

Housing Authority of the County of Stanislaus

...also serving Alpine " Amador " Calaveras " Inyo " Alariposa " Alono " Tuolumne Counties.

DATE: February 9, 2017

TO: Board of Commissioners

FROM: Barbara S. Kauss, Executive Director

SUBJECT: Action Item #05: Updated Strategic Plan for Responsible

Expansion

PREPARED BY: Kimberly Murdaugh, Director of Human Resources and

Business Operations

Resolution No. 16-17-08

RECOMMENDATION

Staff is recommending the approval of Resolution 16-17-08 to adopt the Updated Strategic Plan for Responsible Expansion and implementation of Phase 2.

BACKGROUND / DISCUSSION

The Strategic Plan is a roadmap for the journey towards responsible expansion. This journey has been presented in three phases which reflect the short-term, mid-term and long-term objectives designed to achieve the strategic commitments outlined in the attached Power Point presentation. This plan has evolved and will continue to evolve over time. The Updated Strategic Plan provides an overview of Phase 1 accomplishments and the progress and accomplishments of Phase 2 objectives.

FISCAL IMPACTS

The cost to implement phase 2 of the Strategic Plan is estimated to be \$34,668.

ATTACHMENTS

- Updated Strategic Plan for Responsible Expansion Power Point Presentation
- Resolution No. 16-17-08



Housing Authority of the County of Stanislaus Strategic Plan

THE JOURNEY TOWARDS RESPONSIBLE EXPANSION



MISSION STATEMENT

► HOUSING

 Provide decent, safe and affordable rental housing and home ownership opportunities.

▶ ECONOMIC DEVELOPMENT

 Provide and promote service opportunities that encourage and support individuals and families toward achieving greater independence and self-sufficiency.

COMMUNITY DEVELOPMENT

 Provide opportunities for conserving and upgrading affordable housing stock, improving infrastructure, and stabilizing and creating desirable neighborhoods.

STRATEGIC COMMITMENTS

- ► The Housing Authority and Affiliate Great Valley Commit to Creating Additional Affordable Housing Opportunities
- ▶ Enhance the Variety of Services Offered
- ▶ Develop Property in each of the 7 Counties to Establish Regional Authority

STRATEGIC COMMITMENTS, CON'T

- ▶Sustain High Performance Standards
- Sustain Housing Authority and Strengthen Infrastructure
- Address Areas of Community Need and HUD Requirements
- ► Obligate Restricted Reserves Subject to HUD Recapture

CURRENT OPPORTUNITIES

- NSP Homes (Rehab and New)
- Glendale Quarters (Veteran small houses, Home Funds)
- ▶ Oakleaf Meadows
- The Bunk-House in Westley (Single Resident Occupancy)
- ▶ Westley Mobile Home

- ▶ Las Palmas
- Edwards Estates at Village One Town Center
- Seven Counties
- Public Housing Rental
 Assistance Demonstration
 (RAD) Program
- ► Moving to Work Application
- ▶ Master Lease Program

EXTERNAL VARIABLES

- ► HUD Focus on Regional Agencies
- Community Housing Needs and Efforts (e.g. Focus on Prevention)
- HUD's Continual Increases in HUD Reporting Requirements
- ▶ HUD's Ability to Recapture or Offset Reserve Funding
- Federal Housing Funds Decreasing (Need for Agency Self-Sufficiency)

TIMELINE OF STRUCTURAL ENHANCEMENTS

PHASE 1

 Implementation within one to six months

PHASE 2

Implementation within six months to three years

PHASE 3

Implementation within three to 5+ years

PHASE 1

- ▶ Information Technology Management (phones, network, back-up, staffing, website)
- ▶ Facility Development Plan
- Organization Structure to Facilitate Development including the Seven Counties of Alpine, Amador, Calaveras, Mariposa, Mono, Inyo, Tuolumne
- Renaming and Rebranding to highlight Regional Authority
- ▶ Energy Audit and Energy Performance Contract

PHASE 1 ACCOMPLISHMENTS – INFORMATION TECHNOLOGY

- ▶ Director of Information Technology was hired on June 1, 2017
 - ► Manages the Network, Phones, Data Backup, Website, Storage Infrastructure, and Helpdesk Support
- Server and Storage Infrastructure Update Complete
- ▶ Backup System Update Complete
- ▶ Website Redevelopment
- ▶ Phone System Upgrade

