



# Moving to Work Plan and Application

Housing Authority of the City of Fresno

CA006

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## **A) MTW Plan**

### **I) Vision for PHA's Local MTW Program**

*Introduction:* On behalf of the Housing Authority of the City of Fresno (CA006), and in conjunction with the Housing Authority of Fresno County (CA028), jointly doing business as Fresno Housing (FH), we are pleased to submit our application for the Moving to Work (MTW) Demonstration under Cohort #2. FH makes for a compelling candidate for the MTW program for many reasons, including:

- FH is a nationally recognized Public Housing Authority (PHA) and an innovator in the industry. MTW status would allow us to continue to test new, innovative ideas that allows us to respond to the urgent needs of our residents.
- FH is a diverse organization with experience and demonstrated success with almost every affordable housing program and tool that currently exists.
- FH has two visionary Boards of Commissioners and a dedicated staff who are strongly committed to the statutory objectives of Moving to Work
- FH, as two separate housing authorities, suggests to operate as a single, regional MTW agency. We recognize HUD's MTW regional agency process is still under development and we would be happy to work with HUD to determine the appropriate structure and requirements for a regional MTW agency or any other suggested alternatives,

For these reasons, and many more, FH is an ideal agency to partner with HUD and the research team implement MTW and the rent reform policy.

*Overall Vision:* As stated in our Strategic Plan, FH's overall vision for Fresno County is "an engaged county, where all residents have access to quality housing that contributes to vibrant

communities, and where all residents are empowered to achieve their educational and economic goals”. FH will accomplish this vision, utilizing MTW status, by:

- Developing and maintaining quality affordable housing for low-income residents, providing more **housing choice** along the entire spectrum of the housing continuum.
- Designing, implementing, and sustaining exceptional programs that invest in residents to become **self-sufficient** through an array of educational, employment, and economic platforms.
- Developing and promoting policies that increase **cost-effectiveness**, shifting our focus from paper to people and from outputs to outcomes.

Given the opportunity, FH is ready to demonstrate how MTW flexibility can create the efficiencies and opportunities that are needed to create vibrant communities and empower residents to achieving their life goals. Furthermore, FH has spent the past two years developing and implementing a Diversity, Equity and Inclusion (DEI) Strategic Plan, and as such, FH is committed to advancing the concepts of DEI in our organization and community, affirmatively furthering fair house, and acknowledging and dismantling any discrimination and inequities within our policies, systems, programs and services.

*Challenges & Opportunities:* Fresno County is a diverse community, with over 50% of Fresno’s population under the age of 30 and 65% of the population identifying as Hispanic, Black or Asian<sup>1</sup>. Due to stark racial disparities and concentrated poverty exacerbated by decades of segregation, redlining, and urban sprawl, much of the population does not benefit from existing prosperity in Fresno, nor does the regional economy perform strongly enough to create the opportunities needed to break the cycle of economic distress<sup>2</sup>. Median family income for Fresno is \$57,300<sup>3</sup> while the

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<sup>1</sup> American Community Survey, 2017

<sup>2</sup> Fresno DRIVE Initiative, 2019

<sup>3</sup> HUD, AMI Limits 2019

statewide median family income is \$80,440<sup>4</sup>. Data shows that 70% of Fresno’s neighborhoods are “low-opportunity”<sup>5</sup>, where there is diminished probability that children and adults in poverty will reach the middle class. Moreover, data around Fresno’s economic, quality of life and health outcomes continually rank at the bottom across the state and country. Fresno has the nation’s second-highest rate of concentrated poverty, and the life expectancy for residents living in wealthy versus poorer neighborhoods can vary by 20 years.

In the face of these challenges, FH has played a critical role in developing innovative housing and supportive service programs to benefit approximately 50,000 residents of Fresno County, including 17,000 families and 24,000 children. We know how critical safe, quality housing is to the health, well-being, educational attainment and economic prosperity of families and children. As such, we have a deep commitment to the three statutory objectives of the MTW demonstration: **cost effectiveness, self-sufficiency, and housing choice.**

*Experience:* Driven by a sophisticated leadership team and supported by an experienced staff, FH has the relevant skills and experience needed to effectively plan, implement and administer a local MTW program and partner with the evaluation team. The following summarizes the experience of the FH leadership team that will implement the MTW Program:

**Preston Prince, CEO/Executive Director** – Preston has served as the Executive Director and CEO of FH since 2007, providing leadership both nationally and locally in creative housing policy. Preston combines innovation in housing development with a community-based leadership style that has allowed him to leverage resources to address the housing and community development needs of Fresno County. Prior to FH, Preston served a housing developer at the Seattle-based nonprofit Common Ground, Development Director at the Kitsap County Housing Authority,

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<sup>4</sup> American Community Survey, 2019

<sup>5</sup> Opportunity Insights. See [opportunityatlas.org](http://opportunityatlas.org)

Senior Housing Development Program Manager with the Seattle Housing Authority, and as the Executive Director of the Aurora Housing Authority. Preston served on NAHRO's Board of Governors since 2001, was NAHRO National President from 2013 to 2015 (where he advocated for the expansion the Move to Work program) and continues to work on other boards initiatives to improve housing programs like the National Public Housing Museum, Urban Institute's Future of Public Housing, the Aspen's Institute's Financial Security Program, California Housing Finance Authority Board, Fresno Economic Development Corporation Board, and Cradle 2 Career Steering Committee. Preston received his bachelor's and master's degree in Urban Affairs and Policy from the New School University.

**Tracewell Hanrahan, Deputy Executive Director/COO** - Tracewell Hanrahan brings a wealth of private and public sector experience to her role as Deputy Executive Director. Tracewell directs a staff of nearly 220 employees and provides strategic and organizational leadership to a multi-functional senior management team responsible for all areas of the agency. Before joining FH in 2011, Tracewell served as the Executive Officer of Fresno Unified School District's Workforce Development and Career Technical Education Initiatives, managed various manufacturing operations and worked for a double-bottom line private equity fund. Tracewell received her bachelor's degree from Georgetown University and her M.B.A. from University of Chicago.

**Michael Duarte, Director of Real Estate & Development** – Since starting his tenure in 2007, Michael has been instrumental in developing over 35 mixed-use, mixed-income properties, focused on neighborhood redevelopment or developments in areas of opportunity and bringing \$600 million of investment in Fresno County. Michael has experience working with many local, state and federal funding programs including public housing (LIPH), Rental Assistance Demonstration (RAD), 9% and 4% low income housing tax credits (LIHTC), USDA, California

HCD, and many more. Michael also oversees the Property Management division, focusing on bringing private sector principles to the management of public assets. Michael serves as a board member for Housing CA, the California Association of Local Housing Finance Agencies (CalALHFA), Chinatown Fresno Foundation and the San Joaquin Valley Housing Collaborative. Prior to joining FH, Michael served as Regional Finance Manager for a NASDAQ 100 company and has a bachelor's degree in Business Administration – Finance from CSU, Fresno.

**Angie Nguyen, Director of Housing Programs & Strategic Initiatives** - Angie Nguyen has over twenty years of experience in the non-profit/public sector and joined FH in November 2009. She currently leads FH's Housing Choice Voucher program, Homeless Initiatives and Resident Empowerment division. Angie has led and/or actively engaged in several national initiatives and implemented at the local level including USICH's Federal Strategic Plan to Prevent and End Homelessness, 100,000 Homes Campaign, Built for Zero, and multiple HUD PIH and CPD programs. She currently sits on the Shriver Advisory Committee, the the Edward Byrne Memorial Justice Assistance steering committee and is also the PSWRC-NAHRO appointed representative on the National NAHRO Housing Committee. Angie earned her bachelor's degree in Criminology from the CSU, Fresno.

**Emily De La Guerra, Director of Finance & Administration** – With over a decade of experience with FH, Emily is responsible for the financial stewardship and overall efficiency and compliance of the organization, Emily oversees Accounting & Finance, Human Resources, Information Technology, Policy & Evaluation, and Administrative Services. She manages an annual budget of over \$120 million dollars and annual capital outlays of \$100 million per year. Emily serves on the Board of Directors for the Jane Addams Community Development Corporation and the Advisory Committee for Self-Help Federal Credit Union. Prior to joining FH, Emily owned and managed a

consulting firm that focused on small business development, operations and marketing. Emily earned her bachelor's degree in Business Administration – Finance from the CSU, East Bay.

*Compliance with Fair Housing and Other Civil Rights Laws:* Fresno Housing certifies that it will comply with all applicable fair housing and civil rights requirements in 24 CFR 5.10(a), including, but not limited to, title VI of the Civil Rights Act of 1964, the Fair Housing Act, section 504 of the Rehabilitation Act of 1973, and title II of the Americans with Disabilities Act of 1990, Section 109 of Housing and Community Development Act, and will affirmatively further fair housing by examining their programs or proposed programs, identifying any impediments to fair housing choice within those program, addressing those impediments in a reasonable fashion in view of the resources available and working with local jurisdictions to implement any of the jurisdiction's initiatives to affirmatively further fair housing that require the PHA's involvement and by maintaining records reflecting these analyses and actions.

## **II) Plan for Future Community & Resident Engagement**

The successful development and implementation of Fresno Housing's MTW Plan relies upon the meaningful involvement of our residents, as well as the broader Fresno community. First and foremost, the MTW planning process will focus on eliciting feedback from our assisted households in the Housing Choice and Public Housing programs. FH is committed to an inclusive and collaborative planning process that together the broadest group of residents, and we are currently working with EJP Planning Partners and the Thrivance Group on coalition building and community engagement centered on social justice, racial equity and youth engagement. Furthermore, through several other successful community planning processes that have been led by FH, including the Rental Assistance Demonstration (RAD), California Avenue Neighborhood (CAN) Planning Initiative and the Transformative Climate Communities Initiative (TCC), we have

developed a broad array of tools to engage residents and community members from all different backgrounds. While the COVID-19 pandemic makes community outreach and engagement slightly more complicated, FH is creatively utilizing technological solutions in order to communicate with resident and community members, which is detailed in Part II, Appendix 2. If FH were to move forward in the application process, we will use our experience and expertise as a collaborator, influencer and leader of community initiatives to continue bringing excitement and engagement to the planning process.

### **III) PHA Operating and Inventory Information**

*Current Inventory & Challenges:* The Housing Authority of the City of Fresno (CA006) and the Housing Authority of Fresno County (CA028) together serves over 13,600 families and 43,000 residents through the HCV and Public Housing programs. FH recognizes and is committed to assisting substantially the same total number of eligible low-income families and maintain a comparable mix of families (by family size) as would have been served absent the MTW demonstration.

Fresno Housing's two Housing Choice Voucher programs currently serve 12,883 families through its baseline voucher allocation. Over 90% our voucher holders are concentrated in the City of Fresno, and 63% are in six zip codes in the central and southern parts of the city. Approximately, 78% of the heads of households in the HCV are female, while 22% are male. About 40% of households are elderly and/or disabled. Diversity amongst our HCV participants is high with 47% of voucher holders identifying as Latino, 31% identifying as Black, and 8% identifying as Asian, American Indian or multiple races. Over the years, HCV has closely monitored its leasing and utilization rates in order to better understand the barriers our residents face. When FH opened its HCV interest list in 2019, we received over 50,000 applications. Of that, only 15,000 (30%) were

selected, 5,000 (30%) were issued a voucher and only 3,000 (60%) were able to lease up successfully. Of those families who were able to lease up successfully, on average it took them about 117 days to find acceptable housing.

FH currently manages a public housing stock of 1,070 units between its City and County portfolio. FH manages 498 units in the City of Fresno and 572 units in the County of Fresno. The majority of the properties in the City of Fresno are located in high-poverty, low-opportunity neighborhoods in the southwest and southeast parts of the City. The properties located in the County of Fresno are in rural communities with high poverty rates, large immigrant populations and few opportunities for economic development and wage progression. Approximately 17% of FH's public housing units are one-bedroom, 37% are two-bedroom units, 31% are three-bedroom units, and 12% are four-bedroom units. A nominal percentage of units are zero-bedroom and five-bedroom units. Our oldest public housing property was built in 1942 (78 years ago) and our newest public housing property was built in 1990 (30 years ago). The average age of our public housing property is 51 years old. Due to the age of the buildings and insufficient funding provided by the PH operating and capital fund, the properties have significant capital needs. Furthermore, the current unit mix and amenities offered in the public housing properties do not meet the needs of modern families, as shown by our most recent housing needs assessment. FH has started to address these challenges through the Rental Assistance Demonstration (RAD), which is discussed below as an example of our innovation and creativity.

*Examples of Innovation & Creativity:* FH is nationally known as an innovative PHA with demonstrated success in almost every HUD program and tool that currently exists. Besides being a high performing housing authority with a broad array of experience, FH has continued to think outside of the box to produce housing solutions for our community and residents. Below are some

examples to highlight our capacity for creating excellence outside the bounds of traditional HUD programs, which is one of the most important skills of a successful MTW agency.

**Bringing Private Sector Principles to the Public Sector:** At FH, we believe that we are social entrepreneurs. We have long been known for our successful management of our HCV and Public Housing programs, but as federal funding was reduced and we looked towards the future, we knew that we needed to think of innovative ways expand housing opportunities for our community. Through an entrepreneurial lens, FH seeks to maximize “profits” across our programs so that money can be reinvested into resident services that support our clients’ goals. We seeks public and private partners to develop housing with appropriate amenities and services. We foster innovation and agility across our agency, because we know that it drives effectiveness and creative solutions to our toughest problems. FH’s leadership team, most of whom come from the private sector, have implemented targeted changes in order to shift the Agency from bureaucratic to entrepreneurial, including:

- Restructuring our Housing Choice Voucher and Property Management/Public Housing departments to create cost-efficiencies, generate employee engagement and increase customer service to our residents and landlords.
- Focusing on prudent financial management and asset growth. In 2012, FH had just over \$120 million in assets, and a net position of under \$100 million. As of 2019, assets have increased by over 50% to over \$180 million and net position has increased by 35% to just of \$135 million. This growth is a testament to the financial stewardship of the entire organization and proves that our business model is successful.
- Investing in an internal Real Estate Development department that has become one of the most prolific affordable housing developers in the nation. Since FH began honing its skills as a

developer in 2008, we have built 35 multi-family properties resulting in approximately 2,200 newly constructed units totaling \$600 million of investment in Fresno County utilizing tools like LIHTC, RAD, PBV, PBRA, HOME, ARRA, and HOPE VI. In turn, these projects have generated over \$20 million in developer fees, which have been reinvested back in the Agency's core program and development activities to supplement federal dollars.

