housing, 73 percent have what the federal government terms extremely low incomes, meaning that their income is below either the poverty line or 30 percent of local median income. Households that pay so much of their income for housing are likelier to have to shift money from other basic needs to pay the rent and face the greatest risk of eviction and homelessness — which can have far-reaching harmful consequences for children's health and development.

The lowest-income households account for the bulk of those facing severe housing cost burdens in every state, as the graph shows. Even in most high-cost states, where housing has become less affordable at all income levels, at least two-thirds of renters paying over half their income for housing have extremely low incomes.

The federal government spends close to \$200 billion a year to help families buy or rent homes, counting tax expenditures like the mortgage interest deduction. But more than 60 percent of federal housing benefits for which income data are available — and over 80 percent of tax benefits — go to households with incomes of \$100,000 or more. Rental assistance programs such as Housing Choice Vouchers are highly effective at helping the lowest-income families afford decent, stable homes, but three-fourths of eligible households go without such assistance due to funding limitations.

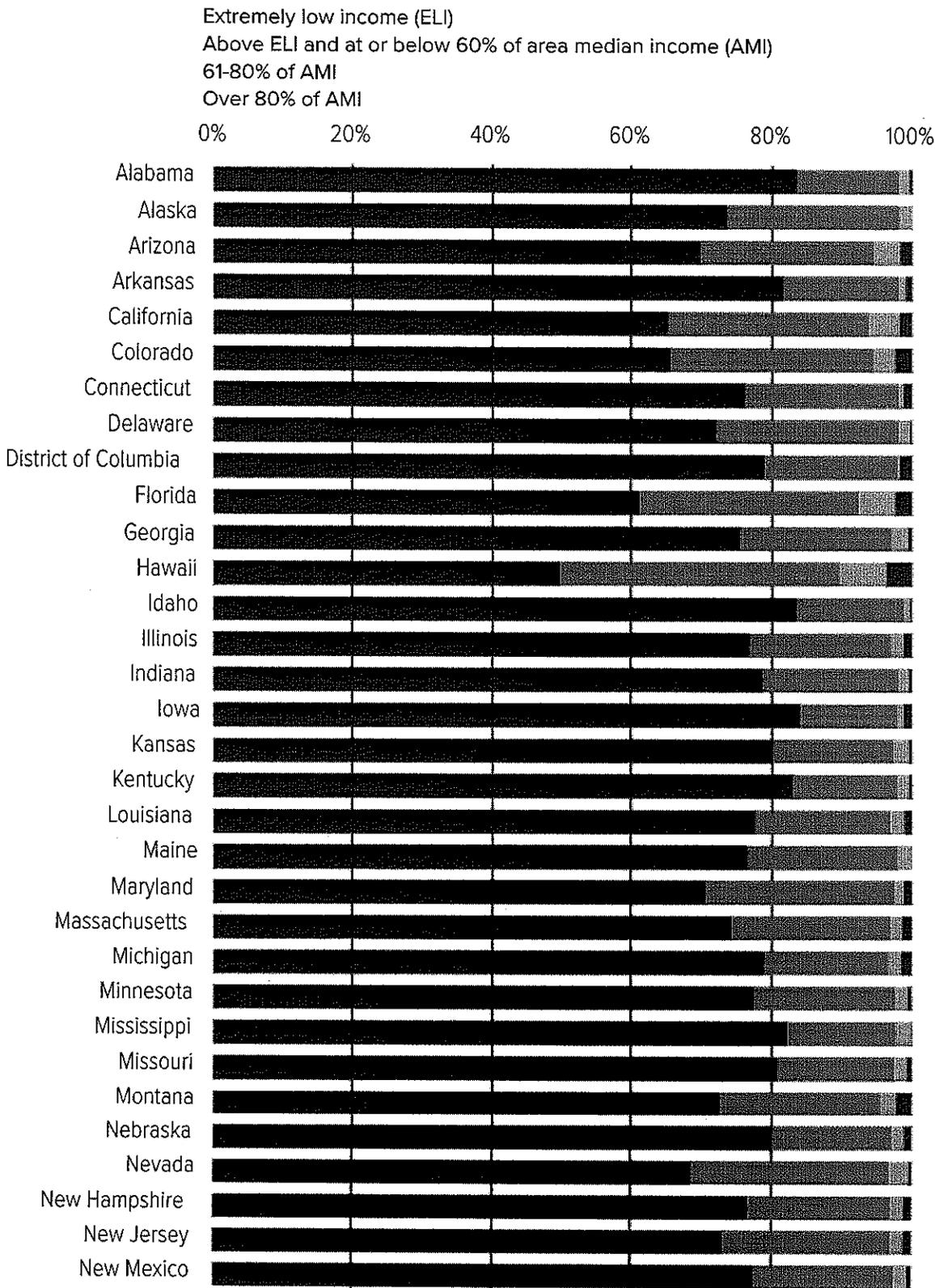
The Low-Income Housing Tax Credit (LIHTC) is an effective subsidy for developing housing affordable to families with incomes at 60 percent of the local median. But it's hard for states or developers to make LIHTC rents affordable to extremely low-income families; LIHTC only subsidizes construction and renovation costs, but most of the lowest-income families can't afford rents that are high enough to cover even the ongoing costs of operating a unit (such as maintenance and utilities). As a result, rents in LIHTC units are rarely affordable to extremely low-income families unless the family also has a voucher or other rental assistance.

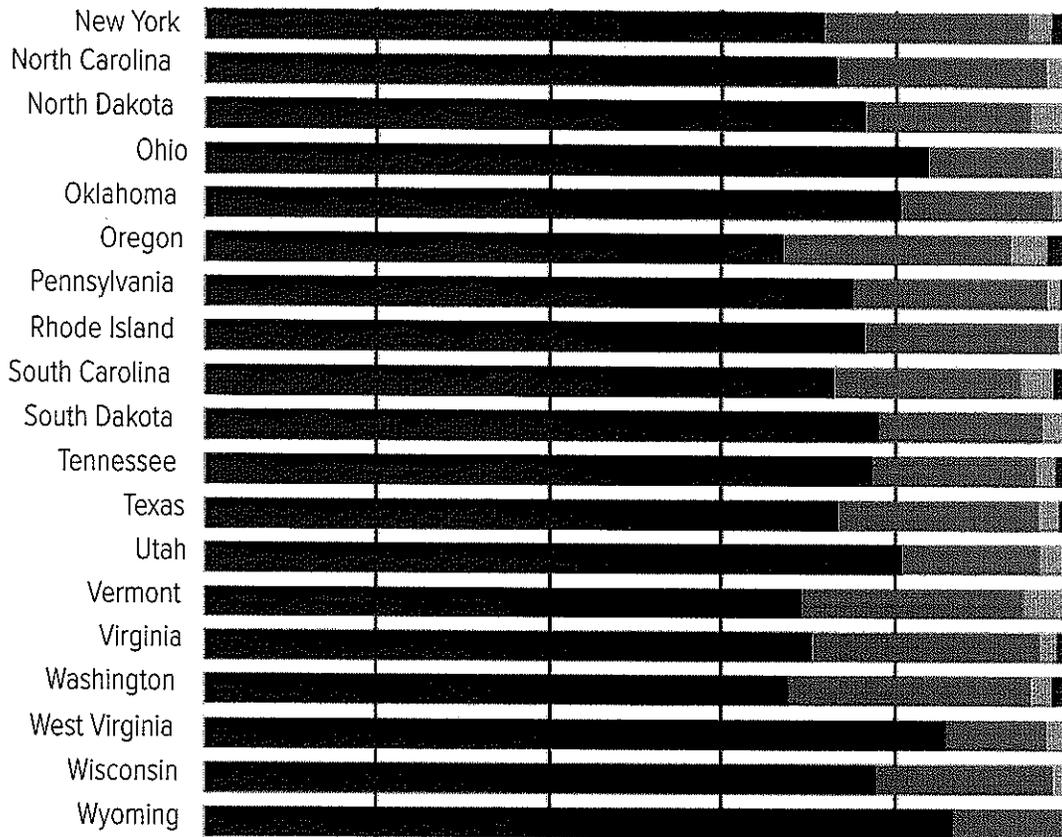
Senator Maria Cantwell has introduced legislation, cosponsored by Finance Committee Chairman Orrin Hatch and Ranking Democrat Ron Wyden, that expands states' flexibility to lower LIHTC rents and makes other changes to the tax credit. These changes wouldn't, however, dedicate resources to serving the lowest-income families, so states would have to choose between building more total LIHTC units or building fewer units but making some of them affordable to lower-income families. In addition, even if states used the new flexibility, the changes would permit rents that — while lower than regular LIHTC rent limits — still exceed what many families, including those most at risk of homelessness, can afford. Moreover, the new options could only be used in developments that are undergoing major construction or rehabilitation through LIHTC, which is a small share of the overall rental stock.

Policymakers should move forward with the Cantwell proposals, which are worthwhile and important, but they should also expand resources targeted directly on making housing affordable to those at the bottom of the income scale. This should include providing more funding for existing rental assistance programs, expanding the National Housing Trust Fund, and establishing a new renters' tax credit to reduce rents in LIHTC developments and in other housing to levels that extremely low-income families can afford.

Severe Rent Burdens Are Concentrated Among Extremely Low-Income Families in Every State

Renter households paying more than half of income for housing in 2015, by HUD income category





Note: Extremely low-income (ELI) households have incomes at or below the higher of the federal poverty line or 30 percent of area median income (AMI). AMI is determined by the Department of Housing and Urban Development (HUD) for households of various sizes in each metropolitan area and rural county.

Source: CBPP analysis of the 2015 American Community Survey using HUD AMI limits for fiscal year 2015.

CENTER ON BUDGET AND POLICY PRIORITIES | CBPP.ORG

TOPICS: Housing



**Statement of the A Call to Invest in Our Neighborhoods (ACTION) Campaign
for the Record**

**House Ways and Means Committee
Tax Reform Working Group on Real Estate
April 9, 2013**

Chairman Johnson, Vice Chairman Pascrell, and Members of the Working Group:

Thank you for the ability to provide comments on our current tax code as the House Ways and Means Committee considers comprehensive tax reform. We provide these comments on behalf of over 450 organizations dedicated to protecting and strengthening the Low-Income Housing Tax Credit (Housing Credit) as members of the A Call to Invest in Our Neighborhoods (ACTION) Campaign.

The ACTION Campaign was founded in 2009 by a broad cross-section of Housing Credit stakeholder organizations that work with the Housing Credit directly or through partners, and understand the program's positive impact on affordable housing production, state and local economics, and job creation. We speak in a unified voice in calling on Congress to protect and strengthen the Housing Credit through tax reform.

The Housing Credit is the nation's largest and most successful rental housing production tool, supporting jobs for 95,000 Americans annually through the production and preservation of about 100,000 affordable homes each year. Through public-private partnerships, the program has leveraged near \$100 billion of private equity capital to help finance more than 2.6 million affordable homes throughout the program's 26-year history.

The Housing Credit is vital to the creation and preservation of affordable housing in every state in the Union. In 2010, half of all multifamily starts were financed by the Housing Credit, according to the National Association of Home Builders (NAHB). Housing Credit properties are very well managed, with an extremely low foreclosure rate over the program's history of 0.62 percent, according to CohnReznick.