PHASE 1 ACCOMPLISHMENTS-DEVELOPMENT

- Organizational Restructure to Support Development
 - Reallocated Director of Asset Management to Focus on Development
 - ▶ Reorganized Property Managers Functional Areas
 - ▶ Created One Property Manager position
 - ▶ Filled on July 6, 2016
 - Contract with Visionary Home Builders to Serve as Development Consultant and Sponsor of Tax Credit Applications
- ▶ Glendale/Amador/Project Based Vouchers
 - Leveraged Use of VASH Project Based Vouchers in Development of 16 Units for Homeless Veterans in Stanislaus County (Glendale Quarters – 4 Units) and Amador County (Varley Place – 12 Units)

PHASE 1 ACCOMPLISHMENTS

- Facility Development Plan Conducted Review and analysis of Current Facility
 - Growth is Infeasible in Current Facility
- Progression to Rebranding of Regional Status
- ▶ Energy Audit
 - ▶ To be Conducted in 2017 to Explore the Use of Energy Performance Contracts to Increase Energy Efficiency and Reduce Property Utility Costs

PHASE 2 PROGRESS AND ACCOMPLISHMENTS

- ▶ Agency-Wide Workload Analysis
 - ► Centralized Applications and Eligibility
- Resource Feasibility Assessment
- Succession Planning, Cross-Training, Training
 - Contracted with HTVN to Provide Online Training and Certification Courses.
 - ▶ Cross Train Property Managers
- ► Fleet Plan Update
 - Ongoing Assessment of Condition and Makeup of the HACS Vehicle/Equipment Fleet
 - Older Vehicles were Replaced and a Tractor was Purchased for Maintenance Operations.

PHASE 2 PROGRESS AND ACCOMPLISHMENTS

- Classification Plan Update
 - Creation of Management Analyst
 - ► Clerk of the Board, Executive Support, Supervision of Administrative Staff, Policy Preparation
 - ▶ Creation of Resident Services Coordinator
 - ▶ Oversight of HACS Community Centers, Staff and Agreements, Development of Resident Programs and Advisory Board, Grant Preparation & Administration
 - ► Creation of Administrative Analyst
 - ▶ Human Resources Program Support
 - Creation of Management Analyst, Resident Services Coordinator and Administrative Analyst 75% FTE
 - ► Allocate Funding from Vacant Administrative Office Supervisor and Resident Services Representative
 - ▶ ROSS Grant

\$280,152

-\$175,484

<u>-\$ 70,000</u>

\$ 34,668

PHASE 2 PROGRESS AND ACCOMPLISHMENTS

- ▶ Workplace Wellness Program
 - ► Healthy U Awarded \$6,000 from CHWCA for Most Innovative Safety Program
- ▶ Memorandum of Understanding with AFSCME Local 10
 - ▶ 3 Year Proposed Agreement Promotes Stability and Morale

PHASE 3 PROGRESS

- Utilize Developed Resources to Expand Services for the Homeless and other Vulnerable Communities
 - ▶ "The Net"
 - ▶ Housing Authority and Great Valley Housing Development Corporation met with City of Modesto and Stanislaus County Officials to Discuss Purchase and Rehabilitation of a Hotel to Provide Housing for Chronically Homeless Clients.
 - ▶ Glendale Quarters
 - ▶ Four Unit Development Targeted for Homeless Veterans
 - ► Construction To Commence Soon
 - ▶ Focus on Prevention
 - ► Housing Authority Designated as One of Lead Agencies in Development of Stanislaus County Community System of Care to Address Homelessness
- ► Structural Reorganization
 - ▶ Ongoing
- Ongoing Development in the Counties of Alpine, Amador, Calaveras, Mariposa, Mono, Inyo, Tuolumne
 - ▶ Meeting Scheduled with Mariposa County on Development Partnership
 - ▶ Partnering with Amador County on Varley Place Development to provide 12 VASH Project Based Vouchers to Assist Homeless Veterans

ONGOING

- Assessing New Opportunities
 - ▶ FUP/FSS Demonstration Project Participation Designated July 2016
 - ▶ Little Libraries Established September 2016

▶ Grants

- ▶ Little Library Expansion
- ▶ Read and Feed Program Resident Program to Address Literacy, Healthy Living for Community Residents
- Your Money Your Goals Resident Program to Address Financial Literacy and Education
- ► CoC Renewal Grant \$1.2m for Housing Homeless
- ▶ ROSS Grant \$240k Family Self Sufficiency Program Personnel

RESOURCES AND POLICY APPROVALS

- ► Admissions & Continued Occupancy Policy
 - ▶ Under Review for Update within 60 days
- Administrative Plan
 - ▶ Mandatory Legislative Changes from Modernization Act of 2016 (HOTMA) have been Incorporated into the HCV Administrative Plan by BOC Action on February 9, 2017. Optional Revisions to Policy will be Completed through the 2017 Annual Plan Review Process.
- Capital Fund Program
- Maintenance
- Budget
- Personnel

MISSION STATEMENT

► HOUSING

 Provide decent, safe and affordable rental housing and home ownership opportunities.