**Rental Assistance Demonstration:** As an early adopter of RAD, FH was the fourth PHA in the nation to convert a property using RAD in late 2013 and the first in the nation to utilize RAD and 9% tax credits together. As of December 2020, the Agency has completed thirteen RAD developments totaling 937 units, utilizing 9% and 4% tax credits to significantly rehabilitate 447 units through a combination of demolition/new construction, and has further utilized transfer of assistance to create an additional 490 new units, an increase of 236 units (93%). And unlike many other PHAs, FH has acted as the developer, long-term owner and property manager of all our RAD properties.

**Housing the Homeless:** FH has been a trailblazer in achieving the goal of ending homelessness for families, veterans, youth and the chronically homeless. Partnering with experts and leading efforts in Fresno/Madera county, FH utilized its landlord networks, housing resources and policies such as limited preferences and project-based vouchers to create housing opportunities. FH is the lead applicant for the Fresno Madera Continuum of Care, which secures funds for outreach and engagement, rental assistance and supportive service programs, and acts as the lead agency for the Homeless Management Information System (HMIS). FH is the recipient of several HUD grants for homelessness including VASH, Shelter Plus Care, HMIS, ESG and other state and local grants. FH has provided Veteran Affairs Supportive Housing (VASH) to Veterans experiencing homelessness in partnership with the local Veteran Affairs Medical Center (VAMC), utilizing best

practices to ease the process by co-locating staff, partnering in street outreach, and sharing resources and networks to improve housing outcomes. Other partnerships with the City of Fresno, County of Fresno, Fresno County Economic Opportunities Commission, TurningPoint USA and WestCare were created pilot programs that would facilitate the street to home process of individuals and families in homeless encampments.

**Supporting Resident Self-Sufficiency:** FH believes that service-rich housing is essential for the families we serve. With an entrepreneurial spirit, FH created a self-sustaining, profitable resident services department focused on self-sufficiency, health initiatives, and educational outcomes for families who live in FH housing. FH also started a the Fresno Housing Education Corp., a non-profit 501(c)3, in 2003 with the sole purpose of raising private funds to supplement the HUD Family Self-Sufficiency (FSS) program and empower FH residents to achieve self-sufficiency through education. Over the past decade, FHEC has raised over \$500,000 from grants and private donations to provides scholarships for residents to attend college, build libraries in FH properties and support other non-profits and local CBO's in providing services to our families.

#### **IV) Plan for Local MTW Program**

FH's overall vision for Fresno County is "an engaged county, where all residents have access to quality housing that contributes to vibrant communities, and where all residents are empowered to achieve their educational and economic goals". Below are some of the initiatives that FH would seek to implement in our local MTW Plan that coincide with FH's overall goals and vision for the its MTW program.

Developing and maintaining quality affordable housing for low-income residents, giving them more **housing choice** along the entire spectrum of the housing continuum.

While FH has spent the past decade partnering with public and private entities to develop more than 2,000 units of additional affordable housing, there are still gaps that exist in our local housing continuum, the largest of which are at the beginning and the end of the spectrum, at 0-30% AMI and 80-100% AMI. In order to fill these gaps, FH would use its MTW status to deliver additional housing for homeless and very low-income individuals and families, add more mixed-income housing in urban and rural communities and provide affordable homeownership opportunities for those who are ready to “graduate” from assisted housing.

Furthermore, FH believes that “Place Matters” and that all residents should have the opportunity to live in a great neighborhood with the amenities they desire. As such, FH will expand on its commitment to affirmatively furthering fair housing and deconcentrating poverty by implementing policies and programs that incentivize and encourage the development of affordable housing units and the increased utilization of Housing Choice Vouchers in Neighborhoods of Opportunity. Building off of successful mobility demonstrations in Seattle and King County, Washington, FH has recently partnered with Harvard University and Opportunity Insight to participate in the Creating Moves to Opportunity (CMTOx) project to increase access to high-opportunity neighborhoods for HCV families and reduce racial disparities among low-income households. At the same time, FH believes that our residents shouldn’t have to move to live in a great neighborhood. FH will utilize its MTW status to reposition outdated and obsolete public housing units and incentivize landlords participating in the HCV program to modernize their units, as well. Designing, implementing, and sustaining exceptional programs that invest in residents to become self-sufficient through an array of educational, employment, and economic platforms.

Implementing the rent reform policy will be a big part of FH’s self-sufficiency initiatives, and FH is excited to better understand what drives work-able families towards increasing their incomes.

FH will use the cost-efficiencies provided by the rent reform policy and other MTW waivers to create holistic case management with wrap-around services and training for our HCV and PH families who are work-able but have barriers to self-sufficiency and employability.

In 2011, FH established a Resident Empowerment Division that works with residents (both HCV and LIPH) and focuses on the three main areas of educational attainment, health and wellness, and wage progression for families. This department has grown to a staff of over 20 people who plan and organize hundreds of events, seminars and activities in collaboration with numerous partners across to county of Fresno. FH will expand on this important work should we receive MTW status.

Developing and promoting policies that increase **cost-effectiveness**, shifting our focus from paper to people and from outputs to outcomes.

Furthering our efforts to be a more people-focused and outcome-driven organization, FH would utilize the cost-efficiency measures offered through MTW. Implementing these measures would ensure that FH staff would have the opportunity to work closely with residents to help them meet their goals. FH will reduce administrative costs and achieve greater cost efficiencies in federal expenditures through rent simplification for all households, triennial reexaminations, self-certification of assets, alternate HQS inspection schedule, pre-qualifying unit inspections, reasonable penalty and incentive payments for landlords, and others efforts.

In order to measure the impact of these and other MTW policies, FH is committed to research and program evaluation. Over the past five years, the Agency has become a more data-driven organization by investing in systems, talent and training. FH currently utilizes Yardi software for complete program and financial management and Apricot360 software for resident services program evaluation. In 2019, FH established the Research, Evaluation and Analysis Lab (REAL) to evaluate FH programs and track outcomes. This team has completed hundreds of dashboards

over the past two years to help us better understand our programs and residents, such as a *COVID-19 Dashboard* to track the impact of COVID on our residents and a *Neighborhood Comparison Dashboard* to inform development activities by comparing metrics such as school-wide performance, educational attainment, income and homeownership. Furthermore, in our quest for data and information, we have partnered with several other federal agencies and learning institutions on studies relating to federal housing programs, including: Examining the Effects of RAD on Children Living in Public Housing in Fresno, CA (Columbia University, November 2019), Housing Choice Voucher Program Administrative Fee Study (Abt Associates, RSG, and Phineas Consulting, June 2015), Creating Moves to Opportunity - Expansion Project (Harvard University and Opportunity Insights, on-going) on and the HUD FUP/FSS demonstration.

**V) Proposed Use of MTW Funds**

FH hereby requests authority to combine assistance provided under Sections 8 and Sections 9 of the United States Housing Act of 1937 to the extent necessary to carry out the activities in this Moving to Work Application and Plan. As mentioned in earlier sections of this application, FH will use its MTW funds providing to support the overall goals and strategies of our local MTW program, including providing additional housing choice for low and moderate income households; expanding our mobility efforts and increasing access to high-opportunity neighborhoods for HCV families; repositioning outdated and obsolete public housing units and encouraging landlords participating in the HCV program to modernize their units; implementing the rent reform policy; increasing resident services, including holistic case management with wrap-around services and training for families who are work-able; developing and implementing cost-effectiveness measurements; and expanding our research and program evaluation efforts.

## **VI) Evidence of Significant Partnerships**

Access to programs and services is a critical issue for low-income individuals and families.

While FH considers housing as core to success for its residents, the reality is that those who are served by FH face myriad needs that often require services of other providers. Thus, it is critical for FH, and all PHAs, to take a leadership position and to build cross-sector collaboration. FH works closely with several community benefit organizations through other initiatives like our recent Choice Neighborhood Initiatives application and Fresno's Developing the Region's Inclusive and Vibrant Economy (DRIVE) Initiative, which involves over 150 organizations and 300 community leaders. Examples of organizations that we already partner with include *other public agencies* (Fresno Unified School District, Fresno Economic Opportunities Commission, Fresno City College, Fresno State University, Workforce Investment Board, and the Economic Development Corporation), *city/state/local governments* (City of Fresno, County of Fresno, multiple local jurisdictions) and *private non-profits* (Central Valley Community Foundation, Cradle2Career Initiative, Every Neighborhood Partnership, Boys & Girls Club of Fresno County, Helping Others Pursue Excellence, the Thrivance Group, California Central Legal Services, Fresno Metro Ministry, and may more). In addition to these important partnership, FH believes that our partnerships with local education institutions and workforce development partners are going to be most critical to self-sufficiency for our work-able households. Pairing our non-employed, work-able household with these partners, incentivizing wage progression and measuring the outcomes of these efforts will help to demonstrate the success of our MTW program and rent reform policies.

## **B) Rent Reform Information**

This is a narrative section that responds to Section 4(C)(ii)(b) of this Notice. Information provided in this section on the specific test rent policy, and delineated as such, does not count towards the page count.

### **I. Alternative Rent Policy Selection and Rationale**

FH seeks to implement MTW Test Rent #3, an alternative Tiered Rent Policy. This policy will achieve the three statutory objectives of the MTW demonstration: **cost-effectiveness**, **self-sufficiency**, and **housing choice**. Additionally, the proposed alternative policy, while providing for an interesting contrast to Test Rents #1 and #2, will meet the guidelines set forth in PIH Notice 2020-21, including: i) a sample size of at least 4,000 existing non-elderly, non-disabled households to be randomly assigned to either the treatment group or the control group and ii) will not result in more than 10% of households having a rent burden above 40%.

*Overall Objectives and Alignment with MTW Vision:* As described in Part 1(a) of FH's MTW application, FH is committed to providing more **housing choice** along the entire housing spectrum, implementing programs to help our residents become more **self-sufficient**, and streamlining our administrative policies to increase **cost-effectiveness** and customer service. We believe that our proposed rent reform policy aligns with and amplifies the potential success of these goals.

The current Brooke Rent system of calculating public housing rents or HCV participants total tenant payment (TTP) is complex and convoluted. Furthermore, there is plenty of anecdotal and research-based evidence that the Brooke rent system does not provide strong results for increasing wages and may even disincentive work by imposing a "tax" on increased earnings<sup>1</sup>. As part of FH's MTW goal of "focusing on people over paper, and outcomes over outputs", our streamlined

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<sup>1</sup> Abt Associates, "Moving to Work Innovations"

rent reform policy, based on successful policies implemented by other MTW agencies and analyzed based on our local market, will allow our staff the time and the space to focus on the quality of our properties, the recruitment of high-quality landlords, and the individual goals of our families. Other secondary goals include: eliminating or reducing the disincentive to work, ensuring families are not overly rent burdened, replicating the private market rent structure so that families become accustomed the system before they move on from HUD-subsidized housing, and providing simplicity and predictability in the rent-setting process to eliminate the stress and burden of the annual reexamination process.

## **II. Describe Alternative Rent Policy to the Public**

*Description of PHA Proposed Policy (MTW Test Rent #3):* FH is proposing an income-based tiered system with the recertification process occurring triennially, where eligible households' share of rent is based on their gross income and includes a utility allowance. Eligible households would be randomly assigned to a control group (which would remain on the Brooke rents) or a treatment group (which would be assigned the alternative rent policy). The households in the treatment group would be assigned to tiers based on gross income where the rent or tenant paid portion (TPP) is fixed. Upon each triennial recertification, the household's gross income would be calculated and placed into the appropriate tier.

*Tiers:* Tiers for FH proposed rent reform policy is set in increments of \$5,000. This would result in fewer tiers, potentially half as many tiers as Test Rent #1, further simplifying the tiered rent table and allowing FH's programs to increase **cost effectiveness**. See the following tiered rent table.

Tier	Tier Income minimum	Tier Income maximum	Tiered Rent
1	\$0	\$4,999	\$75
2	\$5,000	\$9,999	\$178
3	\$10,000	\$14,999	\$297
4	\$15,000	\$19,999	\$416
5	\$20,000	\$24,999	\$534
6	\$25,000	\$29,999	\$653
7	\$30,000	\$34,999	\$772
8	\$35,000	\$39,999	\$891
9	\$40,000	\$44,999	\$1,009
10	\$45,000	\$49,999	\$1,128
11	\$50,000	\$54,999	\$1,247
12	\$55,000	\$59,999	\$1,366
13	\$60,000	\$64,999	\$1,484
14	\$65,000	\$69,999	\$1,603

*Rent-setting within Tiers:* A minimum rent of \$75 is established at Tier 1. This is a \$25 per month increase on FH’s current minimum rent policy. This slight change in the minimum rent will allow the Agency to test whether or not a slightly higher minimum rent has any impact on work status or wage progression for our lowest-income residents without having a large financial impact on residents. FH believes this policy change may be of particular interest to HUD or other PHAs across the nation. Rents at all other tiers would be established at 28.5% of gross income, based on the Tier Income Midpoints. Establishing rents based on 28.5% gross income midpoint at all Tiers maintains the administrative efficiency and **cost effectiveness** of Test Rent #1. The 28.5% gross income calculation of the midpoint aligns with Test Rent #1 but provides some relief for families whose rent was previously calculated based on 30% of adjusted annual income, which factored in allowances for dependents, childcare expenses, and unreimbursed medical expenses.

In contrast to Test Rent #1, the \$5,000 tier increments provide for greater potential of **self-sufficiency** through a wider range of income growth between tiers, as well as reductions in rent

burden as wages progresses. FH measures this opportunity for self-sufficiency as the difference in rent burden at the minimum income level of a tier and the maximum income level of the respective tier. As a family's income increases along the respective tier, their rent burden decreases. This is especially apparent when we analyze the rent burden levels of tiers 2 through 6, which are comprised of families more likely to be at the extremely low and very-low income levels. Families in these tiers can experience decreased rent burdens by 5 to 21 percent through wage progression, thus increasing opportunities for **self-sufficiency** and **housing choice**. Families in the second tier, which currently make up 20% of our eligible families, can reduce their rent burden by up to 21% through wage progression and **self-sufficiency**, which. When analyzing Test Rent #1, families in this same income range have just a 12% rent burden decrease potential. This potential reduction in rent burden incentivizes households to increase their income and may also provide families the financial leeway to seek housing in areas of opportunities where rents may be above overall area market rents, thus aligning with FH's goal of mobility and additional **housing choice**.