The need for affordable rental housing is acute and growing. Renters are constrained by a lack of income growth, and as more people decide to rent, there has not been an accompanying increase in the supply of affordable apartments. According to HUD's Summary of Worst Case Housing Needs, a record 8.5 million very low-income families nationwide are considered to have worst case housing needs in 2011, meaning they are very low-income renters who either paid more than half of their income for rent, lived in severely inadequate conditions, or both. The number of cases in 2011 rose from 7.1 million in 2009 and has been steadily growing since 2007. In the types of jobs currently hiring new workers, four out of the five most prevalent jobs do not pay workers enough to afford to rent or buy housing at typical prices nationwide, according to the Center for Housing Policy.

In addition to creating affordable homes, supporting jobs, and expanding local economies, the Housing Credit brings well-designed rental housing to a wide variety of communities, from inner cities to rapidly growing suburbs to rural towns. It builds new affordable apartments and saves valuable at-risk existing affordable housing, preventing displacement as rents outpace incomes. It provides affordable homes to working families and vulnerable populations with special needs—the elderly, people with disabilities, and people who are homeless. It



addresses the housing needs of acutely underserved communities, such as farmworkers and Native Americans, and it is the key housing resource for transformative community redevelopment and revitalization efforts nationwide.

As Congress considers various options for tax reform and deficit reduction, it should recognize that the Housing Credit is a proven, efficient means for creating affordable housing through public-private partnerships. For more than 26 years after President Reagan signed it into law in 1986, the Housing Credit has leveraged private capital, private development expertise, and private asset management to create affordable housing under the guidance of individual state allocating agencies. The Housing Credit's place in the tax code is an essential part of its long-term success. Indeed, it has been so successful that it has become a model for subsequent programs.

In addition to protecting and preserving the Housing Credit as a permanent part of the tax code, the ACTION Campaign supports the following legislative proposals to improve the efficiency and effectiveness of the Housing Credit at a negligible cost to the federal government:

1. Make the 9 percent Housing Credit fixed floor rate permanent

The Housing and Economic Recovery Act of 2008 (HERA) set the rate for new construction and substantial rehab Housing Credits (also known as 9 percent Housing Credits) from each state's allocation at no less than 9 percent, the amount originally envisioned when the program was created in the Tax Reform Act of 1986. This experiment proved successful—it removed the uncertainty and financial complexity of the floating rate system, simplified state administration, and facilitated development of affordable housing after HERA's enactment. The provision was then extended for projects allocated by the end of 2013 through the American Taxpayer Relief Act of 2012. However, this provision will expire for apartments placed in service after 2013. If this provision is not extended by the end of 2013, developments will need to be underwritten at the floating rate, which would mean a sudden and substantial reduction in the amount of equity that a development could receive for its allocation (though with no change in the amount of credits allocated overall). In the current budget environment where gap financing from HOME, Community Development Block Grant (CDBG), and other local sources are at risk, such a cut in equity would make the development of affordable housing more difficult. Making the fixed floor rate permanent would not increase the number of Housing Credits allocated, as they are capped annually. It just affects how much allocation each project may receive.

2. Make the Housing Credit floor rate for acquisition fixed at no less than 4 percent

In addition to the new construction and substantial rehab Housing Credits, states are allowed to provide Housing Credits from their capped allocation for the acquisition of existing property, an important tool for affordable housing preservation. Acquisition Housing Credits are currently set by the floating rate system just like new construction and substantial rehab Housing Credits were before HERA. Applying the fixed floor rate for acquisition Housing Credits at no less than 4 percent would similarly remove the uncertainty and financial complexity of the floating rate system, simplify state administration, and facilitate preservation of affordable housing at little or no cost to the federal government. Acquisition Housing Credits are less than 10 percent of all allocated Housing Credits according to the National Council State Housing Agencies, so the incremental additional cost of extending the fixed floor rule to acquisition Credits would be minimal.

THE LOW-INCOME HOUSING TAX CREDIT'S IMPACT IN CALIFORNIA

THE LOW-INCOME HOUSING TAX CREDIT'S BENEFITS FOR CALIFORNIA'S FAMILIES & THE ECONOMY

1986 - 2015



335,090

homes developed
or preserved



780,760

low-income households
provided affordable
homes



378,652

jobs supported
for one year



\$36.1

billion
local income
generated



\$14.21

billion
tax revenue
generated

Sources: National Council of State Housing Agencies 2015 Factbook, National Association of Home Builders



The Housing Credit is a proven solution to help address the affordable housing crisis.

The Housing Credit is our nation's most successful tool for encouraging private investment in affordable rental housing. It has financed over 3 million apartments nationwide since 1986, providing roughly 7 million low-income families, seniors, veterans, and people with disabilities homes they can afford.

Without the Housing Credit, it would be financially infeasible for the private sector to build affordable homes for the families that need them most.

The ACTION Campaign calls on Congress to:

- **Protect** the Housing Credit in tax reform.
- **Preserve** multifamily Housing Bonds, which provide critical financing to roughly 40 percent of Housing Credit developments.
- **Expand** the Housing Credit to make a meaningful dent in our nation's severe shortage of affordable housing.
- **Strengthen** the Housing Credit by making it more streamlined and flexible.

THE NEED FOR AFFORDABLE HOUSING

Though the Housing Credit has had a tremendous impact in California, much more affordable housing is still needed to meet the growing demand.



In California,

1.72 million households

pay more than half of their monthly income on rent, leaving too little for other expenses like health care, transportation and nutritious food.



And in California, a minimum wage worker has to work

118 hours per week

in order to afford a modest one-bedroom apartment.

Sources: 2015 American Community Survey, National Low Income Housing Coalition's Out of Reach 2015

The ACTION Campaign represents over 2,000 organizations and businesses working to address our nation's severe shortage of affordable rental housing by supporting the Low-Income Housing Tax Credit.

www.rentalhousingaction.org

**AFFORDABLE
RENTAL HOUSING**
A.C.T.I.O.N.
A Call To Invest in Our Neighborhoods

THE LOW-INCOME HOUSING TAX CREDIT'S IMPACT IN THE UNITED STATES

THE LOW-INCOME HOUSING TAX CREDIT'S BENEFITS FOR U.S. FAMILIES & THE ECONOMY

1986 - 2015



3 million
homes developed or preserved



7 million
low-income households provided affordable homes



3.4 million
jobs supported for one year



\$323 billion
local income generated



\$127 billion
tax revenue generated

Sources: National Council of State Housing Agencies 2015 Factbook, National Association of Home Builders



The Housing Credit is a proven solution to help address the affordable housing crisis.

The Housing Credit is our nation's most successful tool for encouraging private investment in affordable rental housing. It has financed over 3 million apartments nationwide since 1986, providing roughly 7 million low-income families, seniors, veterans, and people with disabilities homes they can afford.

Without the Housing Credit, it would be financially infeasible for the private sector to build affordable homes for the families that need them most.

The ACTION Campaign calls on Congress to:

- **Protect** the Housing Credit in tax reform.
- **Preserve** multifamily Housing Bonds, which provide critical financing to roughly 40 percent of Housing Credit developments.
- **Expand** the Housing Credit to make a meaningful dent in our nation's severe shortage of affordable housing.
- **Strengthen** the Housing Credit by making it more streamlined and flexible.

THE NEED FOR AFFORDABLE HOUSING

Though the Housing Credit has had a tremendous impact across the country, much more affordable housing is still needed to meet the growing demand.



11.1 million households

pay more than half of their monthly income on rent, leaving too little for other expenses like health care, transportation and nutritious food.



And nationwide, a minimum wage worker has to work **86 hours per week** in order to afford a modest one-bedroom apartment.

Sources: 2015 American Community Survey, National Low Income Housing Coalition's Out of Reach 2015

The ACTION Campaign represents over 2,000 organizations and businesses working to address our nation's severe shortage of affordable rental housing by supporting the Low-Income Housing Tax Credit.

www.rentalhousingaction.org

AFFORDABLE RENTAL HOUSING
A.C.T.I.O.N.
A Call To Invest in Our Neighborhoods

Introduction to Moving to Work and the Expansion

Moving to Work Expansion
Listening Session

Session #1



What is Moving to Work?

- ▶ MTW is a demonstration program that allows PHAs to design and test innovative, locally-designed initiatives
- ▶ MTW PHAs are granted flexibilities from certain Public Housing and Housing Choice Voucher rules
- ▶ Permitted to combine their Public Housing Operating, Capital funds, and Housing Choice Voucher funds and use these funds interchangeably



Statutory Objectives

Cost effectiveness	Reduce costs and achieve greater cost effectiveness in Federal expenditures
Self sufficiency	Give incentives to families to find employment and become self-sufficient
Housing choice	Increase housing choices for low-income families



Use of MTW Flexibility

Cost Savings	Self Sufficiency	Housing Choice
Using the MTW block grant to leverage funds	Linking rental assistance with supportive services	Developing mixed-income, tax credit properties, and other affordable housing
Streamlining HUD processes	Earned income exclusions	Developing sponsor-based voucher program to assist homeless and other at-risk groups
Simplification of rent calculations	Self sufficiency/ employment requirements	Encouraging moves to opportunity areas

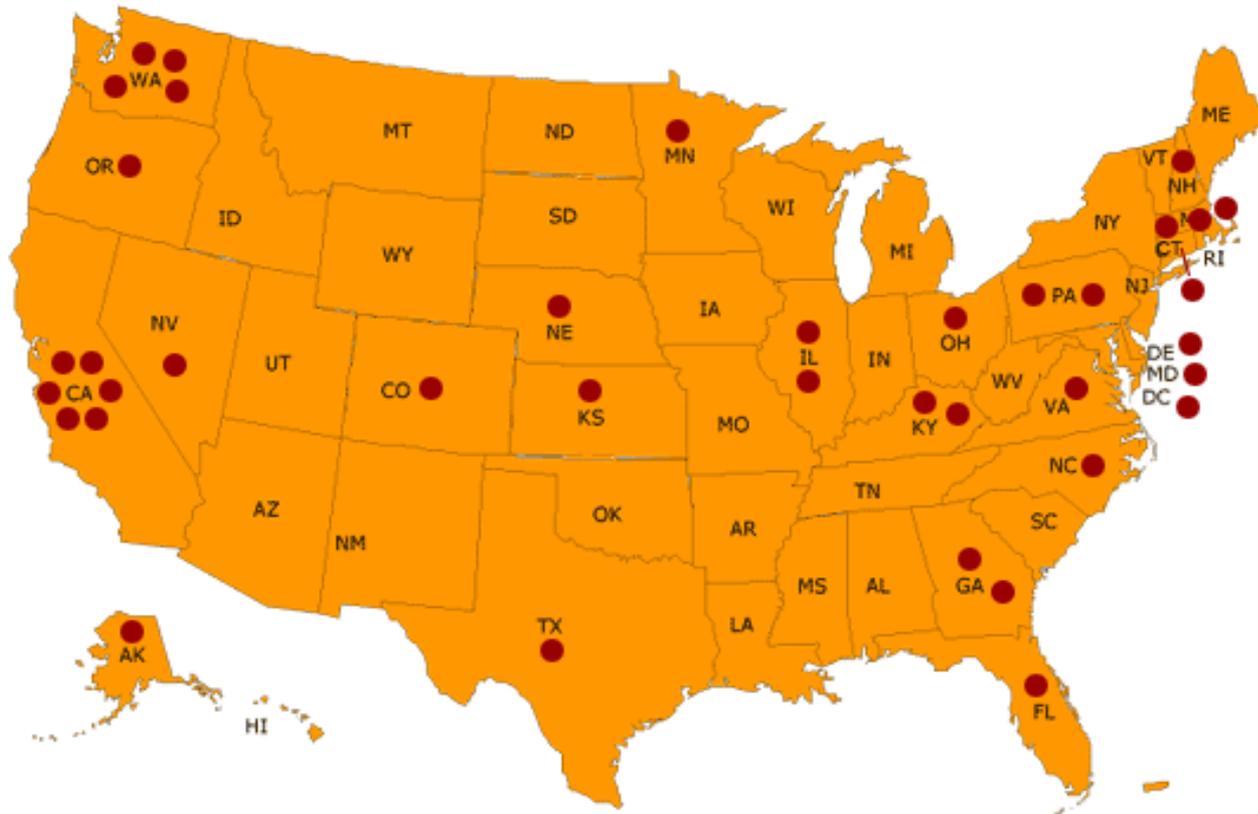


Statutory Requirements

- i. 75% Very low-income
- ii. Reasonable rent policy to incentivize self-sufficiency
- iii. Serve substantially the same number of families
- iv. Maintain comparable mix of families
- v. Meet housing quality standards