▶ ECONOMIC DEVELOPMENT

 Provide and promote service opportunities that encourage and support individuals and families toward achieving greater independence and self-sufficiency.

COMMUNITY DEVELOPMENT

 Provide opportunities for conserving and upgrading affordable housing stock, improving infrastructure, and stabilizing and creating desirable neighborhoods.

RESOLUTION NO. 16-17-08 RESOLUTION APPROVING MANAGEMENT ANALYST RESIDENT SERVICES COORDINATOR AND ADMINISTRATIVE ANALYST JOB DESCRIPTIONS

WHEREAS, the Board of Commission desires to support the classification changes outlined in Phase 2 of the strategic plan toward responsible expansion, and

WHEREAS, the job descriptions for Management Analyst, Resident Services Coordinator and Administrative Analyst, including salary is attached as Exhibit A of this resolution,

NOW, THEREFORE, BE IT RESOLVED, by the Board of Commissioners of the Housing Authority of the County of Stanislaus, that:

- The Management Analyst, Resident Services Coordinator and Administrative Analyst job description and salary range as shown in Exhibit A of this resolution are approved, and
- 2. This resolution shall take effect immediately.

Secretary

DULY AND REGULARLY ADOPTED by the Board of Commissioners of the Housing Authority of the County of Stanislaus this 9th day of February, 2017.

On a motion of Commissioner	, seconded by _, and of the following roll call vote:
AYES:	
NAYS:	
ABSENT:	
	Approved:
	 Chairperson
Attast:	



HOUSING AUTHORITY OF THE COUNTY OF STANISLAUS

Management Analyst Up to Annual Salary of \$97,320

SUMMARY

To perform a wide range of professional and management level analytical duties in support of agency policies, programs, operations, and services; serve as Clerk of the Board and manage all activities and maintain official records related to Board of Commissioners meetings; provide administrative support for the Executive Director; oversees the daily operation of the Administration Department.

SUPERVISION RECEIVED AND EXERCISED

Receives direction from the Executive Director. Directly supervises clerical staff assigned to the Administrative office. Carries out supervisory responsibilities in accordance with the organization's policies, procedures and applicable laws.

ESSENTIAL DUTIES AND RESPONSIBILITIES include the following. *Other duties may be assigned.*

- Assists in the development of department policies and procedures to assure compliance with Federal, State, and local directives and statutes and, as applicable, procedures for department activities and programs.
- Research, compile, analyze data and prepare comprehensive reports, compile information to be used in special projects and reports.
- Provides administrative support for two Boards of Commissioners Housing
 Authority of the County of Stanislaus and Housing Authority of the City of Riverbank;
 attends regular and special board meetings; coordinates preparation of materials for
 meetings and maintains all public records related to the meetings; coordinates
 training and retreats, as needed, for both Commissions; coordinates responses to
 requests from Board members.
- Schedules and coordinates internal and external meetings for the Executive Director; maintains the calendar and daily schedule; prepares materials as needed for meetings; communicates regularly with internal staff, public officials, community stakeholders and other parties to ensure Executive Director knows the purpose of schedule meetings and has all needed preparatory materials.
- Serves as travel coordinator for the Executive Director and Commissioners attending conferences and training; books airline tickets and arranges hotel accommodations within budgetary confines in accordance with Authority travel policy.
- Prepares all letters, correspondence, reports, briefs, presentations and documents for Executive Director; assists in routine office procedures and projects as needed.



- Receives, screens, and routes telephone calls and other communications; answers or refers inquirers to appropriate staff members or schedules appointments as appropriate; receives, sorts, reads, routes and responds to Executive Director mail as needed; establishes and maintains effective filing systems for documents, contracts, reports and records.
- Serves as custodian of official records and public documents.
- Plan, assign and direct work of staff in the Administration department.
- Assists in selecting, training, motivating, and evaluating assigned personnel; provides or coordinates staff training; works with employees to establish performance improvement plans.
- Other duties as assigned.

NON-ESSENTIAL DUTIES

Other duties may be assigned.