This proposed policy would not adversely affect families as we anticipate that approximately 6% of all families would pay more than 40% of their gross income for rent, which would be well under the 10% threshold established by the MTW Operations Notice.

The Alternative Rent Policy would achieve the goal of **cost effectiveness** by potentially reducing overall HAP expenses for the treatment group by 2% at the first year of implementation. This policy takes a more balanced approach than Test Rent #1. Based on FH's analyses, at the first year of implementation, fewer families would experience rent burdens above 40% and fewer families would experience rent increases of 10% or more, as compared to Test Rent #1. Not only do these factors contribute to lower rent burdens for households but they also increase cost effectiveness

for FH as fewer hardships would need to be granted at implementation. See the following table for an analysis of rent burdens at all rent tiers.

Tier	Tier Income minimum	Tier Income maximum	Tiered Rent	Rent Burden @ Minimum Income	Rent Burden @ Maximum Income	Rent Burden Reduction Potential
1	\$0	\$4,999	\$75	100%	18%	82%
2	\$5,000	\$9,999	\$178	43%	21%	21%
3	\$10,000	\$14,999	\$297	36%	24%	12%
4	\$15,000	\$19,999	\$416	33%	25%	8%
5	\$20,000	\$24,999	\$534	32%	26%	6%
6	\$25,000	\$29,999	\$653	31%	26%	5%
7	\$30,000	\$34,999	\$772	31%	26%	4%
8	\$35,000	\$39,999	\$891	31%	27%	4%
9	\$40,000	\$44,999	\$1,009	30%	27%	3%
10	\$45,000	\$49,999	\$1,128	30%	27%	3%
11	\$50,000	\$54,999	\$1,247	30%	27%	3%
12	\$55,000	\$59,999	\$1,366	30%	27%	2%
13	\$60,000	\$64,999	\$1,484	30%	27%	2%
14	\$65,000	\$69,999	\$1,603	30%	27%	2%

*Enrollment Period:* If selected for Cohort #2, FH will work closely with HUD and the independent research team to implement and evaluate the effects of the proposed rent reform policy. FH's application for MTW is due to HUD on January 8<sup>th</sup>, 2020 and we would estimate an announcement on the awardees in March 2021. Based on that timeline and the information provided in PIH Notice 2020-21, FH would spend six to twelve months working closely with HUD and the research team to finalize the rent policies, train staff, update data/software systems and complete any other necessary tasks. After that, the enrollment period would begin (around January 2022) and eligible households would be randomly assigned to the control or treatment group, undergo a regular income recertification, complete a survey and receive notifications regarding their rent or TTP. FH expects that the enrollment period would last about 12 months (until December 2022) so that regular income recertifications can be spread out over time. During the enrollment period, any new admissions of eligible families will undergo a random assignment to the control or treatment group

and participate in the study. After the enrollment period is concluded, FH would work closely with HUD and the research team to determine the best method on admitting eligible households into the control or treatment groups throughout the six-year study period. Households that are randomly assigned to the new or existing rent rule must remain in that group for six years, unless they leave FH-assisted housing, port to another jurisdiction or become exempt from the study for other reasons, such as a disability.

*Eligible Households:* Eligible households will include residents/participants in both the public housing and Housing Choice Voucher (HCV) programs, including existing, currently assisted households and new households admitted during the alternative rent study period. Elderly and disabled households will be excluded, including families with a head of household, co-head and/or spouse aged 55 and above are also excluded. Other exclusions include: households with special purpose vouchers and homeownership vouchers, households paying a public housing flat rent or ceiling rent, and households already participating in the Family Self- Sufficiency (FSS) program. FH, HUD and the independent research team will consider other exclusions prior to the enrollment period.

Those households deemed eligible to participate in the rent reform study will be assigned to a either a control group, to which FH's existing rent policy will apply, or a treatment group, by which the alternative rent policy will apply. Assignment to the control group or treatment group will happen by a lottery system. The control group will be derived from Public Housing and Housing Choice Voucher participant households and will be equal to 10% of the size of the treatment group. The control group demographics will be reviewed, ensuring it is representative of the population as a whole and captures that of the treatment group.*Hardship Policy:* FH is committed to providing a Hardship Policy that will provide rent relief to households that

experience an involuntary loss of income or employment, and that no families are evicted or overly rent burdened as a result of the rent reform policy. Below is a summary of the proposed Hardship Policy.

During the enrollment period, FH will not expect any resident to experience more than a 10% increase in rent. Tenants will receive an initial income examination. Those residents in the treatment group will have their rent increase capped to 10%. This rent increase will be based on the family's most recent Total Tenant Portion (TTP) compared to the new, tiered rent captured in the tiered rent schedule. These families would receive an initial hardship and placed in the appropriate tier where their rent increase would not exceed 10%. This hardship will last 12 months. The hardship rent may be renewed, if requested by the household. If the hardship rent expires, and the tenant does not request (or FH does not approve) a hardship renewal, then the household's rent will return to the appropriate tiered rent.

Between triennial reexaminations, a household's tiered rent will change if it is approved for a hardship rent change. Hardships must be requested by the household. A household will receive a hardship if its total annual gross income – measured as current/anticipated income – drops into a lower tier than the tier they were assigned at the triennial reexamination. The hardship rent will be the tiered rent that corresponds to their new (lower) tier. However, this is expected to be temporary. The hardship rent will last 6 months. The hardship rent may be renewed, if requested by the family. But if the hardship rent expires, and the tenant does not request (or the PHA does not approve) a hardship renewal, then the household's rent will return to the tiered rent assigned at the most recent triennial income reexamination.

*Hardship Requests for an Exemption from the Minimum Rent:* Based on our initial analysis of current FH families, a majority of those families who may have an on-going hardship or an initial

increase of more than 10% are at Tier 1 and paying the minimum rent. FH recognizes that even the minimum rent may create a financial hardship for families. If at any time during the rent reform study, the family request a hardship exemption for the minimum rent, FH will suspend the minimum rent until FH can determine whether the hardship exists and whether it is temporary or long-term. If FH determines no qualifying hardship exists, the minimum rent is imposed retroactively to the time of suspension. If FH reasonably determines that there is a qualifying hardship, the minimum rent will be suspended for 90 days and the resident will be paired with a Resident Services or a Workforce Development coordinator for robust coaching. At the end of 90 days, if the FH determines that there is a long-term, qualifying hardship, FH will suspend and forgive the minimum rent for 90 days and the resident will be paired with a coordinator for coaching. If the hardship still exists after 90 days, the minimum rent will be imposed and FH will offer a repayment agreement for any rent not paid during the hardship period. Hardships at the minimum rent may not exceed 12 months.

Some specific instances for hardship exemptions include:

- If the household has lost eligibility for or is awaiting an eligibility determination for a government assistance program;
- If the family would become evicted because it is unable to pay the minimum rent;
- When the income of the family has decreased because of changed circumstances including loss of employment, death in the family, or serious medical condition;
- If there is a substantial decrease of income, which was beyond the household's control.

*Benefits to Residents & Participants:* FH believes that our proposed rent policy will be beneficial to residents for the following reasons:

- Income and rent calculations are simplified. This will relieve the stress of not understanding how their income is going to be calculated, and the burden of tracking and maximizing deductions.
- Household income certifications occur every three years, instead of every year. This will stabilize rents for households and allow them to focus on other things, like their children, education or life goals, instead of their next rent increase.
- Families are incentivized to increase their income. Since income increases won't have to be reported until their next triennial certification, families will have the opportunity to increase their income and allow them to save that money without having a portion taken away for an increased rent/TTP portion. Families further have the incentive to increase their incomes as their rent burden (portion of their income going towards rent) decreases as they move to higher tiers.
- The Hardship Policy will provide protections for households experiencing significant loss of income or increased expenses.

*Feasibility & Policy Relevance:* FH's proposed rent policy is feasible and simple to implement. If HUD agrees, FH believes that its proposed policy would offer interesting comparisons to the rent policies laid out in Test Rent #1 and Test Rent #2. The proposed rent policy might be of interest to other PHA's, considering the implementation would provide beneficial results not only for staff, but for residents as well. Benefits such as simplified income and rent calculations, cost effective operations and less administrative burden are all reasons that prove the proposed rent policy to also be feasible. Furthermore, FH policy would comply with the parameters set in Attachment 1 of PIH 2020-21.

*Policies Differences:* In comparison to the other test rent reform policies, FH's proposed policy would simplify and improve upon the administrative efficiencies and **cost effectiveness** of Test Rent #1 while providing additional opportunities for resident **self-sufficiency** and **housing choice** through increased incentives for wage progression, in contrast to Test Rent #2. The proposed policy would provide households with more stable rents from year-to-year and place less wage pressure on families who may face barriers to **self-sufficiency**, giving FH staff more time to provide additional services to those families. Feedback from staff, residents and community members indicates that the tiered rent approach is more palatable and fair than the stepped rents of Test Rent #2, also providing for more cost-effective operations as the rent tables are easier for staff to implement, maintain, and convey to participating households. Furthermore, the periodic analysis and updates to Test Rent #2 tables may create more administrative burden for a PHA. This additional burden is not experienced in a tiered rent system as rents are consistent across household and bedroom sizes.

### **III. Information Technology Plan**

A majority of the information technology systems will involve software configuration changes within our Enterprise Management System (EMS), Yardi Software. FH has been in conversations with Yardi about support of these changes since September 2020. In addition, FH has engaged with multiple, current MTW PHAs to ensure Yardi has been able to meet their needs, specifically around any rent reform and hardship policies that have been introduced. FH has received very positive feedback from other MTW PHA's. In addition, FH has also received a letter of support from Yardi VP of Affordable and Public Housing, David Kessler, stating their ability and desire to participate in the rent reform study.

Throughout our six years as a Yardi client, FH has implemented many multiple, large scale modifications to the system that has provided us extensive experience from which we can draw, should we be selected for Cohort #2. These include project such as: online recertifications, online applications and waitlist management, online collection of rent, biennial HQS inspections, and contract and grant management, all of which required significant modifications to our Yardi system. In addition, FH has a well-recognized, Department of Innovation and Technology that consists of seven full-time employees, including two dedicated Database Administrators who monitor and manage the Yardi System and hold regular, bi-weekly meetings with Yardi staff to monitor on-going projects and reconfigurations. Also providing additional capacity to the IT team is two Impact Analyst that work on program and policy evaluation and will be integral for setting up the systems, dashboards and evaluation metrics to ensure that FH is meeting HUD's and our own internal goals of the MTW program. These resources and examples of system changes should ensure HUD that the proposed alternative rent model can be implemented as described and that the system transition will be efficient and comprehensive.

## **PART II - Appendices**

**a) Appendix 1: Moving to Work Certification of Compliance**

**ATTACHMENT 2**  
**Moving to Work Certifications of Compliance**

**CERTIFICATIONS OF COMPLIANCE**

***U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT***  
***OFFICE OF PUBLIC AND INDIAN HOUSING***

**Certifications of Compliance with HUD and Federal Requirements and Regulations:  
Board Resolution to Accompany Application to the Moving to Work Demonstration Program**

Acting on behalf of the Board of Commissioners of the applicant public housing agency (PHA) listed below, as its Chairman or other authorized PHA official if there is no Board of Commissioners, I approve the submission of the application to the Moving to Work (MTW) Demonstration Program for the PHA and make the following certifications and agreements with the Department of Housing and Urban Development (HUD) in connection with the submission of the application and implementation thereof:

- (1) The PHA will adhere to the MTW Operations Notice or successor notice and all requirements therein.
- (2) The PHA will adhere to HUD guidance in the MTW Operations Notice or successor notice in continuing to ensure at least 75% of families assisted are very low-income as defined in Section 3(b)(2) of the 1937 Act throughout the PHA's participation in the MTW Demonstration Program.
- (3) The PHA will adhere to HUD guidance in the MTW Operations Notice or successor notice in establishing a reasonable rent policy that is designed to encourage employment and self-sufficiency.
- (4) The PHA will adhere to HUD guidance in the MTW Operations Notice or successor notice in continuing to assist substantially the same total number of eligible low-income families as would have been served absent MTW throughout the PHA's participation in the MTW Demonstration Program.
- (5) The PHA will adhere to HUD guidance in the MTW Operations Notice or successor notice in continuing to maintain a comparable mix of families (by family size) as would have been provided had the funds not been used under the MTW Demonstration Program throughout the PHA's participation in the MTW Demonstration Program.
- (6) The PHA will adhere to HUD guidance in the MTW Operations Notice or successor notice in continuing to ensure housing assisted under the MTW Demonstration Program meets housing quality standards established or approved by the Secretary throughout the PHA's participation in the MTW Demonstration Program.
- (7) The PHA published a notice that a hearing would be held, that the application and all information relevant to the public hearing was available for public inspection for at least 30 days, that there were no less than 15 days between the public hearing and the approval of the application by the Board of Commissioners, and that the PHA conducted a public hearing to discuss the application and invited public comment.
- (8) The PHA took into consideration public and resident comments (including those of its Resident Advisory Board or Boards) before approval of the application by the Board of Commissioners or Board of Directors in order to incorporate any public comments into the application.