Current MTW Agencies





2016 Appropriations: MTW Expansion

- ▶ Adds 100 *additional* PHAs to MTW demonstration
- ▶ MTW Expansion PHAs will be added in cohorts that will test specific policy changes
 - ▶ Research advisory committee advises HUD on specific policy changes to be implemented and evaluated
- ▶ Selection Requirements:
 - ▶ 7 years to designate
 - ▶ PHAs must be high-performers
 - ▶ Represent geographic diversity



Selection Requirements

PHA Size Consideration:

Aggregate HCV and PH unit thresholds	# of PHAs
1,000 or fewer units	At least 50
1,001-6,000 units	At least 47
6,001-27,000 units	No more than 3
> 27,000 units	Not eligible

Other considerations:

- 5 PHAs with portfolio-wide RAD conversion
- Regional MTW PHA



MTW Expansion Vision

Vision

- Learn from MTW interventions in order to improve the delivery of federally-assisted housing
- Promote self-sufficiency for low-income families across the nation

Guiding Principles

- Simplify
- Learn
- Apply



MTW Operations Notice

Guiding Principles

- Local Control
- Reduce Burden
- Residents' Protections



Waivers

- ▶ Current MTW PHAs:
 - ▶ Propose activities to the Department that waive certain provisions of the 1937 Housing Act

- ▶ Operations Notice:
 - ▶ Streamlined process for MTW agencies to select waivers

- ▶ Seeking feedback:
 - ▶ General waivers (Appendix A)
 - ▶ Conditional waivers (Appendix B)



General Waivers

- ▶ General Waivers available to MTW PHAs
- ▶ PHAs will indicate elected activities via MTW Supplement to its Annual Plan
- ▶ Structure of Appendix A:
 - ▶ No HUD approval necessary
 - ▶ Categorized as it applies to waivers of Public Housing or Housing Choice Voucher statutes and regulations
 - ▶ Contains activity parameters



#	Waiver Name	Waiver Description	Regulations Waived	Available Activities	Parameters
ACTIVITIES RELATED TO HOUSING CHOICE VOUCHERS					
1	HCV - Operational Policies and Procedures	The Agency is authorized to define, adopt and implement a reexamination program that differs from the reexamination program currently mandated in the 1937 Act and its implementing regulations. The terms “low-income families” and “very low-income families” shall continue to be defined by reference to Section 3(b)(2) of the 1937 Act (42 U.S.C. §1437a(b)(2)).	Certain provisions of Section 8(o)(5), 8(o)(7) and 8(o)(13)(F) of the 1937 Act and 24 C.F.R. 982.516 and 982.162(b)	<p><u>Alternate Reexamination Schedule for Workable Households (HCV):</u> The Agency may establish an alternate reexamination schedule for workable households.</p>	Reexaminations must occur at least every three years. Must allow at least one interim adjustment at the request of the household per year. The Department will develop a rider to the HAP contract that reflects MTW authorizations that adjust the current elements of the HAP contract.
				<p><u>Alternate Reexamination Schedule for Elderly/Disabled Households (HCV):</u> The Agency may establish an alternate reexamination schedule for elderly and/or disabled households.</p>	Reexaminations must occur at least every four years. Must continue to allow interim adjustments at the request of the household. The Department will develop a rider to the HAP contract that reflects MTW authorizations that adjust the current elements of the HAP contract.
				<p><u>Alternate Verification Policy (HCV):</u> The Agency may verify information provided by the participant in alternate ways.</p>	The Agency must determine the eligibility of a families in accordance with 24 C.F.R. 5.609. Prior to the implementation of the activity a hardship policy and impact analysis must be developed and adopted in accordance with MTW guidance. The Department will develop a rider to the HAP contract that reflects MTW authorizations that adjust the current elements of the HAP contract.



Conditional Waivers

- ▶ Conditional waivers include activities that require HUD review and approval
- ▶ Operations Notice, Appendix B—
 - ▶ Contains list of Conditional Waivers
- ▶ Organized the same as General Waivers



#	Waiver Name	Waiver Description	Regulations Waived	Available Activities	Parameters
ACTIVITIES RELATED TO PUBLIC HOUSING					
1	PH - Leases	The Agency is authorized to develop and adopt a new form of local lease and establish community rules and reasonable tenant fees based on proven private management models (subject to State and local laws), provided that no-cause evictions are not permitted and the Agency allows for grievance procedures.	Certain provisions of Section 6 (l) of the 1937 Act and 24 C.F.R. 966.4	Establish Community Rules through Local Lease (PH): The Agency may establish community rules through a local lease.	Agency may only implement changes to the lease under this activity that do not require either a regulatory or statutory waiver. Fair Housing and other civil rights requirements continue to apply.
				Establish Reasonable Fees through Local Lease (PH): The Agency may charge fees that are reasonable and cost effective through a local lease.	An appeals process and hardship policy must be put in place. The hardship policy must be developed and adopted in accordance with MTW guidance.
ACTIVITIES RELATED TO HOUSING CHOICE VOUCHERS					
#	Waiver Name	Waiver Description	Regulations Waived	Available Activities	Parameters
3	HCV & PBV– Tenant Term Limits	The Agency is authorized to implement term limits for HCV and PBV units designated as part of the MTW Demonstration.	Certain provisions of Section 8(o)(7) and 8(o)(13)(F)-(G) of the 1937 Act and 24 C.F.R. 982 Subpart L and 983 Subpart E	Term Limits (HCV & PBV): The Agency may limit the duration for which a family receives housing assistance.	The term of assistance may not be shorter than 5 years except in the case of short-term transitional housing programs. Services, or referrals to services, must be provided by the Agency to support preparing families for the termination of assistance. A hardship policy must also be created to address extenuating circumstances. Hardship information and any other information required by HUD for the oversight of this policy must be provided to HUD upon request. Agency must also conduct an impact analysis prior to the implementation of this activity.



Waivers: Feedback

- ▶ Does the list of General/Conditional Waivers contain the needed flexibility to achieve the three MTW statutory objectives? If not, what is missing?
- ▶ Are there any MTW activities and/or waivers that should not be included as general waivers, available to all MTW agencies without prior HUD approval?
- ▶ Are there any activities and/or waivers that should not be included as General Waivers?



Evaluation

Proper evaluation is essential in order to tell the story of MTW:

- ▶ Cohort-specific evaluation
- ▶ Program-wide evaluation



Cohort-Specific Evaluation

- ▶ Policy changes and methods of research will be determined under the advisement of the MTW Research Advisory Committee
- ▶ Will be described in the Selection Notice for each cohort



Program-wide Evaluation

- ▶ Tells the story of MTW according to the three statutory objectives:
 - ▶ Cost Effectiveness
 - ▶ Self-sufficiency
 - ▶ Housing Choice
- ▶ Uses data already reported into HUD systems as much as possible



Evaluation

- ▶ MTW PHA's role and responsibilities:
 - ▶ Keep records and report into HUD systems
 - ▶ Submit required reports, including data collection required for use of waivers
 - ▶ Participate in cohort-specific evaluation as directed in applicable Selection Notice

- ▶ HUD's role and responsibilities:
 - ▶ Develop metrics for ongoing program-wide evaluation
 - ▶ Use data already being collected through HUD systems to the extent possible
 - ▶ Lead cohort-specific evaluations



Cost Effectiveness

Statutory Objective

Reduce cost and achieve greater cost effectiveness in federal expenditures

Potential Performance Metrics

- Administrative cost savings per unit in direct program administration (HCVP and public housing) and indirect costs
 - Changes in rental revenue
 - Changes in number of families served
-



Self Sufficiency

Statutory Objective

Give incentives to families with children where the head of household is working; is seeking work; or is preparing for work by participating in job training, educational programs, or programs that assist people to obtain employment and become economically self-sufficient

Potential Performance Metrics

- Changes in employment rates or hours worked
- Changes in earned income levels since entering the program
- Changes in rent burden
- Changes in number of households receiving supportive services aimed to increase self-sufficiency



Housing Choice

Statutory Objective	Potential Performance Metrics
Increase housing choices for eligible low-income families.	<ul style="list-style-type: none">• Changes in the quality and type of housing stock accessible to extremely low-income, very low-income, and low-income households.• Changes in the percentage of households moving to or living in areas with lower rates of poverty.• Changes in occupancy rates in public housing and utilization rates of housing vouchers.• Changes in average applicant time on waiting list.



MTW Funding

- ▶ MTW Agencies shall receive no more or less than they otherwise would
- ▶ Flexibility in use of funds
 - ▶ Public housing and voucher funds can be used interchangeably
 - ▶ May be used for any eligible Section 8 or 9 activity
 - ▶ May be used for certain uses outside of Section 8 or 9
 - ▶ Flexibility in use of funds is optional and does not require prior HUD approval



Public Housing Funding

- ▶ Operating and capital funds will be calculated and disbursed in the same way as non-MTW agencies
- ▶ Disbursed through Line of Credit Control System (LOCCS)
- ▶ MTW Budget Line Item 1492



Voucher Funding

- ▶ Initial Year in MTW: Calculated in accordance with the appropriations act used for all PHAs
- ▶ Subsequent Years in MTW:
 - ▶ **90%** of MTW PHAs HAP funding is required to be spent on eligible HAP expenses.
 - ▶ **10%** of HAP funding may be expended on eligible HAP expenses, MTW expenses, commitments, or obligations.
 - ▶ Renewal eligibility = HAP expenses + eligible MTW expenses + commitments + obligations.



Voucher Funding

- ▶ HAP Reserves: The maximum HAP-originated funds held in reserves cannot exceed the equivalent of 1 year of Budget Authority.
- ▶ Administrative Fee: Same methodology used to establish administrative fee rates for all other public housing agencies



Regionalization

- ▶ The 2016 MTW Appropriations Act grants HUD the authority to designate an MTW agency as a regional MTW agency
- ▶ Unified administration of assistance will lead to efficiencies and greater housing choice for low-income persons in the region
- ▶ A regional MTW agency may administer assistance for the participating agencies within its region
- ▶ HUD may extend the term of the agreement to make any necessary changes to accommodate regionalization

Real Estate Development Pipeline and Strategy

Asset Management Priorities

BOARD MEMO

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

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

www.fresnohousing.org

TO: Boards of Commissioners
Fresno Housing Authority

FROM: Preston Prince 
CEO/Executive Director

DATE: September 19, 2017

BOARD MEETING: September 22, 2017

AGENDA ITEM: 5a

AUTHOR: Tracewell Hanrahan

SUBJECT: Real Estate Development Pipeline and Strategy, Asset
Management Priorities

Executive Summary

In preparation for the Board Retreat, please find the 2017 report by the California Housing Partnership Corporation (CHPC) that outlines the need for more affordable housing units within Fresno County.

Staff will be discussion additional real estate development topics, including:

- Review of current development priorities
- Overview of real estate development projects over the last 10 years
- Leveraging of Housing Authority resources
- Development Pipeline and current projects
- Asset Management priorities

Homeless Initiatives and Community Leadership

BOARD MEMO

O (559) 443-8400

F (559) 457-4294

1331 Fulton Mall

Fresno, California 93721

TTY (800) 735-2929

www.fresnohousing.org

TO: Boards of Commissioners

Fresno Housing Authority

FROM: Preston Prince

CEO/Executive Director

DATE: September 19, 2017

BOARD MEETING: Sept 22, 2017

AGENDA ITEM: 5b

AUTHOR: Angie Nguyen

SUBJECT: Community Leadership in Homeless Initiatives

Executive Summary

The purpose of this memo is to provide the Boards of Commissioners with background information on the leadership role played by the agency in Homelessness Initiatives. Attached please find:

- Powerpoint presentation
- Brochure: *Committed to Housing Fresno County's Homeless Population*
- Marketing Materials – Renaissance Properties
- Brochure: *Action Plan to End Homelessness*

Recommendation

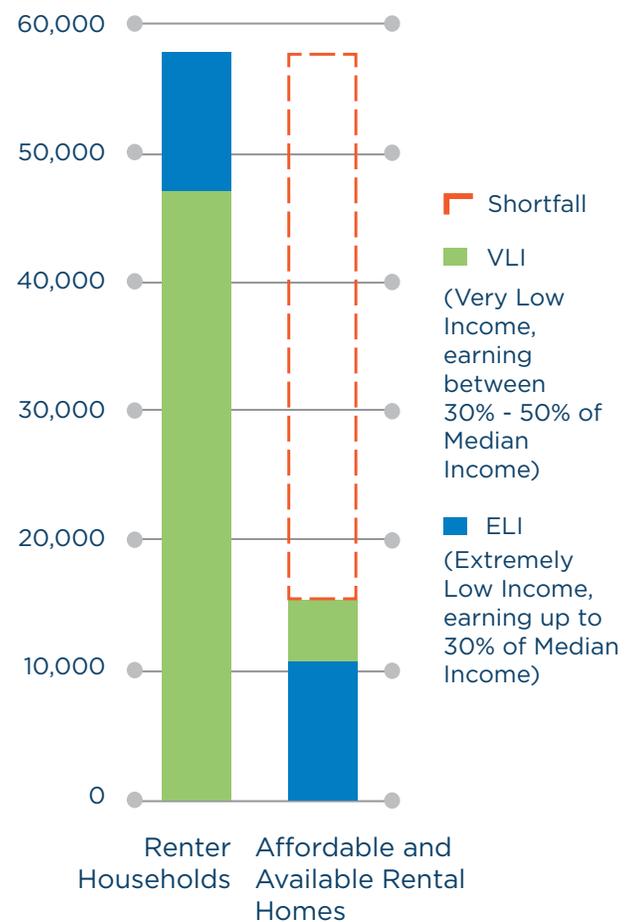
There are no recommendations at this time; item is informational only.

FRESNO COUNTY RENTERS IN CRISIS: A CALL FOR ACTION

KEY FINDINGS

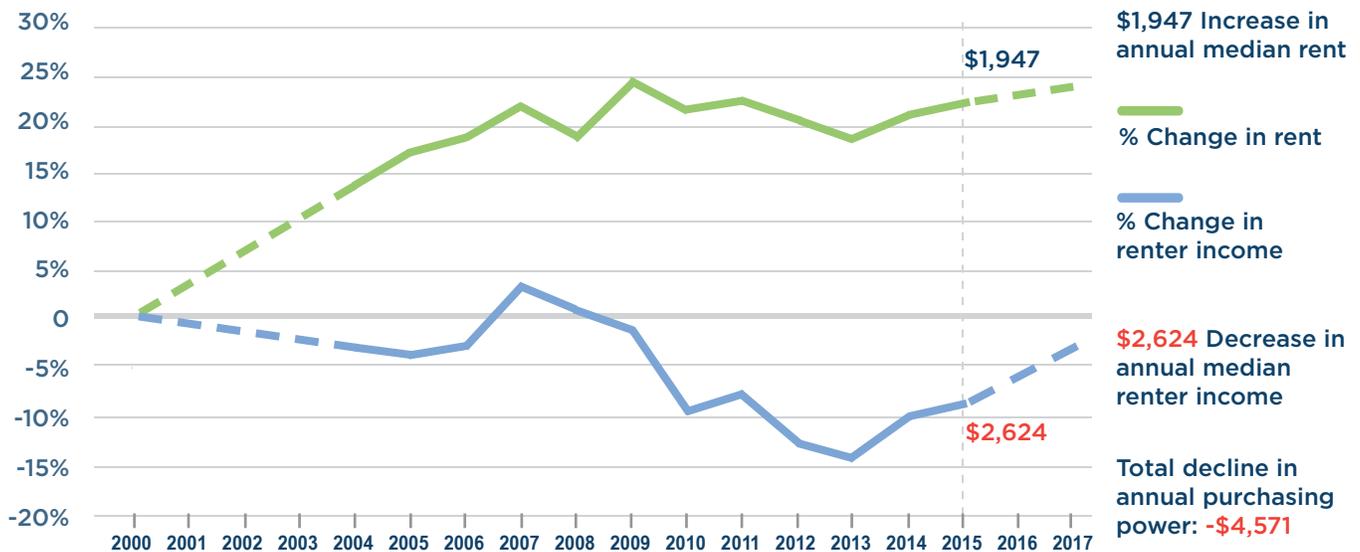
- » Cuts in federal and state funding, including elimination of State Redevelopment, have reduced investment in affordable housing production and preservation in Fresno County by more than \$23 million annually since 2008, a 58% reduction.
- » Median rent in Fresno County has increased 22% since 2000 while median renter household income decreased 8%, when adjusted for inflation.
- » Renters need to earn nearly twice the state minimum wage to afford the median asking rent of \$925 in Fresno County.
- » Fresno County's lowest-income renters spend 64% of income on rent, leaving little left for food, transportation, health expenses, and other needs.
- » Fresno County needs 41,251 more affordable rental homes to meet the needs of its lowest-income renters.

FRESNO COUNTY NEEDS 41,251 MORE AFFORDABLE RENTAL HOMES



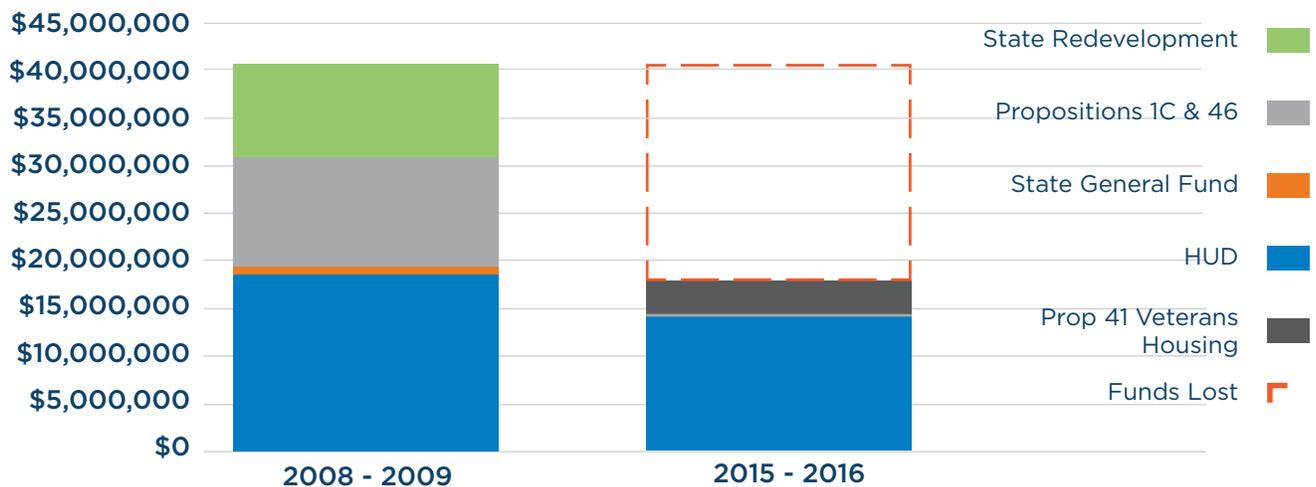
Source: NLIHC analysis of 2015 PUMS data.

FRESNO COUNTY'S INFLATION-ADJUSTED MEDIAN RENT INCREASED 22% WHILE MEDIAN RENTER INCOME DECREASED 8% FROM 2000 TO 2015



Source: CHPC analysis of 2000-2015 Census ACS data. Median renter income and rent from 2001-2004 and 2016 and 2017 are estimated trends. Median rent and median renter income are inflation adjusted to 2015 dollars.

FRESNO COUNTY LOST 58% OF STATE AND FEDERAL FUNDING FOR HOUSING PRODUCTION AND PRESERVATION FROM FY 2008-09 TO FY 2015-16



FUNDING SOURCE	FY 2008-2009	FY 2015-2016	% CHANGE
State Redevelopment	\$9,563,757	\$0	-100%
State Housing Bonds and Housing Programs	\$12,526,130	\$2,842,024	-77%
U.S. Dept. of Housing & Urban Development	\$18,754,013	\$14,417,499	-23%
Total	\$40,843,900	\$17,259,523	-58%

Source: CHPC analysis of 2008-2009 annual HCD Redevelopment Housing Activities report; 2008-2009 and 2015-2016 annual HCD Financial Assistance Programs Reports; HUD CPD Appropriations Budget data for fiscal years 2009 and 2016.

FRESNO COUNTY RENTERS NEED TO EARN \$3,083 A MONTH TO AFFORD MEDIAN ASKING RENTS



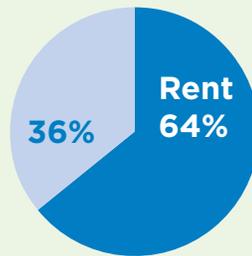
Source: Paul Waddell, Urban Analytics Lab, University of California, Berkeley, retrieved from analysis of online Craigslist listings on April 27, 2017. CHPC analysis of Bureau of Labor Statistics Median Annual Wage Data for CA Occupations in 2016.

WHAT DO RENTERS IN FRESNO COUNTY HAVE LEFT AFTER PAYING RENT?