- (9) The PHA certifies that the Board of Commissioners has reviewed and approved the budget for the Capital Fund Program grants contained in the Capital Fund Program Annual Statement/Performance and Evaluation Report, form HUD-50075.1 (or successor form as required by HUD).
- (10) The PHA certifies that it will carry out its application in conformity with: Title VI of the Civil Rights Act of 1964 (42 USC 2000d-2000d-4); the Fair Housing Act (42 USC 3601-19); Section 504 of the Rehabilitation Act of 1973 (29 USC 794); Title II of the Americans with Disabilities Act of 1990 (42 USC 12101 et seq.); all regulations implementing these authorities; other applicable Federal, State, and local civil rights laws; and that it will affirmatively further fair housing, which means that it will: (i) take meaningful actions to further the goals identified by the Assessment of Fair Housing (AFH) conducted in accordance with the requirements of 24 CFR 5.150-5.180 and 903.15; (ii) take no action that is materially inconsistent with its obligation to affirmatively further fair housing; and (iii) address fair housing issues and contributing factors in its programs, in accordance with 24 CFR 903.7(o)(3) and 903.15(d). Note: Until the PHA is required to submit an AFH, and that AFH has been accepted by HUD, the PHA must follow the certification requirements of 24 CFR 903.7(o) in effect prior to August 17, 2015. Under these requirements, the PHA will be considered in compliance with the certification requirements of 24 CFR 903.7(o)(1)-(3) and 903.15(d) if it: (i) examines its programs or proposed programs; (ii) identifies any impediments to fair housing choice within those programs; (iii) addresses those impediments in a reasonable fashion in view of the resources available; (iv) works with local jurisdictions to implement any of the jurisdiction's initiatives to affirmatively further fair housing that require the PHA's involvement; and (v) maintains records reflecting these analyses and actions.
- (11) The PHA will carry out its plan in conformity with HUD's Equal Access Rule at 24 CFR 5.105(a)(2).
- (12) The application is consistent with the applicable Comprehensive Plan (or any plan incorporating such provisions of the Comprehensive Plan) for the jurisdiction in which the PHA is located.
- (13) The application certifies that according to the appropriate State or local officials that the application is consistent with the applicable Consolidated Plan, which incorporates a fair housing strategy that reflects the jurisdiction's AFH or Analysis of Impediments to Fair Housing Choice (AI), as applicable, and a description of the manner in which the PHA Plan is consistent with the applicable Consolidated Plan.
- (14) The PHA complies with the prohibitions against discrimination on the basis of age pursuant to the Age Discrimination Act of 1975 and HUD's implementing regulations at 24 C.F.R. Part 146.
- (15) The PHA complies with the Violence Against Women Act and its implementing regulations at 24 C.F.R. Part 5, Subpart L and Parts 960 and 966.
- (16) The PHA complies with the Architectural Barriers Act of 1968 and its implementing regulations at 24 CFR Part 41, Policies and Procedures for the Enforcement of Standards and Requirements for Accessibility by the Physically Handicapped.
- (17) The PHA complies with the requirements of Section 3 of the Housing and Urban Development Act of 1968, Employment Opportunities for Low-or Very-Low Income Persons, and with its implementing regulation at 24 CFR Part 135.
- (18) The PHA complies with requirements with regard to a drug free workplace required by 24 CFR Part 24, Subpart F.
- (19) The PHA complies with requirements with regard to compliance with restrictions on lobbying required by 24 CFR Part 87, together with disclosure forms if required by this Part, and with restrictions on payments to influence Federal Transactions, in accordance with the Byrd Amendment and implementing regulations at 49 CFR Part 24.
- (20) The PHA complies with acquisition and relocation requirements of the Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970 and implementing regulations at 49 CFR Part 24 as applicable.
- (21) The PHA will take appropriate affirmative action to award contracts to minority and women's business enterprises under 24 CFR 5.105(a).
- (22) The PHA will provide HUD or the responsible entity any documentation needed to carry out its review under the National Environmental Policy Act and other related authorities in accordance with 24 CFR Part 58. Regardless of who acts as the responsible entity, the PHA will maintain documentation that verifies compliance with environmental requirements pursuant to 24 Part 58 and 24 CFR Part 50 and will make this documentation available to HUD upon its request.
- (23) With respect to public housing the PHA will comply with Davis-Bacon or HUD determined wage rate requirements under Section 12 of the United States Housing Act of 1937 and the Contract Work Hours and Safety Standards Act.
- (24) The PHA will keep records in accordance with 2 CFR 200.333-200.337 and facilitate an effective audit to determine compliance with program requirements.

- (25) The PHA will comply with the Lead-Based Paint Poisoning Prevention Act and 24 CFR Part 35.
- (26) The PHA will comply with the requirements of the Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Rewards at 2 CFR Part 200.
- (27) The application and all attachments are available at the primary business office of the PHA and at all other times and locations identified by the PHA in its Plan and will continue to be made available at least at the primary business office of the PHA.

\_\_\_\_\_  
**PHA NAME**

\_\_\_\_\_  
**PHA NUMBER/HA CODE**

*/we, the undersigned, certify under penalty of perjury that the information provided above, as well as any information provided in the accompaniment herewith, is true and correct. WARNING: Anyone who knowingly submits a false claim or makes a false statement is subject to criminal and/or civil penalties, including confinement for up to 5 years, fines, and civil and administrative penalties. (18 U.S.C. §§ 287, 1001, 1010, 1012; 31 U.S.C. § 3729, 3802).*

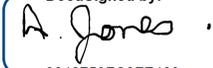
Adrian Jones

Chairperson

\_\_\_\_\_  
**NAME OF AUTHORIZED OFFICIAL \***

\_\_\_\_\_  
**TITLE**

DocuSigned by:



01/07/2021

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\_\_\_\_\_  
**SIGNATURE**

\_\_\_\_\_  
**DATE**

\* *Must be signed by either the Chairman or Secretary of the Board of the PHA's legislative body. This certification cannot be signed by an employee unless authorized by the PHA Board to do so. If this document is not signed by the Chairman or Secretary, documentation such as the by-laws or authorizing board resolution must accompany this certification.*

## **b) Appendix 2: Public Process Documentation**

### **Overview:**

Upon deciding to apply for the Moving to Work Demonstration Program, Fresno Housing (FH) immediately started to engaged the Fresno community regarding our MTW Plan and Application. These discussions served two purposes: 1) to engage public housing residents and HCV participants in the development of our MTW Plan and Application in a meaningful way, and 2) provide information and gather feedback from stakeholders on the proposed rent reform policy.

FH had its first public meeting on MTW with the Boards of Commissioners, FH staff, residents and stakeholders in May 2019, as we considered submitting a Letter of Interest for Cohort #2. When FH decided to submit a full application, more conversations and meetings were had with stakeholders, community partners, Resident Advisory Board members, members of the FH Board of Commissioners, current public housing residents, current participants of the Housing Choice Voucher Program, and staff. See the chart below for a full list of communications and meetings with various stakeholders over the application development period. Notifications and/or meetings denoted with an asterisk (\*) were required per PIH Notice 2020-21. Where possible, FH included the number of individuals who were invited to the meeting and the number of participants in the meeting to show active engagement and participation. While the COVID-19 pandemic presented some challenges in getting the level of participation we desired from our residents, we are very proud of our efforts and participation rates. As mentioned in FH's MTW Application, FH is planning for additional, future community and resident engagement. We are committed to partnering with others to execute our Diversity, Equity and Inclusion

Strategic Plan by building coalition and engaging our residents and community members in an authentic way that is centered on social justice, racial equity and youth engagement.

<b>Date</b>	<b>Invitees</b>	<b>Number Invited/Notified</b>	<b>Number Attended</b>
09/29/2020	FH Staff Meeting - HCV, Public Housing and Resident Services Staff	8	8
10/01/2020	* Resident Notification - PH Residents & HCV Participants	7,400	n/a
10/14/2020	*Resident Meeting - PH Residents & HCV Participants	7,400	15
10/27/2020	Public Meeting - Board of Commissioners, FH Staff, FH, Residents, Fresno Community & Stakeholders	-	~50
10/29/2020	FH Staff Meeting - HCV, Public Housing and Finance Staff	11	12
11/02/2020	*Resident Meeting - PH Residents & HCV Participants	7,400	19
11/17/2020	Public Meeting - Board of Commissioners, FH Staff, FH, Residents, Fresno Community & Stakeholders	-	~50
12/02/2020	Resident Advisory Board Meeting	17	2
12/15/2020	*Public Hearing - Board of Commissioners, FH Staff, FH, Residents, Fresno Community & Stakeholders	-	~50

As the MTW application process progressed, FH continued to keep the public informed by continuously posting information to the MTW webpage on the FH website: <http://fresnohousing.org/mtw>, while communicating with residents by phone and through a designated MTW email address. The following information was posted to the MTW webpage for the public to review:

- Timelines
- Public Notices

- Frequently Asked Questions
- Letter of Interest Board Memo
- Resident Advisory Board Minutes
- Video recordings of the two Resident Meetings

FH's MTW team leaders met on weekly basis to coordinate progress, ensure that all appropriate requirements were being met and that feedback from stakeholders was being incorporated into the application.

During the various meetings with residents and stakeholders on the MTW Plan, the vast majority of the comments we received were positive. Many residents expressed their desire for self-sufficiency and the most common question we received is if we could help our residents obtain homeownership. These comments led FH to add an affordable homeownership opportunity into our local MTW Program as proposed in our application. Other comments from residents centered around education opportunities and rural housing opportunities, both of which were factored into the application. Other general comments that we received from the public were very supportive and community partners encouraged by the positive impact it could bring to the families we serve.

The documents included in the remainder of this Appendix are meant to evidence compliance with the elements of the public process as described in Section 4(C)(i)(c) of PIH Notice 2020-21.

**I. Evidence that Public Housing residents and Housing Choice Voucher participants (as applicable to the PHA's inventory) were notified of the PHA's intention to participate in the MTW Demonstration program**

The following notification was created to notify the public of FH's intentions to participate in the Moving to Work Demonstration Program. This notice was posted to FH's website and emailed directly to all Public Housing residents and Housing Choice Voucher Program participants. In addition, this notice also invited the residents to the two virtual meetings to discuss the MTW Demonstration Program in further detail.

## **Fresno Housing's Invitation to Apply to the Moving to Work (MTW) Demonstration Program**

Fresno Housing (FH) has been invited to apply for the U.S. Department of Housing and Urban Development's (HUD) Moving to Work (MTW) Demonstration. If chosen by HUD for the MTW program, Fresno Housing will be allowed to develop local policies to increase services to our residents and the availability of affordable housing in Fresno County. FH is considering applying to the MTW program under Cohort #2, which will test rent reform policies and their impacts on families.

The purpose of this notice is to inform residents that Fresno Housing may apply for the MTW demonstration and to gather comments and suggestions from our residents as FH develops their MTW Plan. Fresno Housing has scheduled two meetings with residents/participants to discuss the MTW Demonstration Program. Residents from Fresno Housing's Public Housing properties and participants in the Housing Choice Voucher program are invited to participate on the following dates:

· **Wednesday, October 14, 2020, at 5:00 pm**

Residents/participants may attend the virtual meeting by following the link below:

<https://zoom.us/j/99826868466?pwd=VktNYWQ0RXFIZWIYztNtWFZHeFVoQT09>

Passcode: 912073

Or iPhone one-tap: US: +16699006833,,99826868466#

Or Telephone: US: +1 669 900 6833; Webinar ID: 998 2686 8466; Passcode: 912073

· **Monday, November 2, 2020, at 5:00 pm**

Residents/participants may attend the virtual meeting by following the link below:

<https://zoom.us/j/97432458007?pwd=b0VTR1AvN1BYMUtpc3p6NEw3UXlyUT09>

Passcode: 835423

Or iPhone one-tap: US: +16699006833,,97432458007#

Or Telephone: US: +1 669 900 6833; Webinar ID: 974 3245 8007; Passcode: 835423

Additionally, a public hearing will be held on the draft MTW plan at the FH Boards of Commissioners Meeting on November 17, 2020, at 5:00 pm. FH will continue to inform residents/participants as additional opportunities become available. FH will also be connecting with our community partners as plans develop.

For more information about the MTW Demonstration Program and the rent reform policies, please visit [www.fresnohousing.org/mtw](http://www.fresnohousing.org/mtw)

If you have any questions or comments regarding Fresno Housing's MTW participation, please send an email to [mtw@fresnohousing.org](mailto:mtw@fresnohousing.org)

## **II. Evidence that two resident meetings were held**

The previous notice included the invitation to the two resident meetings. Due to the COVID-19 Pandemic, the two meetings were held virtually in order to comply with COVID-19 regulations. The first resident meeting took place on October 14, 2020, and the second resident meeting took place on November 2, 2020. Both meetings included Public Housing residents and Housing Choice Voucher Program participants. The video recordings of each meeting were posted to FH's YouTube account, as well as FH's website <http://fresnohousing.org/mtw>. The video and additional information about MTW and the resident meetings were also posted on FH's Facebook page, which reached 860 people, was clicked 33 times and received 11 Likes, Comments & Shares.