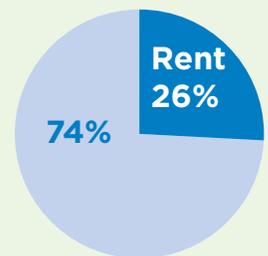
HOUSEHOLDS EARNING HALF OF MEDIAN INCOME OR LESS

MEDIAN INCOME HOUSEHOLDS

Food, Transportation, Health Care, & Other Needs

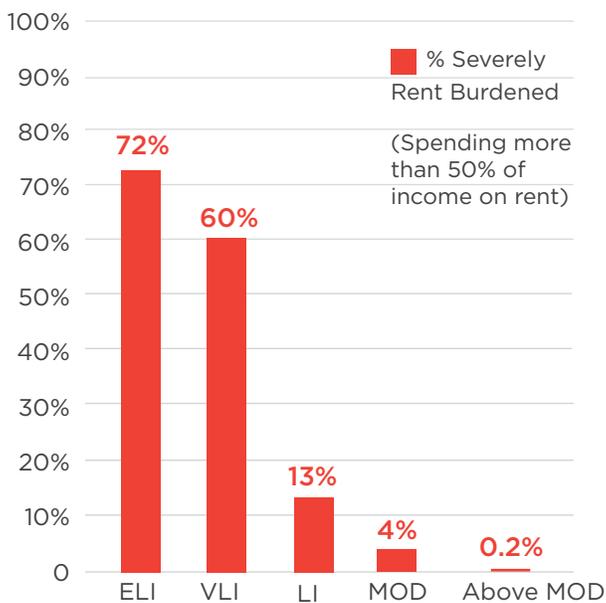


Food, Transportation, Health Care, & Other Needs



Source: NLIHC analysis of 2015 PUMS data.

PERCENTAGE OF SEVERELY BURDENED HOUSEHOLDS BY INCOME GROUP



Source: NLIHC analysis of 2015 PUMS data.

ABOUT CHPC

THE STATE CREATED THE CALIFORNIA HOUSING PARTNERSHIP NEARLY 30 YEARS AGO AS A PRIVATE NONPROFIT ORGANIZATION WITH A PUBLIC MISSION: TO MONITOR, PROTECT, AND AUGMENT THE SUPPLY OF HOMES AFFORDABLE TO LOWER-INCOME CALIFORNIANS AND TO PROVIDE LEADERSHIP ON AFFORDABLE HOUSING FINANCE AND POLICY. SINCE 1988, THE CALIFORNIA HOUSING PARTNERSHIP HAS ASSISTED NEARLY 200 NONPROFIT AND LOCAL GOVERNMENT HOUSING ORGANIZATIONS LEVERAGE MORE THAN \$13 BILLION IN PRIVATE AND PUBLIC FINANCING TO CREATE AND PRESERVE 65,000 AFFORDABLE HOMES.

STATEWIDE POLICY RECOMMENDATIONS

The California Housing Partnership calls on state leaders to take the following actions to provide relief to low-income families struggling with the high cost of housing:

- » Create new sources of long-term revenue dedicated to producing and preserving affordable homes by passing the Building Homes and Jobs Act (**SB 2**) and an expansion of the state Low Income Housing Tax Credit (**AB 71**).
- » Give voters a chance to approve new state funding for affordable housing by passing the Affordable Housing Bond Act of 2018 (**SB 3**).
- » Lower the voter approval threshold for local housing infrastructure bonds to 55% as it is for education facility bonds (**ACA 4**).
- » Reduce the loss of existing affordable homes by strengthening the State Preservation Notice Law through improved monitoring and enforcement (**AB 1521**).
- » Restore the ability of local governments to require apartment developers to include affordable rental homes within each development (**AB 1505**).

LOCAL RECOMMENDATIONS FOR FRESNO COUNTY

All local governments in the region should:

- » Identify and approve multiple local revenue sources for affordable housing and place the proceeds in an affordable housing trust fund.
- » Dedicate tax increment revenue recaptured from former redevelopment areas for new investment in affordable housing for lower income households.
- » Propose new affordable housing investments that can successfully compete for new state funding available through the No Place Like Home and Transformative Climate Communities.
- » In areas targeted for revitalization, focus on protecting and benefitting current low-income residents.
- » Identify and appropriately zone property for affordable housing that is close to public transportation, schools, quality grocery stores, and medical services.
- » Prioritize infrastructure improvements to facilitate infill residential development and to improve quality of life in low-income communities.

This report was produced by the California Housing Partnership.

Local policy recommendations provided by:

Fresno Housing Authority

California Coalition for Rural Housing (CCRH)

For questions about Sacramento's housing need, contact:

Preston Prince, pprince@fresnohousing.org; (559) 443-8400 ext. 4475





Community Leadership in Homeless Initiatives

*Board of Commissioners
Board Retreat
September 21-22, 2017*

Leadership Progression: Pre 2007

What we did



Leadership Progression-Pre 2007

Why it matters...

- Initiated Housing Management Information Systems (HMIS)
 - First initiative to collect key data on homelessness
- Fresno Madera Continuum of Care (FMCoC)
 - Grouping of agencies assisting individuals to transition from homelessness to independent or supportive, permanent housing
- Established Shelter Plus Care
 - Provided 117 beds for homeless individuals

Leadership Progression: 2009-10

What we did

Initiative:

- American Reinvestment and Recovery Act (ARRA) established to stimulate the economy

Policy:

- Housing First model committing to stable housing as a first priority

Action:

- H Street Encampment
- Homeless Prevention and Rapid Rehousing

Leadership Progression-2009-10

Why it matters...

- Established Housing First Policy
 - Goal of ending homelessness by providing stable housing first; then providing services
- Relocated H St Encampment
 - City investment of \$500,000
 - Resulted in 103 formerly homeless individuals housed
- Administered Homeless Prevention and Rapid Rehousing (HPRP)
 - 414 individuals housed

Leadership Progression: 2011-12

What we did

Initiative:

- 100K Homes – National Initiative to house the most vulnerable

Policy:

- Creating the Vulnerability Index (VI)

Action:

- Project P4 Registry Week
- Renaissance Programs
- Expansion of HMIS Systems
- Fresno HA named collaborative application for the FMCoC

Leadership Progression: 2011-12

Why it matters...

- National 100K Homes Campaign
 - Designed to place the most vulnerable into permanent supportive housing
 - 439 individuals housed
- Establishing the Vulnerability Index
 - Streamlined placement process for individuals
- Lead Project P4 Registry Week
 - First outreach team with coordinated effort to know homeless individuals by name; assess vulnerability

Leadership Progression: 2011-12

Why it matters...

- FFSH first investment (\$250k) addressing homelessness in Ventura/Santa Clara target area
 - FH matches investment
 - 53 provided with housing & support services
- FH Develops Renaissance Programs
 - Adds 118 PSH beds
- Created HMIS Expansion; aggregated data analysis
- FH Named Collaborative Applicant by the FMCoC
 - Assumed responsibility for Consolidated Application

Leadership Progression: 2013-14

What we did

Initiative:

- National - Dedicated Opportunities to End Homelessness
- 25 Cities

Policy:

- Vulnerability Index and Service Prioritization Decision Assistance Tool (VI-SPDAT)
- Coordinated Entry System

Action:

- Fresno First Steps Home funded Ventura & F Streets De-encampment
- Created partnership with the City of Fresno around HOME TBRA Funds

Leadership Progression: 2013-14

Why it matters...

- Fresno First Steps Home – round 2
 - \$435,000
 - 75 households served
 - Leveraged other city/county resources
- Partnership with City of Fresno HOME TBRA & County of Fresno CalWorks Housing program

Leadership Progression: 2015-16

What we did

Initiative:

- National Zero 2016 and Built for Zero – Follow up from 100K Homes and 25 Cities with strategies to end veteran and chronic homelessness by the end of 2016

Policy:

- Continuing

Action:

- MAP (Multi –Agency Access) Point at the Pov
- Ten year plan to end Homelessness

Leadership Progression: 2015-16

Why it matters...

– MAP Point at the Pov

- Provides physical intake location for individuals facing housing, substance abuse, physical or mental health challenges
- Funded by FH and others
- Made 2039 first contacts; 6145 follow-ups
- 10 Year Plan to End Homelessness
- FH worked with former Mayor Ashley Swearingin to update the plan

Leadership Progression: 2017 - Future

Why it matters...

- Veteran housing
 - 2017 Groundbreaking Renaissance at Parc Grove
 - Will house 43 homeless veterans
- Barbara Poppe visit
 - Consulting on community conversations on ending homelessness

THE GOAL:

Ending Chronic and Veteran Homelessness through Housing Placements

Chronically Homeless

Defined as a single individual (or head of household) with a disabling condition who has either:

- (1) Experienced homelessness for longer than a year, during which time the individual may have lived in a shelter, Safe Haven, or a place not meant for human habitation; or
- (2) experienced homelessness four or more times in the last three years.



118
HOUSED FROM
JAN-DEC 2016

Veterans

Defined as Veteran individuals or families residing in places not meant for human habitation, shelters, or transitional housing.



223
HOUSED FROM
JAN-DEC 2016

2017 Point in Time:

1,351
UNSHELTERED



602
CHRONICALLY HOMELESS



112
VETERANS

The Homeless Management Information System is used to track housing placements and support the Fresno Madera Continuum of Care partners.



ACTION PLAN TO End Veteran and Chronic Homelessness



Learn more:
Fresno Madera Continuum of Care
fresnomaderahomeless.org

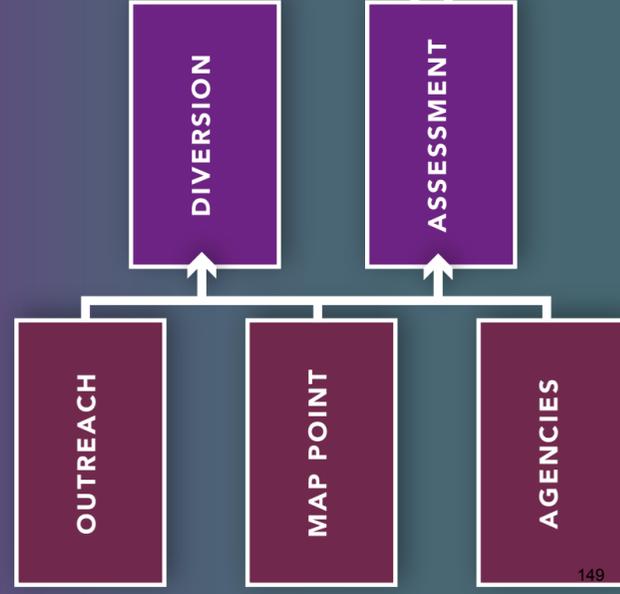
Donate:
Fresno First Steps Home
fresnofirststepshome.org/make-a-donation/

Homeless Assistance:
MAP Point at the Pov
F Street, Fresno CA
559.512.6777

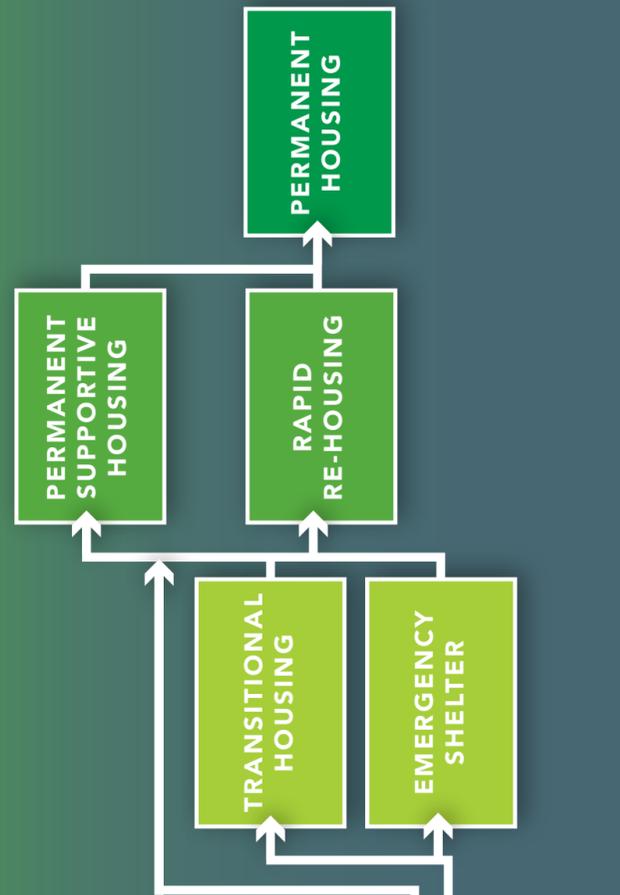
Support the solution.

THE APPROACH: Homeless System Map

COORDINATED ENTRY



OUTCOMES



THE GOAL: Ending Chronic and Veteran Homelessness through Housing Placements

COORDINATED ENTRY

OUTCOMES

OUTREACH

This is the first step in engaging homeless persons. Outreach workers scout the streets to build relationships, conduct assessments, assist with obtaining documents for housing and provide linkages to community services.

GAP

- Public is unaware of the multiple issues and coordination involved in housing.
- There are multiple information and agency systems used to track client's entry and progress through housing placement.
- Currently, outreach workers are comprised of staff from various agencies with funding for this activity until June 30, 2017. Without funding, activity can be inconsistent and not conducive to coordinated housing solutions.

PLANNED ACTION

- Communication to the public via social media with a clear message on the complexities of housing.
- A mechanism for sharing data collected across multiple systems with regard for privacy.
- Secure continued funding for a dedicated, funded outreach team to work all sections of the City at various hours.

PARTNERS

- WestCare California, Inc.
- Poverello House
- Veterans Affairs
- FMCOC Agencies
- WINGS Fresno
- Law Enforcement
- County of Fresno

DIVERSION

A service empowering individuals/families to strategize finding safe and appropriate housing through natural supports.

ASSESSMENT

If safe, appropriate housing solution cannot be identified, the homeless individual or family is given a housing assessment referred to as the VI-SPDAT (Vulnerability Index—Service Prioritization Decision Assessment Tool).

MAP POINT

Multi-agency Access Program (MAP) Point at the Pov is part of the Coordinated Entry system (CES). This CES serves as a community access point with knowledgeable staff providing linkage to services surrounding homelessness, behavioral and physical health issues.

GAP

- Understanding of rural homelessness and housing services navigation
- Transportation for document retrieval, engagement with community partners, treatment and housing search is needed.

PLANNED ACTION

- Engage rural community partners including the faith based community in procuring rural housing resources.
- A dedicated vehicle for client transport.

PARTNERS

- KingsView
- Centro La Familia
- Poverello House
- Veteran Affairs
- Community Conversations
- Fresno First Steps Home
- FMCOC Agencies

AGENCIES

There are various community agencies who engage the homeless population through different means—medical care, behavioral health, and law enforcement.

GAP

- Currently, systems do not interact or communicate on the aggregate or client level. Therefore, care is not coordinated.
- Screening/assessment is a siloed process.

PLANNED ACTION

- Aggregate and client level data is shared across systems.
- Collaborative screening/assessment process.

PARTNERS

- Housing Services
- Community Regional Medical
- Saint Agnes Medical Center
- Kaiser Permanente
- Law enforcement
- Mental health services
- Substance abuse services

TRANSITIONAL HOUSING

Short-term stability and support provided to homeless youth, homeless Veterans, and victims of domestic violence to help them move to and maintain permanent housing. Can use up to 24 months of housing with accompanying supportive services.

PARTNERS

- Marjaree Mason Center
- Veterans Affairs
- Valley Teen Ranch

EMERGENCY SHELTER

Temporary or transitional shelter serving the homeless in general or specific populations, such as victims of domestic violence, youth ages 11–17, families, and single individuals.

GAP

- Lack of consistent, shared data collection impedes ability to determine if current shelter resources are adequate for the community.

PLANNED ACTION

- Encourage the use of a management information system that can be shared across agencies.

PARTNERS

- Marjaree Mason Center
- Fresno EOC—Youth Sanctuary
- Fresno Rescue Mission
- TPOCC—Bridge Point
- Veterans Affairs
- County of Fresno

PERMANENT SUPPORTIVE HOUSING

Community-based housing that provides long-term rental assistance and supportive services for people with disabilities experiencing homelessness. This type of intervention does not have a designated length of stay.

GAP

- There is a high demand for quality, affordable housing units.

PLANNED ACTION

- We need to engage more property owners to provide housing for formerly homeless Veterans, individuals, and families.

PARTNERS

- Fresno Housing Authority
- FMCOC Agencies

RAPID RE-HOUSING

Minimal—amount and length—assistance for individuals or families experiencing homelessness. Obtaining permanent housing is the immediate goal and focus. Can use up to 24 months of housing with accompanying supportive services.

GAP

- For most homeless individuals who are assessed, rapid rehousing is the most appropriate housing solution; however is not adequately funded at this level for staff or rental assistance.

PLANNED ACTION

- Additional funding is needed for both staff to provide case management while in housing and rental assistance to retain housing.

PARTNERS

- WestCare California, Inc
- County of Fresno
- FMCOC Agencies

PERMANENT HOUSING

Assist clients in transitioning from current housing solution to permanent housing with less supports.

PARTNERS

- Fresno Housing Authority
- City of Fresno

**Committed to Housing
Fresno County's
Homeless Population**

Fresno Housing Authority

Making a Difference for Fresno

Creating places, programs, and opportunities for the homeless is a critical piece of Fresno Housing's vision.

Homelessness is a problem that spans urban, suburban, and rural communities — including cities and towns across Fresno County. It's a problem that affects the lives of thousands of families and individuals who find themselves without the most basic necessity: *a place to call home.*

With approximately 1,700 homeless individuals in Fresno County on any given night, the Fresno Housing Authority has worked collaboratively to develop and implement solutions that are appropriate for the population and the community.

Creating places, programs, and opportunities for homeless people is a critical part of the agency's vision. For those who have been helped, the rewards are simple but priceless, and well-stated by a formerly homeless Veteran: *"I sleep a lot better now."* In partnership with diverse local and regional organizations addressing homelessness, Fresno Housing has:

- participated in the *Fresno/Madera Continuum of Care Collaborative*, securing funds for supportive housing
- leveraged federal funds to provide move-in costs and rental assistance to homeless individuals and families with special needs
- supported homeless Vets with *Veterans Affairs Supportive Housing (VASH)* vouchers
- led data collection and analysis using the *Homeless Management Information System*
- created a multi-agency access point to deliver coordinated services
- provided local leadership on national initiatives to end chronic homelessness
- developed 121 permanent supportive housing units at *Renaissance Communities* — a long-term approach to meet the needs of chronically-homeless individuals

Through these and other strategic ventures, Fresno Housing is playing a crucial role in transforming the lives of homeless people in the county — reducing homelessness by 34% over the past five years and striving for more successes in the coming years.



Fresno Housing Authority

Striving to eliminate homelessness across the county; changing life stories one by one.

A Key in the Door

Ed Hudson arrived in Fresno expecting a job to be waiting for him. He had worked on and off with a traveling fair, setting up carnival rides. But wires got crossed, and when he arrived in Fresno, the fair was nowhere to be found.

He located a shelter where he got meals and a place to sleep. "It was more like a shed," he says. "No heat. No electricity. But it was a roof over my head, so I was quite grateful." Soon, Ed got a job at Foster Farms, biking 40 minutes to get to work. Then, the shelter changed some policies and Ed decided to start sleeping in a local park. Eventually, his bike was stolen, and his commute became a 90-minute walk.

One day, Ed saw some homeless friends packing their bags. When he asked where they were moving, they said "talk to her," pointing to an employee of Fresno Housing. "I told the young woman my story and she said she might have a way to help me... And here it is," Ed said, surveying his very own apartment.

Ed has taken advantage of numerous Fresno Housing programs and has been both surprised and pleased by the support. "They helped me get a bus card, food, and a bed."

"It feels good to put a key in the door. I don't look for a place to lay my head any more. I don't worry about food, clean clothes, or weather. Now, it's about responsibilities. They helped me, like a friend. That's what they really were, let me put it that way. They're my friends."



All They Need

Anyssa and Jason Burge are more than excited about their apartment. "It's amazing. We love it," says Anyssa with a big smile and obvious relief. It's clean, new, and has a playground for their young children. But mostly, it's safe.

Anyssa and Jason were high school sweethearts in Reedley. Despite their best intentions of getting jobs after

graduation, their plans changed when they got pregnant. With help from family and a program for teen parents, they both earned high school diplomas.

Jason secured a job at a meat packing plant, allowing the young couple to rent an apartment and focus on raising their son. But when Jason suffered an injury, everything quickly fell apart. Without a steady paycheck, Jason and Anyssa lost their apartment and moved in with family.

They slept on couches. Space was tight, resources were slim, and tensions grew. After a year, they found themselves sleeping in their car with their young son.

Eventually, they connected with Fresno Housing and after obtaining a rent voucher, quickly found an apartment in Parlier, near Anyssa's mother — in a place they are proud to call 'home.' Jason's injury healed and after making what he thinks were about 100 calls, he found a job working in a chicken processing plant. Eventually he'd like to either drive a truck or become a barber. Anyssa plans to study medical billing. Now, they dream of owning their own house.



Making the Journey

John Estrada spent years in survival mode — focused on where to sleep, how to get food, and how to get the alcohol that kept his fears at bay.

John enlisted in the Navy after high school, as the Vietnam War was ending. He traveled the world as a yeoman. Toward the end of his three-year tour, he was struck by a motorcycle and suffered multiple injuries. In constant pain, he started drinking heavily as he waited for treatment. "The drinking caused me to make bad choices," John says, pushing him toward homelessness.



"I told the young woman my story and she said 'I think I might have a way to help you.'"



Creating Places, Programs, and Opportunities that Make a Difference

On any given night, more than 600,000 people in the U.S. are homeless; California's homeless population represents 20% of that total; Fresno/Madera counties have more than 1,700 homeless people, 70% of whom are 'unsheltered.'

Making the Journey

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home. Soon Christina was pregnant again. The stress of raising two children on minimum wage was hard on her relationship, and she found herself alone with two children.

Following another relationship, and a third son, Christina lost custody of her boys. She went to counseling and took parenting classes. "I fought hard so we could be together," she says. After regaining custody, she found Fresno Housing's program for homeless families, and secured an apartment and child care so she could get back on her feet. "We moved to our apartment in December. My caseworker told me to spend the money I had saved to buy presents for the boys," says Christina. "We had a good Christmas and it was a blessing for all of us." But Christina has higher goals: a better job, a bigger house — "near a playground," she says with a glowing smile.



A Safe Place

"I was always scared," recalls **Albert Jones** when thinking back to his days living on the street. He tried to keep to himself, but he still got "jumped" frequently, even in his sleep, so he could never let his guard down or relax. "If you fall asleep, you're vulnerable," he explains. "Even if I was asleep, I wasn't really knocked out, so I could hear them coming. I don't like getting beat up and robbed."



A naturally gentle man, Albert grew up in Fresno. He says he spent lots of time at home, helping his mother clean the house. This is evident as his new apartment is spotless. After high school, he worked as a janitor for the Fresno Unified School District. But after 12 years, Albert began to use drugs, lost his job, and spent most of the next 15 years on and off the streets. He got sober with help from Poverello House (a local agency that provides food and services to the homeless) and was referred to the Fresno Housing Authority. He was able to move into

a studio apartment at *Renaissance at Santa Clara*, a Fresno Housing complex that offers supportive services designed to combat homelessness.