- October 14, 2020 Resident Meeting
  - 15 Participants
  - Video received 137 views
- November 2, 2020 Resident Meeting
  - 19 Participant
  - Video received 53 views

The following attachments include:

- The PowerPoint slides from the presentations given at the resident meetings
- Frequently asked questions that were taken from the meetings and posted to the FH website
- Resident Advisory Board Meeting Minutes



## HUD's Moving to Work Demonstration Program

Fresno Housing  
Resident & HCV Participant Meeting  
October 14, 2020



## Overview

- Overview of Moving to Work (MTW) Demonstration Program
- MTW Expansion
- Advantages of MTW Status
- Eligible/Excluded Households
- Explanation of Cohort #2: Rent Reform
- Application Timeline
- Conclusion

FRESNO HOUSING

## What is Moving to Work? (MTW)

- Established by HUD in 1996
- Offers PHAs the opportunity to design and test innovative, locally-designed housing and self-sufficiency strategies
- Gives PHAs flexibility to design and test different approaches for more cost-effective program administration
- Allows PHAs exceptions to certain public housing and HCV rules and to use funds flexibly



FRESNO HOUSING

## Advantages of MTW

- Regulatory relief to test innovative policies and programs
- Financial flexibility and administrative cost efficiencies
- Increased resident services and household earnings
- Provide increased housing choices for eligible low-income families



FRESNO HOUSING

## Cohort #2 – Rent Reform

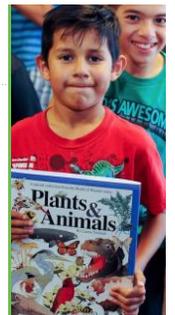
- Currently, most HUD-assisted households pay a rent/participant contribution equal to 30% of their adjusted income (known as the Brooke rent)
- Cohort #2 would test three alternative rent models:
  - Goals include incentivizing higher earnings, minimizing hardship, reducing administrative burden; and is budget neutral
  - Test Rent #1: Tiered Rent System; Income Based
  - Test Rent #2: Stepped Rent System; Not Income Based
  - Test Rent #3: PHA can propose an alternative Rent Model



FRESNO HOUSING

## Eligible/Excluded Households

- Eligible:
  - Residents in both the PH and HCV programs
  - Existing assisted households and new households admitted during the enrollment period
- Excluded:
  - Elderly and disabled households
  - Households with special purpose and homeownership vouchers
  - Households paying a PH housing flat rent or ceiling rent
  - Households already participating in the Family Self-Sufficiency program
  - Households who properties operate under PBRA/RAD program



FRESNO HOUSING

## MTW Test Rent #1

- Tiered rent system based on income
- Within each tier, rents (or payments towards rent for HCV) are fixed
- Any income increases within a tier does not affect household rent payment
- "Hardships" are available for families who experience a loss in income, an increase in expenses or other situations determined by the Agency
- Recertification completed every three years and households placed in the corresponding tier based on new, adjusted income

Tier	Income Minimum	Income Maximum	Tiered Rent
1	-	2,499	\$0
2	2,500	4,999	\$4
3	5,000	7,499	\$8
4	7,500	9,999	\$12
5	10,000	12,499	\$16

\*\*\*example – subject to change



FRESNO HOUSING

## MTW Test Rent #2

- Rent payments are increased according to a fixed schedule, regardless of income changes
- Annual rent payments would be increased according to a fixed schedule of 2-4% per year based on unit size and Fair Market Rent (FMR)
- Fresno Housing is NOT considering these two methods



FRESNO HOUSING

## MTW Test Rent #3

- PHA can propose an alternative rent model
- Must be a tiered or stepped rent system
- Must have a sample of 4,000 non-elderly/disabled households
- Fresno Housing would propose an income-based, tiered system, similar to Test Rent #1



FRESNO HOUSING

## MTW Test Rent 3#: IDEA

- Income-based tiers would be established in \$5,000 increments. Within those tiers, rent is based on ~30% of gross income at the low-point of the tier (gross income = total income that does not include adjustments, deductions, and/or exclusions)
- The household's gross income is calculated, and the household is placed in the corresponding tier
- Any income increases within that tier during the 3 years before the next recertification would not affect the household's rent/contribution
- "Hardships" are available for families who experience a loss in income, an increase in expenses or other situations determined by the Agency
- Recertifications would be done every three years

Tier	Tier Gross Income Minimum	Tier Gross Income Maximum	Tiered rent
1	\$0	\$4,999	\$50
2	\$5,000	\$10,000	\$125
3	\$10,000	\$15,000	\$250
4	\$15,000	\$20,000	\$375

\*\*\*example – subject to change

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## Application Timeline

- October 14<sup>th</sup> – Resident/HCV Program Participant Meeting
- November 2<sup>nd</sup> – Resident/HCV Program Participant Meeting
- November 3<sup>rd</sup> – Draft MTW Plan available for public inspection (30-day public comment period begins)
- November 17<sup>th</sup> – Public Hearing – FH Board of Commissioners Meeting
- December 3<sup>rd</sup> – Public Comment period ends
- December 15<sup>th</sup> – FH Board of Commissioners approve MTW plan by resolution
- **January 8<sup>th</sup> – MTW Application is due to HUD**



FRESNO HOUSING

## Conclusion

- If selected, HUD anticipates **6-12 months** before policies are implemented
- Once Enrollment Period begins:
  - Households are randomly assigned to control or treatment group
  - Households undergo a regular income examination
  - HUD expects enrollment period to last approximately one year
- The study is expected to last 6 years after enrollment period is concluded

FRESNO HOUSING

## Questions?

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- Next MTW Informational Meeting will be on November 2<sup>nd</sup> at 5pm
- Questions and answers from today's meeting will be posted on [fresnohousing.org/mtw](https://fresnohousing.org/mtw)
- Email [mtw@fresnohousing.org](mailto:mtw@fresnohousing.org) with other questions or comments



## HUD's Moving to Work Demonstration Program

Fresno Housing  
2<sup>nd</sup> Resident & HCV Participant Meeting  
November 2<sup>nd</sup>, 2020



### Overview

- Brief Overview of Moving to Work (MTW) Demonstration Program
- Eligible Households
- Overview of Current Rent Policy
- Rent Reform Requirements & Goals
- Overview of Proposed Rent Policy
- Proposed Rent Policy Benefits
- Hardship Policy
- Conclusion
- Application Timeline

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### What is Moving to Work? (MTW)

- Established by HUD in 1996
- Offers Public Housing Agencies (PHAs) the opportunity to design and test innovative, locally-designed housing and self-sufficiency strategies
- Gives PHAs flexibility to design and test different approaches for more cost-effective program administration
- Allows PHAs exceptions to certain Public Housing and Housing Choice Voucher (Section 8) rules and to use funds flexibly



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### MTW Expansion – Rent Reform

- Recently, HUD has sought to expand the MTW program
- Currently, PHAs are required to use the Brooke Amendment rent model (household rent payments are based on 30% of income)
  - This model includes complicated calculations for rent and adjustment gross income
  - Family rents increase as incomes increase
- Fresno Housing would like to apply for MTW status to test alternative rent models
  - Goals of the alternative rent model include: increase self-sufficiency, operate more cost effective programs and increase housing choice

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### Eligible/Excluded Households

- Eligible for alternative rent model:
  - Residents in both the PH and HCV programs
  - Existing assisted households and new households admitted during the enrollment period
- Excluded from alternative rent model:
  - Elderly and disabled households
    - Families with a head of household, co-head and/or spouse aged 55 and above are also excluded.
  - Households with special purpose and homeownership vouchers
  - Households paying a PH flat rent or ceiling rent
  - Households already participating in the Family Self-Sufficiency program
  - Households whose properties operate under PBRA/RAD program
  - Households who choose to move to another jurisdiction (portability)

Note: Eligible and excluded households are subject to change prior to the enrollment period.



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### Current Rent Policy

- Highlights of the Current Rent Policy:
  - A minimum rent of \$50
  - Household share of rent is based on adjusted annual income and includes a utility allowance
    - Adjustments to annual income include number of dependents, childcare expenses, and unreimbursed medical expenses
  - Requires households to pay at least 30% of adjusted annual income towards rent
  - Household income certification occurs at least every year
  - If the household experiences a hardship i.e. a significant loss of income or increase in medical expenses, an interim income certification is performed to adjust their share of income and rent.
  - If an HCV household rents a unit with gross rent above the payment standard, they are responsible for that incremental amount above the payment standard

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## Rent Policies

- The Current Rent Policy will continue to apply to excluded households
- During the enrollment period, all newly admitted and currently Eligible households will be randomly assigned, most likely via a lottery system, to either:
  - The Control Group – The Current Rent Policy will continue to apply to these households
  - The Treatment Group – The Alternative Rent Policy will apply to these households

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## Rent Reform Requirements & Goals

- FH would test the following alternative rent model on treatment group:
  - Test Rent #3: PHA can propose an alternative Rent Model
    - Must be a tiered or stepped rent system
    - Must have a sample of at least 4,000 non-elderly/disabled households
- FH MTW Goals include:
  - Developing and maintaining quality affordable housing for low-income residents, giving them more housing choice along the entire spectrum of the housing continuum.
  - Designing, implementing, and sustaining exceptional programs that invest in residents to become self-sufficient through an array of educational, employment, and economic platforms.
  - Developing and promoting policies that increase cost-effectiveness, shifting our focus from paper to people and from outputs to outcomes.



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## Proposed Rent Policy

- Highlights of the Proposed Rent Policy:
  - A minimum rent of \$75
  - Household share of rent is based on gross annual income and includes a utility allowance
    - Gross Annual Income does not include adjustments to income include number of dependents, childcare expenses, and unreimbursed medical expenses
  - Household share of rent is based on a Tiered Rent Schedule, which includes:
    - Income-based tiers of \$5,000 increments
    - Within those tiers, rent is based on 28.5% of gross income at the midpoint of the tier
    - All households within a tier have the same rent

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## Proposed Rent Policy Cont.

- Household income certifications occur triennially (every 3 years) and rent remains the same during the 3-year period, unless the landlord/owner successfully requests a rent increase that increases the gross rent above the payment standard
- If the household experiences a hardship i.e. a significant loss of income or increase in medical expenses, an interim income certification is performed to adjust the family's tiered rent for a period of at least 6 months
- If an HCV household rents a unit with gross rent above the payment standard, they are responsible for that incremental amount above the payment standard

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## Proposed Rent Policy Structure

Tier	Tier Income minimum	Tier Income maximum	Tiered Rent
1	\$0	\$4,999	\$75
2	\$5,000	\$9,999	\$178
3	\$10,000	\$14,999	\$297
4	\$15,000	\$19,999	\$416
5	\$20,000	\$24,999	\$534
6	\$25,000	\$29,999	\$653
7	\$30,000	\$34,999	\$772
8	\$35,000	\$39,999	\$891
9	\$40,000	\$44,999	\$1,009
10	\$45,000	\$49,999	\$1,128
11	\$50,000	\$54,999	\$1,247
12	\$55,000	\$59,999	\$1,366
13	\$60,000	\$64,999	\$1,484
14	\$65,000	\$69,999	\$1,603

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## Proposed Rent Policy Benefits

- Benefits of the Proposed Rent Policy:
  - Income and Rent Calculations are simplified
  - Household income certifications occur every 3 years
  - Families are incentivized to increase their income
    - Rent Burdens decrease within each income tier as incomes increase
  - Unlike the current policy, families are not "penalized" for annual income increases
  - Household Rents are relatively stable for 3 years
  - Hardship Policy will provide protections for households experiencing significant losses of income or increases in expenses.

Tier	Tier Income minimum	Tier Income maximum	Tiered Rent	Rent Burden @ Minimum Income	Rent Burden @ Maximum Income	Rent Burden Reduction Potential
1	\$0	\$4,999	\$75	100%	1%	92%
2	\$5,000	\$9,999	\$178	43%	21%	22%
3	\$10,000	\$14,999	\$297	36%	24%	12%
4	\$15,000	\$19,999	\$416	33%	25%	8%
5	\$20,000	\$24,999	\$534	32%	26%	6%
6	\$25,000	\$29,999	\$653	31%	26%	5%
7	\$30,000	\$34,999	\$772	31%	26%	5%
8	\$35,000	\$39,999	\$891	31%	27%	4%
9	\$40,000	\$44,999	\$1,009	30%	27%	3%
10	\$45,000	\$49,999	\$1,128	30%	27%	3%
11	\$50,000	\$54,999	\$1,247	30%	27%	3%
12	\$55,000	\$59,999	\$1,366	30%	27%	3%
13	\$60,000	\$64,999	\$1,484	30%	27%	3%
14	\$65,000	\$69,999	\$1,603	30%	27%	3%

FRESNO HOUSING

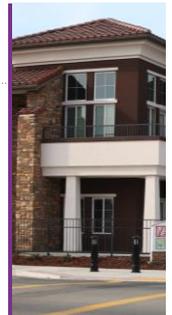
## Proposed Rent Policy – Hardship Policy

- Initial Hardship
  - During the enrollment period, Fresno Housing will not expect any household to experience a more than 10% increase in rent
  - Households that would experience a rent increase of more than 10% will be granted a hardship for at least 12 months
  - These households will be placed in an appropriate rent tier that ensures that their rent increase is no more than 10%
  - After 12 months, the household will be placed into the appropriate rent tier unless they apply for an ongoing hardship
- Ongoing Hardship
  - After the enrollment period, if the household experiences a hardship i.e. a significant loss of income or increase in medical expenses, an interim income certification is performed to adjust the family's tiered rent for a period of at least 6 months
  - After 6 months, the household will be placed into the appropriate rent tier unless they re-apply for a hardship

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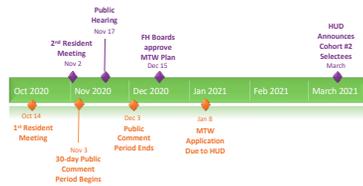
## Conclusion

- If selected, HUD anticipates **6-12 months** before policies are implemented
- Once Enrollment Period begins:
  - Households are randomly assigned to control or treatment group
  - Households undergo a regular income examination
  - HUD expects enrollment period to last approximately one year
- The study is expected to last 6 years after enrollment period is concluded



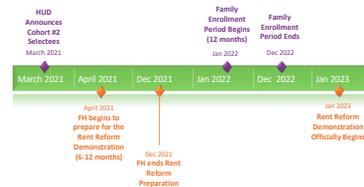
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## MTW Demonstration Timeline



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## MTW Demonstration Timeline cont.



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## MTW Demonstration Timeline cont.



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## Questions?