Since moving, Albert has been building a new life — attending classes that provide strategies to deal with depression, addiction, and anger — as well as searching for steady work.

Albert's experience with the School District comes in handy in his role as chair of the Renaissance Safety Committee and his effort to see that the facility is well-maintained. When asked to share the best thing about living at *Renaissance*, he doesn't hesitate: "I'm safe now and I don't have to worry all the time."



A Long Path Home

When **Jacqueline Storm's** chronic health issues and drug addiction caused her to lose her job, her apartment, and her 3-year-old daughter, she moved into a shelter for single women. She feels fortunate that she never had to sleep on the streets. "It's scary out there," she says, knowing firsthand that homeless women are frequently victims of violence, sexual abuse, and exploitation.

One of Jacqueline's many recovery challenges is her constant pain. She requires medication to treat four ruptured discs in her back, arthritis, and severe tissue damage in her knees and elbows — making recovery all the more difficult. It was clear that Jacqueline needed permanent housing so she could focus on her health and addiction recovery. She was introduced to the Fresno Housing Authority, which located an apartment at a *Renaissance* complex. There, Jacqueline found a trusted friend and ally in her case manager. "I love the staff here," she says. "I've gotten a lot of respect from these people and I really appreciate it." Support classes are helping Jacqueline with her recovery, and she's been directed to healthcare providers who are helping with her injuries and

chronic pain. Jacqueline has found peace working in the garden at *Renaissance*. "This is my safety place," she says. The path to recovery is long, but Jacqueline is thankful for the opportunity to take the first step.



Beyond Shelter

Before he got his apartment at *Renaissance at Trinity*, **Larry Reyes** spent five years living on the streets of Fresno — the city where he was born and raised. "When you live out in the streets under those bridges with about 50 other people — you just can't trust nobody," he says. "I got jumped twice. Someone pulled

a gun on me, took my wallet." Even when he could secure a room at missions or shelters, he worried about safety. "I got a lot of things stolen, even my hearing aids," he explained. "You can't keep nothing out there."

At some shelters, residents have to leave very early in the morning — rain or shine. And on the streets, life is difficult and sleep is rare. So when some of Larry's friends found apartments through the Fresno Housing Authority, they encouraged him to apply. When other people on the waiting list repeatedly failed to show up for appointments, he rose to the top of the list and was contacted about an available apartment. "I got there an hour before my appointment!" he exclaims.

Larry has friends who ask why he wants to pay rent when he can live on the streets for free. "I say, 'I got my own shower, TV, my own bed. I don't have to take all my things with me everywhere I go. I have a place where I can just leave them.'" But most important, says Larry, is the community at *Trinity*. "I got good friends here now. If I need something, they'll help me out. Same thing with the front office and the manager. She always tries to help me as much as she can and tells me what I need to know... I thank the Lord that I got a good place... It feels like a big family."

A Time for Help

Christina Harley is mom to three rambunctious boys under the age of 8. Her tired smile reflects how hard she's working to make a better life for her family. She works part-time, goes to school full-time, and tries to keep her boys happy, safe, and on-track for school.

Christina never looked to anyone for help. But when she found herself homeless with three small children, she knew she needed support. After high school, she worked two jobs, fell in love, and got pregnant. Following a premature delivery, her son spent a year in the hospital fighting for his life. Happily, he got stronger and came



"I've gotten a lot of respect from these people, and I really appreciate it."

Fresno Housing has invested more than

\$4.5 million

in projects and services that have
impacted the lives of about

1,200

homeless people and created housing
for close to

1,000

homeless people.



FRESNO VIBRANT
COMMUNITIES
QUALITY HOUSING
HOUSING AUTHORITY
ENGAGED RESIDENTS

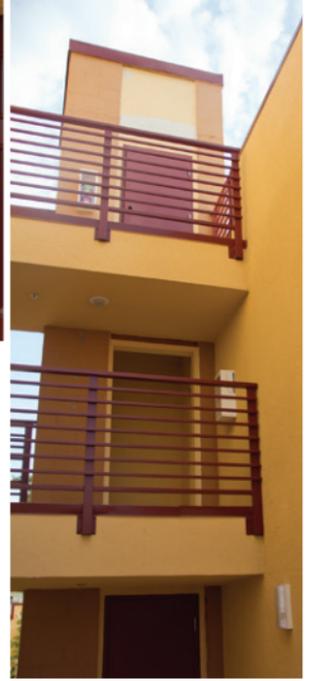
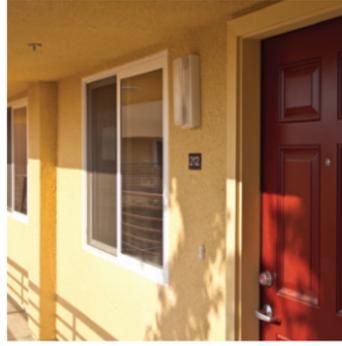
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559-443-8400

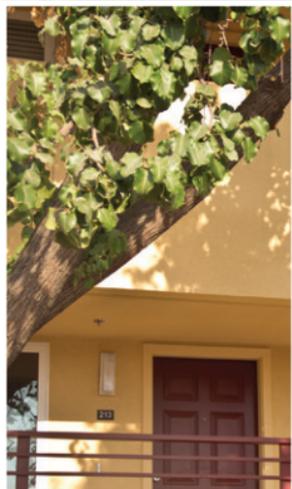
www.fresnohousing.org



A permanent, supportive
HOUSING COMMUNITY



RENAISSANCE
AT ALTA MONTE



FRESNO VIBRANT
COMMUNITIES
QUALITY HOUSING
AUTHORITY ENGAGED RESIDENTS

The Fresno Housing Authority helps more than **16,000 low, very low, and moderate income families**, including seniors and the disabled, afford safe and quality housing. Fresno Housing administers diverse affordable housing and homeless programs funded by the U.S. Office of Housing and Urban Development (HUD), the U.S. Department of Agriculture (USDA), and the State of California. These programs **help defray housing costs** for residents of the city and county of Fresno with incomes substantially below the regional median income levels.

The Fresno-Madera Continuum of Care Report states that there are over 4,500 homeless individuals in Fresno and Madera Counties on any given night. Approximately one-third are persons with severe mental illness or are severely emotionally disturbed. The lack of permanent supportive housing, or programs that help eligible people find permanent housing and appropriate social services, was identified as a major obstacle to long-term solutions.

In 2010, the Fresno Housing Authority Board committed \$4.5 million to the effort to end homelessness. To meet the needs of the homeless and mentally ill while simultaneously reusing existing structures, the Board used that money for the provision of appropriate services and to create a fund for capital investments in **three supportive housing developments**:

- >> **30 units**
 Renaissance at Alta Monte
- >> **70 units**
 Renaissance at Santa Clara
- >> **21 units**
 Renaissance at Trinity

Renaissance at Alta Monte is the second Fresno Housing Authority community **designed specifically to help chronically homeless adults with severe mental illness** to achieve housing stability. The development represents another collaboration between the Housing Authority and the Fresno County Department of Behavioral Health/Mental

Health Services Act. Renaissance at Alta Monte features **29 private units** for residents and offers on-site access to supportive services including peer/family support, life skills training, job skills training, education, and other resources.

As a permanent, supportive housing development, Renaissance at Alta Monte is fully aligned with the philosophy of "Housing First." This innovative concept recognizes that most chronically homeless adults struggle with a multitude of other life challenges including substance abuse, mental illness, and medical issues among others. **Providing access to resources and supportive services** in a caring, community environment, as well as access to cultural and civic amenities will enable Renaissance at Alta Monte residents to successfully maintain housing and stabilize their lives. The completion of Renaissance at Alta Monte also successfully advances the goals of the City and County 10 Year Plan to End Chronic Homelessness.

Dedicated **staff from the Department of Behavioral Health will provide on-site support** for Renaissance at Alta Monte residents on a full-time basis. A variety of programs and services will be coordinated through the Department to address resident needs and interests, including peer and family support, to assist them with their wellness and recovery at no cost.

HOUSING FIRST

Fresno Housing Authority uses a **"housing first"** model to assist persons experiencing homelessness to secure and maintain permanent housing. This model uses a framework that **everyone deserves safe, affordable housing** and does not place pre-conditions to receiving housing.

The "housing first" model:

- Places homeless individuals first in permanent supportive housing
- Provides intensive and flexible services to stabilize them
- Adheres to these principles:
 - >> Everyone deserves safe, affordable housing
 - >> No housing "readiness" requirement
 - >> It is cost effective – saves impact to jails, hospitals, etc.

Funding

Funding for the development was provided by: The County of Fresno utilizing capital and operating funds from the Mental Health Services Act (MHSA/Prop 63) through the State of California.

Other significant capital and operating funds were provided by:

- Low income housing tax credit equity investment from PNC Real Estate
- Federal Home Loan Bank of San Francisco Affordable Housing Program (AHP)
- Fresno Housing Authority
- Project-based housing choice vouchers administered by the Fresno Housing Authority

Specifications

The construction of Renaissance at Alta Monte resulted in a major renovation of the property and the rehabilitation of existing structures. The resulting development enhances the neighborhood through the use of modern design elements, vibrant colors, and attractive landscaping. The property includes a unit reserved for an on-site manager, a community meeting room, and a private counseling office. All of the units are fully furnished, including toiletries, dishes, and bedding. Local artists donated a total of 50 pieces of art that grace the walls throughout the Renaissance developments. The Housing Authority will pay all utilities and the on-site services will be provided at no cost to the residents.

UNIT	SIZE (Square Feet)	NUMBER OF UNITS	COMMUNITY SPACE
Studio	308	27	• Community Room
1 Bedroom	616	2	• Manager's Office
Manager	756	1	• Supportive Service

Lowell Neighborhood Association

Thank you to the Lowell Neighborhood Association (LNA) for their involvement and contribution to the project. It's LNA's desire to enhance the livability of the residents of the Lowell Neighborhood and Fresno by establishing and maintaining an open line of communication and liaison among the neighborhood, government and nonprofit agencies, and other neighborhoods. We are thrilled that Alta Monte has the support of the LNA, and we're looking forward to being good neighbors.

Funding

Funding for the development was provided by:

- PNC Real Estate low income housing tax credit equity investment
- State of California Multifamily Housing Program (MHP)
- City of Fresno "HOME" program
- County of Fresno utilizing Mental Health Services Act funding administered by Cal HFA
- U.S. Department of Housing and Urban Development Supportive Housing Program through the Continuum of Care (COC)
- Federal Home Loan Bank of San Francisco Affordable Housing Program (AHP)
- Poverello House
- Fresno Housing Authority

Specifications

The construction of Renaissance at Santa Clara in the Historic Chinatown Area will help eliminate a blighted parcel of vacant land within the local neighborhood and provide much needed affordable rental housing for homeless individuals. The resulting development enhances the neighborhood through the use of modern design elements, vibrant colors, and attractive landscaping. The property includes a unit reserved for an on-site manager, a community services room, and support services offices. The Housing Authority will pay all utilities and the on-site services will be available at no cost to the residents.

UNIT	SIZE (Square Feet)	NUMBER OF UNITS
SRO	340	69
Manager	680	1
Community Space	2,600	
- Community Services Room		
- Laundry		
- Manager's Office		
- Support Services Offices		



A permanent, supportive
HOUSING COMMUNITY



FRESNO VIBRANT
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QUALITY HOUSING
AUTHORITY ENGAGED
RESIDENTS

The Fresno Housing Authority helps more than **16,000 low, very low, and moderate income families**, including seniors and the disabled, afford safe and quality housing. Fresno Housing administers diverse affordable housing and homeless programs funded by the U.S. Department of Housing and Urban Development (HUD), the U.S. Department of Agriculture (USDA), and the State of California. These programs **help defray housing costs** for residents of the city and county of Fresno with incomes substantially below the regional median income levels.

The Fresno-Madera Continuum of Care Report states that there are over 4,500 homeless individuals in Fresno and Madera Counties on any given night. Approximately one-third are persons with severe mental illness or are severely emotionally disturbed. The lack of permanent supportive housing, or programs that help eligible people find permanent housing and appropriate social services, was identified as a major obstacle to long term solutions.

In 2010, the Fresno Housing Authority Board committed \$4.5 million to the effort to end homelessness. To meet the needs of the homeless and mentally ill, the Board used that money for the provision of appropriate services and to create a fund for capital investment in **three permanent supportive housing developments**:

- >> **30 units**
Renaissance at Alta Monte
- >> **70 units**
Renaissance at Santa Clara
- >> **21 units**
Renaissance at Trinity

Renaissance at Santa Clara is the third Fresno Housing Authority community **designed specifically to help chronically homeless adults** achieve housing stability. The development represents another collaboration between the Housing Authority, the Fresno County Department of Behavioral Health/Mental Health Services Act, and the Fresno-Madera Continuum of Care. Renaissance at Santa Clara features

69 private units for residents and offers on-site access to supportive services including peer / family support, life skills training, job skills training, education, and other resources.

As a permanent, supportive housing development, Renaissance at Santa Clara is fully aligned with the philosophy of “Housing First.” This innovative concept recognizes that most chronically homeless adults face a multitude of life challenges including substance abuse, mental illness, and medical issues among others. **Providing access to resources and supportive services** in a caring, community environment, as well as access to cultural and civic amenities will enable Renaissance at Santa Clara residents to successfully maintain housing and stabilize their lives. The completion of Renaissance at Santa Clara also successfully advances the goals of the City and County 10 Year Plan to End Chronic Homelessness.

Dedicated **staff from the Department of Behavioral Health and the Fresno Housing Authority will provide on-site support** for Renaissance at Santa Clara residents on a full-time basis. A variety of programs and services will be coordinated to address resident needs and interests, including peer and family support, to assist them with their wellness and recovery at no cost.

HOUSING FIRST

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The “housing first” model:

- Places homeless individuals first in permanent supportive housing
- Provides intensive and customized services to stabilize them
- Adheres to these principles:
 - >> Everyone deserves safe, affordable housing
 - >> No housing “readiness” requirement
 - >> It is cost effective—saves impact to jails, hospitals, etc.

Renaissance at Trinity is the first Fresno Housing Authority community designed specifically to help chronically homeless adults with special needs achieve housing stability. The development represents a unique collaboration between the Housing Authority and the Fresno County Department of Behavioral Health. Renaissance at Trinity features 20 one-bedroom apartments for residents and offers on-site access to supportive services including counseling, case management, life skills assistance, tutoring, job skills training, and other resources.

As a permanent, supportive housing development, Renaissance at Trinity is fully aligned with the philosophy of “Housing First”. This innovative concept recognizes that most chronically homeless adults struggle with a multitude of other life challenges including substance abuse, mental illness, and medical issues among others. Providing access to resources and supportive services in a caring, community environment will enable Renaissance at Trinity residents to successfully maintain their housing and stabilize their lives. The completion of Renaissance at Trinity also successfully advances the goals of the City and County 10 Year Plan to End Chronic Homelessness.

Dedicated staff from the Department of Behavioral Health will provide on-site support for Renaissance at Trinity residents on a full-time basis. A variety of programs and services will be coordinated through the Department to address resident needs and interests, including peer and family support, to assist them with their wellness and recovery.

The construction of Renaissance at Trinity resulted in a significant renovation of the property and the rehabilitation of existing structures. The resulting development enhances the neighborhood through the use of modern design elements, vibrant colors, and attractive landscaping. The central community building features a manager’s office, laundry, computer lab, community room, and meeting space for service providers.

Funding for the development was provided through a combination of project-based Section 8 allocations and Mental Health Services Act (MHSA/Prop 63) distributions to the County of Fresno from the State of California. Additional funding was provided by the following: HUD Supportive Housing Program (SHP); Federal Home Loan Bank of San Francisco Affordable Housing Program (AHP); Housing Authority of the City of Fresno; and a Low Income Housing Tax Credit Equity Investment by PNC Real Estate.

Opening Celebration of Renaissance at Trinity

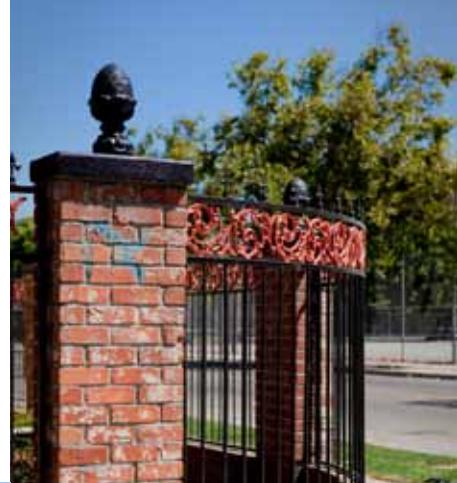
A permanent, supportive housing
community for chronically
homeless men and women



Housing Authorities
of the City and County of **Fresno**

Housing Authorities
of the City and County of **Fresno**





CEREMONY

Tuesday, August 16, 2011
1:30–3:00 p.m.

Networking: 1:30–1:45 p.m.
Program: 1:45–2:30 p.m.

Reception and tours to follow the program

Welcome
Rueben Scott
Chair, Board of Commissioners, City of Fresno

Preston Prince
Executive Director, Fresno Housing Authority

Richard Shea
Vice President, PNC Real Estate

Jim Costa
U.S. Congress, California 20th District

Phil Larson
Chairman, Fresno County Board of Supervisors

Ashley Swearengin
Mayor, City of Fresno

Mercedes Márquez
*Assistant Secretary, Community Planning and Development
U.S. Department of Housing and Urban Development*

Ribbon Cutting

Reception and Property Tour

2018 Agency Goal Planning

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www.fresnohousing.org

TO: Boards of Commissioners

Fresno Housing Authority

FROM: Preston Prince 

CEO/Executive Director

DATE: September 19, 2017

BOARD MEETING: Sept 22, 2017

AGENDA ITEM: 5c

AUTHOR: Tammy Townsend

SUBJECT: Background information regarding 2017 Agency Goals

Executive Summary

The purpose of this memo is to provide the Boards of Commissioners with an copy of the 2017 Agency goals. This will assist the Board of Commissioners with a discussion during the Board Retreat regarding progress made towards goals, and any refinements or changes that need to be made to the goals for 2018 . Attached please find:

- 2017 Agency Goals

Recommendation

There are no recommendations at this time; item is informational only.

2017 Agency Goals and Strategic Plan Implementation

Create and sustain vibrant communities throughout Fresno County

Quality housing. Engaged residents. Vibrant communities.

Goal One – PLACE

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

- Design and conduct a housing assessment and a long-term plan with stakeholders, to address housing needs and barriers for various resident populations throughout the City and County of Fresno (e.g. homeless, low-level ex-offenders, mental health, youth, etc.).
- 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 or surrounding neighborhoods, areas of increased economic activity and transit corridors.
- Collaborate with landlords, neighborhood groups and Community Development Corporations (CDCs), and other partners to implement activities and programs that 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 and target housing options in neighborhoods of opportunity. Research factors or amenities that identify neighborhoods of opportunities and make information available to residents.
- Complete a financial and physical overview of all agency housing assets. Prioritize and develop an asset management strategy and business plan for the key assets utilizing new analytical tools available. Develop a timeline for the completion of a business plan for all key assets.

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.

- Create and enhanced Customer Service culture particularly in the large program areas of Housing Operations and Housing Programs. With staff, develop customer service training and support tools and determine ways to measure impact.
- Continue to refine and expand Resident Services activities. Conduct an assessment of resident needs and desired services, and create appropriate priorities for the department staff that focus on outcomes. Develop a regular report for the board reflecting progress on 2-4 outcomes for residents. Engage the broader group of staff in assessing the needs of the residents served, in an effort to provide a broader level of support and empathy for our residents, and enhance staff engagement.
- In conjunction with HCV department, develop a pilot program that explores support systems for residents that may program reach income limits. Research reasons why residents leave the HCV program.
- Research and analyze the impact of housing policies, such as Move-To-Work (MTW), Affirmatively Furthering Fair Housing (AFFH), on our residents and the agency.

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.

- Further the development of and implementation of a comprehensive communications strategy relative to the ongoing efforts to establish improved HCV owner relations and outreach
- Develop an action plan for enhanced government and community relations with our local jurisdictions and public entities.
- Present an overview of Fresno Housing (similar to the 75th celebration) at one organization, jurisdiction or agency each month.

Goal Four – PARTNERSHIP

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

- Create 1-2 partnerships with an institution of higher education to develop an evaluation plan that will examine outcomes for the agency and regularly analyze key agency data.
- Pilot a community safety oriented partnership in West Fresno and one county jurisdiction with law enforcement and education partners that focuses on resident safety and engagement.
- Revisit relationship and collaboration opportunities with Fresno Housing affiliate Fresno Housing Education Corps (Ed Corps). In conjunction with the Ed Corps Board and key stakeholders, prioritize 3-5 initiatives that align with FH Resident Services Department.
- Explore opportunities to better utilize relationship with Fresno Housing affiliate, Better Opportunities Builder (BOB) in conjunction with the BOB Board.

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 employee attraction, training and retention program that addresses key elements of employee satisfaction, as well as other innovative strategies to support and engage employees like daycare, study tours, wellness opportunities, all-staff events, etc.
- Develop a set of meaningful key performance indicators for each department that can begin to create the framework of an agency data dashboard.
- Develop strategies to attract, retain, and/or develop a diverse leadership team, representative of agency values and the populations we serve.
- Continue to implement the Performance Management Program throughout the agency and explore the implementation of Pay For Performance.
- Continue with the implementation of a new Enterprise Management System (EMS) with a significantly improved software solution across all platforms with initial emphasis on improving financial reporting, procurement and contracting accuracy. Regularly report to the board on key system improvements.

Management Goal Two – STRUCTURE

(Governance)

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

- In conjunction with the Board, develop a Board handbook (i.e. orientation tool, administrative overview, agency information) for all board members.
- 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 develop a succession plan for key personnel.

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

Joint Powers Agreement
Role of Executive Committee

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TO: Boards of Commissioners

Fresno Housing Authority

FROM: Preston Prince



CEO/Executive Director

DATE: September 19, 2017

BOARD MEETING: Sept 22, 2017

AGENDA ITEM: 5d

AUTHOR: Tammy Townsend

SUBJECT: Background information regarding Joint Powers Agreements

Executive Summary

The purpose of this memo is to provide the Boards of Commissioners with information regarding a discussion that will take place at the Board Retreat on administrative items. During that time, General Council will provide information on the structure of Joint Powers Agreements, the current Agency Cooperation Agreement, and the history and role of the Executive Committee.

Recommendation

There are no recommendations at this time; item is informational only.