- Questions and answers from today's meeting will be posted on [fresnohousing.org/mtw](https://fresnohousing.org/mtw)
- Email [mtw@fresnohousing.org](mailto:mtw@fresnohousing.org) with other questions or comments

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<p><b>Date: 10/14/2020</b></p>	<p><b>Fresno Housing's MTW Demonstration Program Resident Engagement Virtual Meeting FAQs</b></p>	
<p><b>PROGRAM BENEFITS - PARTICIPANTS</b></p>		<p><b>Reference:</b></p>
<p><b>Question:</b></p> <p><b>How does this help or benefit me, as a participant?</b></p>	<p><b>Answer:</b></p> <p><i>Overall, the program would allow for enhanced services and resources for all participating families.</i></p> <p><i>All participants would only be required to recertify once every three years, rather than annually.</i></p> <p><i>A tiered rent system would allow participants to increase their wages without an annual increase to their share of rent.</i></p>	<p>PPT Presentation and MTW Ops Notice</p>
<p><b>PROGRAM DURATION</b></p>		<p><b>Reference:</b></p>
<p><b>Question:</b></p> <p><b>How long can participants utilize the program?</b></p>	<p><b>Answer:</b></p> <p><i>The proposed demonstration and rent test would take place over the course of 6 years. After 6 years, the agency will continue to participate in the MTW program for at least an additional 14 years, with even more flexibility to implement additional reforms and local initiatives.</i></p> <p><i>Participants can continue on the program as long as they meet all eligibility requirements of their respective programs.</i></p>	<p>Page 6, PIH Notice 2019-04 and Page 7 of the Final MTW OPS Notice (VI)</p>
<p><b>PARTICIPANT MOBILITY &amp; VOUCHER PORTABILITY</b></p>		
<p><b>Question:</b></p> <p><b>Will participants be allowed to move while in the program? Will we have to remain local or can we move out of Fresno County?</b></p>	<p><b>Answer:</b></p> <p><i>Yes, Participants can move within or outside of Fresno County during the rent reform demonstration. However, the MTW rent test would not apply to participants who move outside of Fresno County (also known as "portability" in the HCV Program) and the regulations and policies of the new jurisdiction would be in place for that family.</i></p>	<p>Page 3 of the Final MTW Ops Notice (VI)</p>

<p>Date: 11/02/2020</p>	<p>Fresno Housing's MTW Demonstration Program          Resident Engagement Virtual Meeting FAQs</p>	
<p><b>PROGRAM ENROLLMENT PROCESS</b></p>		<p><b>Reference:</b></p>
<p><u>Question:</u></p> <p><b>Do I have to sign up for the MTW Demonstration Program/Rent Reform Policy? If so, when and where?</b></p>	<p>Answer:</p> <p><i>No, you do not have to sign up for the Rent Reform Policy. If Fresno Housing is selected to participate in the MTW Demonstration Program, we would notify residents and put a communication plan in place to talk through what our next steps would look like.</i></p>	<p>PPT Presentations</p>
<p><b>PROGRAM DESCRIPTION</b></p>		<p><b>Reference:</b></p>
<p><u>Question:</u></p> <p><b>What is the MTW Program about?</b></p>	<p>Answer:</p> <p><i>Overall, Fresno Housing is currently in the process of applying to HUD's MTW Demonstration Program. MTW is a demonstration program that would allow Fresno Housing more flexibility to design housing programs that would benefit our residents and our local community. One of the main goals of MTW is to provide more housing opportunities and services for our residents. In addition, we would also be making changes to how we calculate rent for HCV and PH residents. More information can be found in the PowerPoint presentations and PIH Notices.</i></p>	<p>PIH Notice 2020-21, Final MTW OPS Notice (VI), PPT Presentations</p>

**Minutes of the Joint Meeting**  
**of the Resident Advisory Boards (RAB) of the**  
**City & County Public Housing and Housing Choice Voucher Program**

**Wednesday, December 2, 2020**

**5:00 P.M.**

The Resident Advisory Boards jointly and virtually met on Wednesday, December 2, 2020 via teleconference.

1. The Meeting was called to order at 5:07 p.m. to discuss Fresno Housing's City and County 2021 Annual Plans and Moving to Work Demonstration Program Plan. The following members were present:

PRESENT:    Beatriz Arce-Castro

Daisy Bravo

INVITED:    Public Housing

Lorena Alvarez

Guadalupe Balladrez

Rachel Finley

Maggie Garcia

Michelle Gonzalez

Michelle Lockhart

Ernestina Zuniga

Luz Casillas

Housing Choice Voucher

Lenora Cooper

Veronica Gonzaga

Tyrone Jackson-Jordan

Rosalia Ramirez

Gina Sosa Gutierrez

William Talkington

Deborah Williams

Also in attendance were the following: Emily De La Guerra, Director of Finance and Administration; Lyric Aguigam, Policy Analyst; Yolanda Keiser, Assistant Manager of Housing Choice; Blanca Navarro, Quality Assurance Analyst; Jael Rincon, Interpreter

2. PRESENTATION

- a. An overview of Fresno Housing's City and County 2021 Annual Plans presented by Emily De La Guerra
- b. An overview of Fresno Housing's Moving to Work Demonstration Plan presented by Emily De La Guerra and Lyric Aguigam

3. ANNUAL PLAN - RAB COMMENTS/DISCUSSION:

- a. No comments/discussion at this time

4. MOVING TO WORK – RAB COMMENTS/DISCUSSION:

- a. Beatriz Arce-Castro was excited about potentially implementing the tiered system with the MTW plan because she is not sure how much she will pay in rent now. With the tiered system, no matter if you receive an increase in wages, residents will pay the same amount in rent until they recertify again (recertify triennially). Blanca (staff) stated she would help Beatriz get in touch with her property manager so she can figure out her current rent. Beatriz was also interested in any programs that would help with receiving higher education. Emily ensured the resident that FH offers technology support, internet, tutoring, and certain programs that would help with this. Blanca ensured Beatriz that she would put her in contact with her Resident Services Coordinator to further help. Although not part of the recorded discussion, the interpreter shared with staff that upon adjourning the meeting, one resident mentioned to her that if Fresno Housing is

awarded MTW status, she would be interested in pursuing and receiving more information on home ownership opportunities.

5. ADJOURNMENT

- a. There being no further business to be considered by Resident Advisory Board members, the meeting was adjourned at approximately 6:15 p.m.

### **III. The public notice advertising the public hearing**

The following Public Hearing notice was posted to FH's website and advertised in the Fresno Bee Newspaper. The Notice was also posted on FH's Facebook page on November 6, 2020, which reached 875 people, was clicked 41 times, and received 8 Likes, Comments & Shares.

## Public Notice

### Fresno Housing will be holding a public hearing on the Moving to Work Plan and Application Package.

Fresno Housing (FH) has been invited to apply for the U.S. Department of Housing and Urban Development's (HUD) Moving to Work (MTW) Demonstration. If chosen by HUD for the MTW program, Fresno Housing will be allowed to develop local policies to increase services to our residents and the availability of affordable housing in Fresno County. FH is applying to the MTW program under Cohort #2, which will test rent reform policies and their impacts on families.

The purpose of this notice is to inform the public that Fresno Housing's draft of the Moving to Work (MTW) Plan and application package will become available for a 30-day public comment period on November 3<sup>rd</sup>, 2020 and will end December 3<sup>rd</sup>, 2020.

The draft MTW Plan and application package will be made available on FH's MTW informational webpage at [www.fresnohousing.org/mtw](http://www.fresnohousing.org/mtw). Additionally, a public hearing will be held on the draft MTW Plan and application at the FH Board of Commissioners Meeting on November 17<sup>th</sup>, 2020 at 5:00pm. If you have suggestions or comments regarding Fresno Housing's MTW plan and application, FH highly encourages you to attend the Public Hearing and/or send an email to [mtw@fresnohousing.org](mailto:mtw@fresnohousing.org).

Public may attend the virtual public hearing by following the link below:

November 17<sup>th</sup>, 2020 at 5:00pm

<https://zoom.us/j/96817005561?pwd=UjZPLzJvbTdyQ2xnNUQxSGNqVFB6Zz09>

Or join by phone:

Dial (for higher quality, dial a number based on your current location):

US: +1 669 900 6833 or +1 346 248 7799

Webinar ID: 968 1700 5561

Passcode: 824319

**Order Confirmation**

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**Customer Address**

1331 FULTON MALL  
FRESNO CA 93721 USA

**Customer Phone**

559-457-4222

**Customer Fax**

**Sales Rep**

icapps@fresnobee.com

**Payor Customer**

FRESNO HOUSING AUTHORITY

**Payor Account**

333065

**Payor Address**

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FRESNO CA 93721 USA

**Payor Phone**

559-457-4222

**Customer EMail**

jalejandro@fresnohousing.org

**Order Taker**

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**Affidavits**

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<b><u>Ad Number</u></b>	<b><u>Ad Type</u></b>	<b><u>Production Method</u></b>	<b><u>Production Notes</u></b>
0004797495-01	FRS-Legal Liner	AdBooker	

<b><u>External Ad Number</u></b>	<b><u>Ad Attributes</u></b>	<b><u>Ad Released</u></b>	<b><u>Pick Up</u></b>
		No	

<b><u>Ad Size</u></b>	<b><u>Color</u></b>
2 X 62 li	

<b><u>Product</u></b>	<b><u>Placement</u></b>	<b><u>Times Run</u></b>	<b><u>Schedule Cost</u></b>
FRS- The Fresno Bee	0300 - Legals Classified	1	\$755.16

<b><u>Run Schedule Invoice Text</u></b>	<b><u>Position</u></b>
#4797495 Public Notice Fresno Housing w	0301 - Legals & Public Notices

**Run Dates**  
11/01/2020

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PUBLIC NOTICE

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#4797495

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Fresno Housing (FH) has been invited to apply for the U.S. Department of Housing and Urban Development's (HUD) Moving to Work (MTW) Demonstration. If chosen by HUD for the MTW program, Fresno Housing will be allowed to develop local policies to increase services to our residents and the availability of affordable housing in Fresno County. FH is applying to the MTW program under Cohort #2, which will test rent reform policies and their impacts on families.

The purpose of this notice is to inform the public that Fresno Housing's draft of the Moving to Work (MTW) Plan and application package will become available for a 30-day public comment period on November 3rd, 2020 and will end December 3rd, 2020.

The draft MTW Plan and application package will be made available on FH's MTW informational webpage at [www.fresnohousing.org/mtw](http://www.fresnohousing.org/mtw). Additionally, a public hearing will be held on the draft MTW Plan and application at the FH Board of Commissioners Meeting on November 17th, 2020 at 5:00pm. If you have suggestions or comments regarding Fresno Housing's MTW plan and application, FH highly encourages you to attend the Public Hearing and/or send an email to [mtw@fresnohousing.org](mailto:mtw@fresnohousing.org).

Public may attend the virtual public hearing by following the link below:  
November 17th, 2020 at 5:00pm

<https://zoom.us/j/96817005561?pwd=UjZPLzJvbTdyQ2xnNUQxSGNqVFB6Zz09>

Or join by phone:

Dial (for higher quality, dial a number based on your current location):

US: +1 669 900 6833 or +1 346 248 7799

Webinar ID: 968 1700 5561

Passcode: 824319

#### **IV. Evidence that the public hearing was held**

The Public Hearing was held on November 17, 2020 at the FH Board of Commissioners Meeting. The following link provides the December Board of Commissioners Meeting Agenda, which consists of the November public hearing minutes, and the approval of the MTW Demonstration plan and application.

<http://fresnohousing.org/wp-content/uploads/2020/12/12.15.2020-Joint-Boards-Packet-Addendums.pdf>

The following attachment includes the Board of Commissioners Meeting Minutes, and highlights the MTW Demonstration Program Public Hearing details.

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

**Tuesday, November 17, 2020**

**5:00 P.M.**

The Boards of Commissioners of the Housing Authorities of the City and County of Fresno met in a regular session on Tuesday, November 17, 2020, via teleconference.

1. The regular meeting was called to order at 5:06 p.m. by Board Chair, Commissioner Jones, of the Board of Commissioners of the Housing Authority of the City of Fresno. Roll call was taken and the Commissioners present and absent were as follows:

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

ABSENT:     None.

The regular meeting was called to order at 5:06 p.m. by Board Chair, Commissioner Sablan, of the Board of Commissioners of the Housing Authority of Fresno County. Roll call was taken and the Commissioners present and absent were as follows:

PRESENT:     Stacy Sablan, Chair  
                  Joey Fuentes  
                  Cary Catalano  
                  Nikki Henry  
                  Valori Gallaher

ABSENT:     Edugiben Ortiz

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

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2. APPROVAL OF AGENDA AS POSTED (OR AMENDED)

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

**MOTION PASSED:** 5-0

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

**MOTION PASSED:** 4-0

3. PUBLIC COMMENT

There were no public comments at this time.

4. POTENTIAL CONFLICTS OF INTEREST

There were no potential conflicts of interest presented at this time.

\*Commissioner Williams joined the meeting at 5:11 pm.

5. NOMINATION FOR CHAIR AND VICE-CHAIR: COUNTY COMMISSION

Commissioner Catalano nominated Commissioner Henry for Vice Chair.

Commissioner Fuentes nominated himself for Vice Chair.

Commissioner Henry nominated Commissioner Catalano for Chair.

Commissioner Fuentes nominated Commissioner Sablan for Chair.

Commissioner Catalano stated for the record that he is disappointed that there was not a vote for a temporary Vice Chair position.

6. CONSENT AGENDA

- a. Consideration of the Minutes of October 20, 2020 and October 27,2020
- b. Consideration of the Amended Investment Policy
- c. Consideration of Rental Assistance Demonstration (RAD) Application – Parc Grove Commons II

- 
- d. Consideration of the Ratification of the Application to HUD – U.S. Department of Veterans Affairs Supportive Housing Program
  - e. Consideration of Land Sale for the Southwest Fresno Trail (TCC) Project

\*Commissioner Vaillancourt joined the meeting at 5:15 pm.

**COUNTY MOTION:** *Commissioner Fuentes moved, seconded by Commissioner Henry to approve the consent agenda item.*

**MOTION PASSED:** 5-0

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

**MOTION PASSED:** 6-0

7. INFORMATIONAL

- a. Overview of Draft 2021 Agency Budget and Strategic Goals  
Emily De La Guerra, Director of Finance and Administration, presented on this item.
- b. Housing Relinquished Fund Corporation Update  
Emily De La Guerra, Director of Finance and Administration, presented on this item.
- c. Update on Moving to Work Program Demonstration & Application  
Emily De La Guerra, Director of Finance and Administration, presented on this item.

8. PUBLIC HEARING – Moving to Work Program  
There were no public comments at this time.

9. ACTION

- a. Consideration of Omnibus Resolution for HomeKey Project – Motel 99

**COUNTY MOTION:** *Commissioner Catalano moved, seconded by Commissioner Fuentes to approve the Omnibus Resolution for Homekey Project – Motel 99.*

**MOTION PASSED:** 5-0

**CITY MOTION:** *Commissioner Christensen moved, seconded by Commissioner Vaillancourt to approve the Omnibus Resolution for Homekey Project – Motel 99.*

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**MOTION PASSED: 6-0**

- b. Consideration of Omnibus Resolution for HomeKey Project – Days Inn

**COUNTY MOTION:** *Commissioner Fuentes moved, seconded by Commissioner Catalano to approve the Omnibus Resolution for Homekey Project – Days Inn.*

**MOTION PASSED: 5-0**

**CITY MOTION:** *Commissioner Christensen moved, seconded by Commissioner Williams to approve the Omnibus Resolution for Homekey Project – Days Inn.*

**MOTION PASSED: 6-0**

- c. Consideration of Omnibus Resolution for HomeKey Project – Parkside

**COUNTY MOTION:** *Commissioner Catalano moved, seconded by Commissioner Gallaher to approve the Omnibus Resolution for Homekey Project – Parkside.*

**MOTION PASSED: 5-0**

**CITY MOTION:** *Commissioner Yanez moved, seconded by Commissioner Vaillancourt to approve the Omnibus Resolution for Homekey Project – Parkside.*

**MOTION PASSED: 6-0**

- d. Consideration of Omnibus Resolution for HomeKey Project – Welcome Inn

**COUNTY MOTION:** *Commissioner Gallaher moved, seconded by Commissioner Fuentes to approve the Omnibus Resolution for Homekey Project – Welcome Inn.*

**MOTION PASSED: 5-0**

**CITY MOTION:** *Commissioner Vaillancourt moved, seconded by Commissioner Williams to approve the Omnibus Resolution for Homekey Project – Welcome Inn.*

**MOTION PASSED: 6-0**

- e. Consideration of Five-Year Operations Guarantee- Homekey Properties

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**COUNTY MOTION:** *Commissioner Gallaher moved, seconded by Commissioner Henry to approve the Five-Year Operations Guarantee- Homekey Properties.*

**MOTION PASSED:** 5-0

**CITY MOTION:** *Commissioner Christensen moved, seconded by Commissioner Williams to approve the Five-Year Operations Guarantee- Homekey Properties.*

**MOTION PASSED:** 6-0

- f. Consideration of Pre-development Funding – HomeKey Properties

**COUNTY MOTION:** *Commissioner Fuentes moved, seconded by Commissioner Catalano to approve the pre-development Funding – Homekey Properties.*

**MOTION PASSED:** 5-0

**CITY MOTION:** *Commissioner Christensen moved, seconded by Commissioner Williams to approve the pre-development Funding – Homekey Properties.*

**MOTION PASSED:** 6-0

## 10. COMMISSIONERS' REPORT

Commissioner Sablan:

- She asked the Board to think of a date in January for a zoom retreat regarding the strategic priorities planning.

Commissioner Brusseau:

- She requested more information on the broadband capabilities of Fresno Housing's residents and how that is managed.

## 11. EXECUTIVE DIRECTOR'S REPORT

- Fresno Housing has been awarded with the Design Challenge – HUD, in the Firebaugh area.
- Fresno Housing has been awarded with the National NAHRO Award of Excellence – Renaissance Parc Grove.

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## 12. CLOSED SESSION

The Board of Commissioners entered closed session at approximately 7:20 pm.

- a. PUBLIC EMPLOYEE EVALUATION  
Title: CEO
- b. CONFERENCE WITH REAL PROPERTY NEGOTIATORS  
(Pursuant to Government Code § 54954.5(b))  
Property: 36010 S. Lassen Ave., Huron, CA 93234  
(APN: 075-110-16S)  
Agency negotiator: Preston Prince  
Negotiating parties: Fresno Housing Authority; Patel Avni  
Under negotiation: Price and Terms
- c. CONFERENCE WITH LABOR NEGOTIATORS (§54957.6)  
Agency designated representatives: Angie Nguyen, Hilda Reeves,  
Aysha Hills, Summer Nunes and Emily De La Guerra
- d. PUBLIC EMPLOYEE EVALUATION  
Title: CEO

## 13. REPORT ON CLOSED SESSION ITEMS

The Boards of Commissioners returned to open session at approximately 9:35 pm.

Commissioner Sablan announced that there was nothing to report from closed session.

## 14. ADJOURNMENT

There being no further business to be considered by the Boards of Commissioners for the Housing Authorities of the City and County of Fresno, the meeting was adjourned at approximately 9:36 p.m.

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Preston Prince, Secretary to the Boards of Commissioners

**V. "A resolution signed by the Board of Commissioners adopting the application, including the MTW plan, and certifications therein. The resolution must also confirm the PHA selected alternative rent policy and the public process requirements described in Section 4(C)(i)(c) of the Notice were met.**

The Fresno Housing Board of Commissioners adopted the MTW Demonstration Program application, plan, and certifications at the December 15, 2020 Board Meeting. The Board Memorandum and Resolution are included below.

## BOARD MEMO

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

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

[www.fresnohousing.org](http://www.fresnohousing.org)

**TO:** Boards of Commissioners  
Fresno Housing Authority

**FROM:** Preston Prince  
CEO/Executive Director

**DATE:** December 10, 2020

**BOARD MEETING:** December 15, 2020

**AGENDA ITEM:** 71

**AUTHOR:** Emily De La Guerra

**SUBJECT:** Consideration of Application to the U.S. Department of Housing and Urban Development's for the Moving to Work Program

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### Executive Summary

The purpose of this memo is to ask the Boards of Commissioners to adopt the Moving to Work (MTW) Plan and Application for the Housing Authority of the City of Fresno and the Housing Authority of Fresno County.

The MTW Demonstration Program was first established under the 1996 MTW Statute to provide statutory and regulatory flexibility to participating Public Housing Authorities (PHAs) under three statutory objectives. Those three statutory objectives are to:

- Increase housing choices for eligible low-income families;
- Give incentives to families and individuals to obtain employment and become economically self-sufficient; and
- Reduce cost and achieve greater cost effectiveness in federal expenditures.

In alignment with these statutory objectives and FH's Strategic Plan, FH's MTW Goals are to:

- Develop and maintain quality affordable housing for low-income residents, giving them more **housing choice** along the entire spectrum of the housing continuum;
- Design, implement, and sustain exceptional programs that invest in residents to become **self-sufficient** through an array of educational, employment, and economic platforms; and
- Develop and promote policies that increase **cost-effectiveness**, shifting our focus from paper to people and from outputs to outcomes.

The MTW statute directs HUD to add PHAs to the MTW Demonstration Program by cohort and to test one specific policy change for each cohort. FH is applying for MTW under Cohort #2 which will test various rent reform models and evaluate if the alternative rent policy increases resident self-sufficiency and reduces PHA administrative burdens. An independent research team will work

with HUD and the selected PHAs to assist in implementation and evaluate the effects of the alternative rent policies. Each PHA will implement one alternative rent policy. FH has chosen to implement Test Rent model #3, which is a PHA-designed test rent policy. More information on FH alternative rent policy can be found in MTW Plan and Application.

The MTW Plan and Application can be found on FH's website at <https://fresnohousing.org/mtw>.

### **Recommendation**

It is recommended that the Boards of Commissioners consider and approve the attached resolutions adopting the Housing Authority of the City of Fresno's and the Housing Authority of Fresno County's Moving to Work Plan and Application, including the certifications contained therein, the selected alternative rent policy, and compliance with the public process requirements as described in Section 4(C)(i)(c) of PIH Notice 2020-21.

### **Fiscal Impact**

There is no fiscal impact of adopting the attached resolutions and submitting the MTW Plan and Application. If selected, FH will be allowed to combine HUD assistance funds in a fungible pool between the Public Housing, Section 8 and Comprehensive Grant Programs. Staff will come back to the Boards with more information on the financial impact of MTW, as requested.

### **Background Information**

The MTW Program was established in 1996 for the purpose of providing high-performing housing authorities the opportunity to develop and test locally designed strategies that use Federal dollars for efficiently, helps residents become self-sufficient, and increases housing choices for low-income families. There are currently thirty-nine MTW housing authorities nationwide. In 2016, an MTW Expansion Statute was passed, which requires HUD to increase the MTW Demonstration Program by one hundred PHAs over seven years. PHAs must be High Performers in either SEMAP or PHAS, represent geographic diversity across the country, and administer HCV's only, public housing only or both HCV's and public housing.

On March 14, 2019, HUD issued PIH Notice 2019-04, which offered eligible PHA's the opportunity to express interest in admission to the MTW program under Cohort #2, which would test rent reform policies and their impacts on families. Interested PHA's that met the eligibility criteria must have submitted a Letter of Interest package to HUD by June 12, 2019, which both the Housing Authority of the City of Fresno and the Housing Authority of Fresno County did. In December 2019, the Agency received notification from HUD that our Letter of Intent was accepted under Cohort #2, which focuses on rent reform. Based on the material submitted, the Agency was deemed eligible to participate in the full application process. The Agency's MTW application timeline and process has been:

- **May 28, 2019** – Boards of Commissioners approved the Letter of Interest Submission for Moving to Work Program under Cohort #2.
- **June 12, 2019** – Letter of Interest was submitted to HUD.
- **December 3, 2019** – FH was notified by HUD of our eligibility to submit a full application under Cohort #2.
- **January 16, 2020** – FH provided an informational update on MTW in the mid-month Board Update.
- **August 13, 2020** – FH provided an informational update on MTW in the mid-month Board Update.
- **August 28, 2020** – HUD published PIH Notice 2020-21 and formally invited FH to submit and MTW Plan and Application.

- **October 1, 2020** – Notices sent to FH residents/program participants of the Agency’s intent to participate in the MTW Demonstration Program.
- **October 14, 2020** – First meeting was held to provide information and gather feedback from FH residents and participants on the MTW Plan and Application.
- **October 27, 2020** – FH staff provided an update on MTW and the application timeline to the Boards of Commissioners at the regularly scheduled board meeting.
- **November 2, 2020** – Second meeting was held to provide information and gather feedback from FH residents and participants on the MTW Plan and Application.
- **November 3, 2020** – Draft MTW Application available for a 30-day public inspection and comment period.
- **November 17, 2020** – Public Hearing was held at FH Board of Commissioners Meeting. Staff also presented an informational update on MTW and Rent Reform test policy #3.
- **December 2, 2020** – FH presented the MTW Plan and Application to the Resident Advisory Board for comments and feedback.
- **December 3, 2020** – Public Comment period on the MTW Plan and Application ended.
- **December 15, 2020** – FH Board of Commissioners asked to consider MTW Plan and Application.
- **January 8, 2021** – MTW Application is due to HUD.

## RESOLUTION

BEFORE THE BOARD OF COMMISSIONERS OF THE

HOUSING AUTHORITY OF THE CITY OF NEW YORK

### RESOLUTION ADOPTING THE MOVING TO WORK PLAN AND APPLICATION

WHEREAS, the U.S. Department of Housing and Urban Development (“HUD”) has issued PIH Notice 2020-21 requesting applications for the Moving to Work (“MTW”) Program Cohort #2 – Rent Reform; and

WHEREAS, the purpose of MTW is to give Public Housing Authorities (“PHAs”) the flexibility to design and test various approaches for providing and administering housing assistance that reduce cost and achieve great cost effectiveness, provide incentives to promote resident self-sufficiency and increase housing choices for low-income families; and

WHEREAS, PHAs participating in MTW will be allowed to combine HUD assistance funds in a fungible pool between the Public Housing, Section 8 and Comprehensive Grant Programs; and will be allowed, with certain exceptions specified in the Federal Register Notice, relief from the 1937 Housing Act, and the regulations promulgated under it; and

WHEREAS, the Housing Authority of the City of New York (“FH”) has prepared an MTW Plan and Application that meets the statutory requirements of MTW, which will achieve the goals of greater cost effectiveness, increased self-sufficiency, greater choice for low-income residents and commits to substantially serving the same number, income mix and mix of family size; and

WHEREAS, the Board of Commissioners (“Board”) approves and adopts the MTW Plan and Application to be submitted to HUD; and

WHEREAS, the Board confirms that FH will test alternative rent policy #3 as described in the MTW Plan and Application in the second cohort of the MTW Expansion; and

WHEREAS, the Board certifies compliance with the public process requirements as described in Section 4(C)(i)(c) of PIH Notice 2020-21; and

WHEREAS, the Board approves and certifies compliance with the certifications contained therein, including the “Certification of Compliance with HUD and Federal Requirements and Regulations: Board Resolution to Accompany Application to the Moving to Work Demonstration Program”; and

WHEREAS, if selected for MTW designation, and subject to negotiation with HUD of a mutually acceptable final annual contributions contract agreement or other acceptable agreement

authorizing MTW participation (“MTW Agreement”), the Board confirms that the Housing Authority of the City of Philadelphia intends to comply with the objectives and statutory requirements of MTW as well as the MTW Operations Notice;

NOW THEREFORE, BE IT RESOLVED that the Board of Commissioners of the Housing Authority of the City of Philadelphia does hereby approve and adopt the Moving to Work Plan and Application, including the certifications contained therein, the selected alternative rent policy under Test Rent #3, and compliance with the public process requirements as described in Section 4(C)(i)(c) of PIH Notice 2020-21.

PASSED AND ADOPTED THIS 15<sup>th</sup> DAY OF DECEMBER, 2020. I, the undersigned, hereby certify that the foregoing Resolution was duly adopted by the governing body with the following vote, to-wit:



---

Preston Prince, Secretary of the Boards of Commissioners

**c) Appendix 3: Required Standard Forms**

The following forms are attached below:

- Certification of Consistency with the Consolidated Plan (HUD-2991)
- Certification of Payments (form HUD-50071)
- Disclosure of Lobbying Activities (SF-LLL)

# Certification of Consistency with the Consolidated Plan

U.S. Department of Housing  
and Urban Development

I certify that the proposed activities/projects in the application are consistent with the jurisdiction's current, approved Consolidated Plan.  
(Type or clearly print the following information:)

Applicant Name: \_\_\_\_\_

Project Name: \_\_\_\_\_

Location of the Project: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Name of the Federal  
Program to which the  
applicant is applying: \_\_\_\_\_

Name of  
Certifying Jurisdiction: \_\_\_\_\_

Certifying Official  
of the Jurisdiction  
Name: \_\_\_\_\_

Title: \_\_\_\_\_

Signature:  \_\_\_\_\_

Date: \_\_\_\_\_

# Certification of Payments to Influence Federal Transactions

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

Applicant Name

---

Program/Activity Receiving Federal Grant Funding

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The undersigned certifies, to the best of his or her knowledge and belief, that:

(1) No Federal appropriated funds have been paid or will be paid, by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of an agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any Federal contract, the making of any Federal grant, the making of any Federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any Federal contract, grant, loan, or cooperative agreement.

(2) If any funds other than Federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of an agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this Federal contract, grant, loan, or cooperative agreement, the undersigned shall complete and submit Standard Form-LLL, Disclosure Form to Report Lobbying, in accordance with its instructions.

(3) The undersigned shall require that the language of this certification be included in the award documents for all subawards at all tiers (including subcontracts, subgrants, and contracts under grants, loans, and cooperative agreements) and that all sub recipients shall certify and disclose accordingly.

This certification is a material representation of fact upon which reliance was placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by Section 1352, Title 31, U.S. Code. Any person who fails to file the required certification shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.

I hereby certify that all the information stated herein, as well as any information provided in the accompaniment herewith, is true and accurate.

**Warning:** HUD will prosecute false claims and statements. Conviction may result in criminal and/or civil penalties. (18 U.S.C. 1001, 1010, 1012; 31 U.S.C. 3729, 3802)

---

Name of Authorized Official

Title

Signature

Date (mm/dd/yyyy)



01/07/2021



## INSTRUCTIONS FOR COMPLETION OF SF-LLL, DISCLOSURE OF LOBBYING ACTIVITIES

This disclosure form shall be completed by the reporting entity, whether subawardee or prime Federal recipient, at the initiation or receipt of a covered Federal action, or a material change to a previous filing, pursuant to title 31 U.S.C. section 1352. The filing of a form is required for each payment or agreement to make payment to any lobbying entity for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with a covered Federal action. Complete all items that apply for both the initial filing and material change report. Refer to the implementing guidance published by the Office of Management and Budget for additional information.

1. Identify the type of covered Federal action for which lobbying activity is and/or has been secured to influence the outcome of a covered Federal action.
2. Identify the status of the covered Federal action.
3. Identify the appropriate classification of this report. If this is a followup report caused by a material change to the information previously reported, enter the year and quarter in which the change occurred. Enter the date of the last previously submitted report by this reporting entity for this covered Federal action.
4. Enter the full name, address, city, State and zip code of the reporting entity. Include Congressional District, if known. Check the appropriate classification of the reporting entity that designates if it is, or expects to be, a prime or subaward recipient. Identify the tier of the subawardee, e.g., the first subawardee of the prime is the 1st tier. Subawards include but are not limited to subcontracts, subgrants and contract awards under grants.
5. If the organization filing the report in item 4 checks "Subawardee," then enter the full name, address, city, State and zip code of the prime Federal recipient. Include Congressional District, if known.
6. Enter the name of the Federal agency making the award or loan commitment. Include at least one organizational level below agency name, if known. For example, Department of Transportation, United States Coast Guard.
7. Enter the Federal program name or description for the covered Federal action (item 1). If known, enter the full Catalog of Federal Domestic Assistance (CFDA) number for grants, cooperative agreements, loans, and loan commitments.
8. Enter the most appropriate Federal identifying number available for the Federal action identified in item 1 (e.g., Request for Proposal (RFP) number; Invitation for Bid (IFB) number; grant announcement number; the contract, grant, or loan award number; the application/proposal control number assigned by the Federal agency). Include prefixes, e.g., "RFP-DE-90-001."
9. For a covered Federal action where there has been an award or loan commitment by the Federal agency, enter the Federal amount of the award/loan commitment for the prime entity identified in item 4 or 5.
10. (a) Enter the full name, address, city, State and zip code of the lobbying registrant under the Lobbying Disclosure Act of 1995 engaged by the reporting entity identified in item 4 to influence the covered Federal action.  
  
(b) Enter the full names of the individual(s) performing services, and include full address if different from 10 (a). Enter Last Name, First Name, and Middle Initial (MI).
11. The certifying official shall sign and date the form, print his/her name, title, and telephone number.

According to the Paperwork Reduction Act, as amended, no persons are required to respond to a collection of information unless it displays a valid OMB Control Number. The valid OMB control number for this information collection is OMB No. 0348-0046. Public reporting burden for this collection of information is estimated to average 10 minutes per response, including time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. Send comments regarding the burden estimate or any other aspect of this collection of information, including suggestions for reducing this burden, to the Office of Management and Budget, Paperwork Reduction Project (0348-0046), Washington, DC 20503.

**d) Appendix 4: Other Supporting Documentation**

The discussions that were held with FH's community partners focused on how the MTW Demonstration Program could support and/or strengthen the current partnerships we have established for the benefit of the low- and moderate-income residents of Fresno County. The discussions took place with the following community partners:

- The City of Fresno
- The County of Fresno
- Fresno Economic Opportunities Commission
- Helping Others Pursue Excellence (HOPE)
- Central Valley Community Foundation
- United Way Fresno and Madera Counties

All partners listed provided Fresno Housing with a letter of support for the MTW Demonstration Program attached below:



**WILMA QUAN**  
City Manager

December 16, 2020

Preston Prince, Executive Director  
Housing Authority of the City of Fresno, California  
1331 Fulton Street  
Fresno, CA 93721

RE: DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT'S MOVING TO  
WORK DEMONSTRATION PROGRAM PLAN AND APPLICATION

Dear Mr. Prince:

Please accept this letter of support for the Fresno Housing Moving to Work (MTW) Demonstration Program plan and application for rent reform. As you know, the City of Fresno (City) has collaborated with Fresno Housing for decades with the common goal of creating vibrant communities, and innovative opportunities that aim to break the cycle of economic stress among Fresno Housing residents.

Fresno Housing remains an important community partner in this work, and the City is available to continue working alongside Fresno Housing as they finalize planning and move to potentially implementing the MTW Demonstration Program in the Fresno community. The City will continue efforts to help communicate and inform residents of opportunities and efforts to make a positive impact on our families and the local economy, including how these efforts may lead to more flexibility and other benefits for residents.

Your agency's efforts to pursue the MTW Demonstration Program demonstrates a commitment to shifting its focus from paperwork to people, and from outputs to outcomes. The City is encouraged to understand that, if successful, the MTW Demonstration Program will allow Fresno Housing the flexibility to design and test different approaches for more cost-effective programs and services that are vital in establishing and maintaining sustainable housing.

Thank you for your continued partnership.

Sincerely,

Wilma Quan  
City Manager



# County of Fresno

DEPARTMENT OF PUBLIC WORKS AND PLANNING  
STEVEN E. WHITE, DIRECTOR

January 5, 2021

Preston Prince, Executive Director  
Housing Authority of the County of Fresno, California  
1331 Fulton Street  
Fresno, CA 93721

Re: Department of Housing and Urban Development's Moving to Work Demonstration Program  
Plan and Application

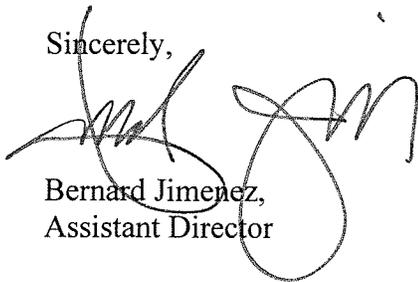
Dear Mr. Prince,

I am pleased to write this letter of support for the Fresno Housing's Moving to Work (MTW) Demonstration Program plan and application. The County of Fresno is excited about continuing our partnership with Fresno Housing, and continuing to assist Fresno Housing in "creating an engaged county, where all residents have access to quality housing that contributes to vibrant communities, and where all residents are empowered to achieve their educational and economic goals," as stated in their Strategic Plan.

The County of Fresno is a diverse community, with over 50% of Fresno's population under the age of 30, and 65% of the population identifying as Hispanic, Black, or Asian. Unfortunately, due to decades of segregation and redlining, much of the population does not perform strongly enough to create the opportunities needed to break the cycle of economic distress. The County of Fresno believes operating under MTW status will allow Fresno Housing to alleviate these economic stressors that some of our residents' face, and we support Fresno Housing in the implementation of the MTW Demonstration Program.

The County of Fresno has collaborated with Fresno Housing for many years in innovative projects and strongly support the Moving to Work Demonstration Program. If you should have any questions, please contact me at [bjimenez@fresnocountyca.gov](mailto:bjimenez@fresnocountyca.gov).

Sincerely,



Bernard Jimenez,  
Assistant Director

#### ADMINISTRATION

2220 Tulare Street, Sixth Floor / Fresno, California 93721 / Phone (559) 600-4078 / FAX (559) 600-4548  
The County of Fresno is an Equal Opportunity Employer

December 17, 2020

Preston Prince, Executive Director  
Housing Authority of the City of Fresno, California  
Housing Authority of Fresno County  
1331 Fulton Street  
Fresno, CA 93721

Re: Department of Housing and Urban Development's Moving to Work Demonstration Program Plan and Application

Dear Mr. Prince,

I am pleased to support Fresno Housing's planning and implementation efforts for the Moving to Work Demonstration Program.

As you are aware, Fresno EOC is one of the largest Community Action Agencies in the country. With over 30 programs to serve the community, we transform lives and bridge gaps with underserved populations. We support Fresno Housing's goal of creating vibrant communities with strong outcomes focused on community and individual needs, in which the MTW status will allow them to continue doing, but with feasibility.

Fresno Housing's plan to pursue a demonstration program that allows Public Housing Agencies the opportunity to design and test innovative, locally-designed housing and self-sufficiency programs clearly demonstrates a commitment to alleviating a financial burden in resident households. The partnership between Fresno EOC and Fresno Housing is mutually beneficial and a tremendous opportunity to leverage resources jointly to ensure a positive outcome for the community.

If you have any questions, please contact me. I am committed to Fresno Housing's transformative planning and implementation for the Moving to Work Demonstration Program.

Sincerely,



Jim S. Rodriguez  
Chief Financial Officer  
Office (559) 263-1050  
Email: Jim.Rodriguez@FresnoEOC.org  
Fresno Economic Opportunities Commission

4974 E Clinton Way Fresno, Ca 93727  
hopedaily1s@gmail.com  
A 501c3 Non-profit organization



559-681-7814  
www.visionviewca.com  
Tax ID 45-2378778

December 10, 2020

Preston Prince, Executive Director  
Housing Authority of the City of Fresno, California  
Housing Authority of Fresno County  
1331 Fulton Street  
Fresno, CA 93721

Re: Department of Housing and Urban Development's Moving to Work Demonstration Program Plan and Application

Dear Mr. Prince,

On behalf of Helping Others Pursue Excellence (HOPE), I am excited to express our support of Fresno Housing's Moving to Work (MTW) Demonstration plan and application for rent reform.

HOPE currently partners with Fresno Housing on an innovative workforce development pilot program featuring Section 3 employment efforts, career paths and entrepreneurial pathways to achieve goals for Fresno Housing residents. Our collective efforts to enhance the quality of life for low-income individuals is rewarding and impactful. HOPE helps to guide residents through a customized skills assessment and barrier identification process, ultimately better understand their career goals. Part of the process includes registration on the Section 3 portal for business owners and residents. It is my hope that if Fresno Housing is awarded MTW status, the agency will be better positioned to implement more programs like this to assist their residents in achieving career goals.

I understand that MTW status will not only help alleviate resident financial burdens, but it will also allow Fresno Housing flexibility in implementing self-sufficiency programs for residents. Self-sufficiency programs align with HOPE's mission and goals as well, and we are committed to helping with planning and implementation of the MTW Demonstration Program if awarded.

HOPE has witnessed Fresno Housing's innovative strategies come to life before, and I could not be more excited to support another innovative effort with such opportunity.

Sincerely,

A handwritten signature in black ink that reads "Laneesha Senegal".

Laneesha Senegal  
Advocate for Entrepreneurs  
Helping Others Pursue Excellence (H.O.P.E)



*Effective Philanthropy. Stronger Communities.*

*Formerly the Fresno Regional Foundation*

December 14, 2020

Preston Prince, Executive Director  
Housing Authority of the City of Fresno, California  
Housing Authority of Fresno County  
1331 Fulton Street  
Fresno, CA 93721

Re: Department of Housing and Urban Development's Moving to Work Demonstration Program Plan and Application

Dear Mr. Prince,

I am pleased to support Fresno Housing's planning and implementation efforts for the Moving to Work Demonstration Program.

As you aware, the Central Valley Community Foundation has worked with Fresno Housing as part of the DRIVE Initiative for inclusive economic development in the Fresno area, identifying opportunities for improved housing options that contribute to economic mobility. We support Fresno Housing's goal of creating vibrant communities with strong outcomes focused on community and individual needs, work which MTW status will strengthen and propel.

Fresno Housing's plan to pursue a demonstration program that allows Public Housing Agencies the opportunity to design and test innovative, locally-designed housing and self-sufficiency programs clearly demonstrates a commitment to alleviating a financial burden in resident households. The partnership between Central Valley Community Foundation and Fresno Housing is mutually beneficial and a tremendous opportunity to leverage resources jointly to ensure a positive outcome for the community.

To further demonstrate our support and commitment, Central Valley Community Foundation commits to take part in any planning committees in order to ensure our actions and contributions to the community are expressed in the innovative efforts.

If you have any questions, please contact me. I am committed to Fresno Housing's transformative planning and implementation for the Moving to Work Demonstration Program.

Sincerely,

Ashley Swearengin  
P: 559-226-5600 E: [ashley@centralvalleycf.org](mailto:ashley@centralvalleycf.org)  
President & CEO  
Central Valley Community Foundation



**LIVE UNITED**  
United Way Fresno  
and Madera Counties

December 14, 2020

Preston Prince, Executive Director  
Housing Authority of the City of Fresno, California  
Housing Authority of Fresno County  
1331 Fulton Street  
Fresno, CA 93721

Re: Department of Housing and Urban Development's Moving to Work Demonstration Program Plan and Application

Dear Mr. Prince,

I am pleased to support Fresno Housing's planning and implementation efforts for the Moving to Work Demonstration Program. As you are aware, United Way of Fresno and Madera Counties provides comprehensive financial stability support to working families. We support Fresno Housing's goal of creating vibrant communities with strong outcomes focused on community and individual needs, in which the MTW status will allow them to continue doing, but with feasibility.

Fresno Housing's plan to pursue a demonstration program that allows Public Housing Agencies the opportunity to design and test innovative, locally-designed housing and self-sufficiency programs clearly demonstrates a commitment to alleviating a financial burden in resident households. The partnership between United Way and Fresno Housing is mutually beneficial and a tremendous opportunity to leverage resources jointly to ensure a positive outcome for the community.

To further demonstrate our support and commitment, United Way commits to take part in any planning committees in order to ensure our actions and contributions to the community are expressed in the innovative efforts.

If you have any questions, please contact me. I am committed to Fresno Housing's transformative planning and implementation for the Moving to Work Demonstration Program.

Sincerely,

A handwritten signature in black ink that reads "Lindsay S. Callahan".

Lindsay S. Callahan  
President and CEO  
(559) 246-7171  
lcallahan@uwfm.org