QUALIFICATIONS

To perform this job successfully, an individual must be able to perform each essential duty satisfactorily. The requirements listed below are representative of the knowledge, skill, and/or ability required. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

KNOWLEDGE, SKILLS & ABILITIES

- Knowledge of Authority programs, policies and procedures, pertinent Federal, State, and local laws, codes and regulations.
- Knowledge of principles of supervision, training and performance evaluation.
- Ability to prepare business correspondence and written reports.
- Ability to write and speak effectively, lead meetings and conduct training.
- Ability to manage a variety of programs accurately and efficiently.
- Ability to organize work effectively to meet schedules and deadlines.
- Ability to work independently with little direction.
- Ability to interpret and apply various laws, codes and regulations.
- Ability to prepare and maintain accurate records.
- Ability to analyze problems, identify alternative solutions, project consequences of proposed actions and implement recommendations in support of goals;
- Ability to engage a wide variety of people with a high level of professionalism and courtesy, including culturally, socially and economically diverse populations, seniors, persons with disabilities and professional colleagues.
- Ability to establish and maintain cooperative working relationships with those contacted in the course of work.
- Possess a high degree of proficiency in Microsoft Office products, including Word, Excel and Outlook and otherwise to be effective without close clerical support.

EDUCATION & EXPERIENCE

Graduation from an accredited four (4) year college or university with major coursework in Public Administration, Business Operations, applicable social science or closely related field or six (6) to eight (8) years of progressively responsible job related experience. An equivalent combination of education, training, and experience, which provides the required knowledge and abilities, may be substituted on a two for one basis

LANGUAGE SKILLS

Ability to read, analyze, and interpret general business periodicals, professional journals, technical procedures, or governmental regulations. Ability to write reports, business correspondence, and procedure manuals. Ability to effectively present information and respond to questions from groups of managers, clients, customers, and the general public

MATHEMATICAL SKILLS

Ability to calculate figures and amounts such as discounts, interest, commissions, proportions, percentages, area, circumference, and volume. Ability to apply concepts of basic algebra and geometry.

REASONING ABILITY

Ability to define problems, collect data, establish facts, and draw valid conclusions. Ability to interpret an extensive variety of technical instructions in mathematical or diagram form and deal with several abstract and concrete variables.

CERTIFICATES, LICENSES, REGISTRATIONS

Must possess and maintain an applicable California Driver's License and a driving record acceptable to the Authority's insurance carrier. (Exceptions will be considered on a case by case basis)

PHYSICAL DEMANDS

The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

While performing the duties of this job, the employee is regularly required to talk or hear. The employee frequently is required to stand and sit. The employee is occasionally required to walk; use hands to finger, handle, or feel; and reach with hands and arms. The employee must occasionally lift and/or move up to 25 pounds. Specific vision abilities required by this job include close vision, distance vision, color vision, peripheral vision, depth perception, and ability to adjust focus.

WORK ENVIRONMENT

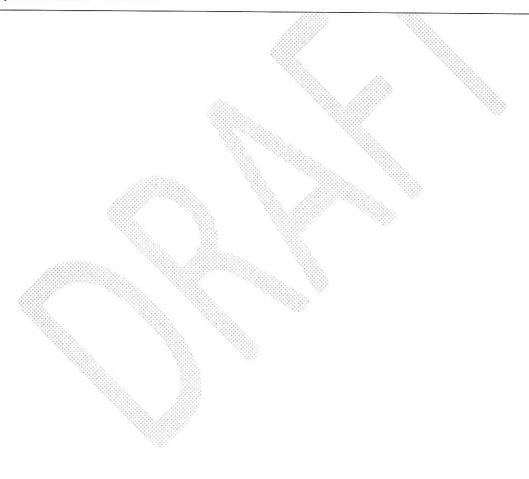
The work environment characteristics described here are representative of those an employee encounters while performing the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions. While performing the duties of this job, the employee is occasionally exposed to fumes or airborne particles and outside weather conditions. The noise level in the work environment is usually moderate.

Created Date:

February 9, 2017

Approved Date:

FLSA Status: Exempt Employment Status: Full Time





HOUSING AUTHORITY OF THE COUNTY OF STANISLAUS

Resident Services Coordinator Salary Range 44 Admin (\$3,675-\$4,482/month)

SUMMARY

The Resident Services Coordinator oversees Service-related programs for Authority residents and daily operations of the Authority's Community Centers.

SUPERVISION RECEIVED AND EXERCISED

Receives direction from the Director of Asset Management. Directly supervises part-time staff assigned to the Community Center

ESSENTIAL DUTIES AND RESPONSIBILITIES include the following. *Other duties may be assigned.*

- Oversight of the HACS community centers within its jurisdiction.
- Coordinates development of resident programs and activities within community centers
- Oversight of community center MOU's and Contractual Agreements with organizations utilizing and/or participating in community center programs.
- Monitors utilization of resident programs and activities within community centers
- Coordination of the Resident Councils and Resident Advisory Boards and development of related policies
- Tracking of Community Service Requirements for Public Housing Program Participants
- Supervision and training of full time and part-time staff within the community center
- Research grant opportunities and prepare grant proposals; monitor and administer grant and contract accounts and projects.
- Responds to general inquiries from active and prospective program participants, the general public, regulatory agencies and business partners.
- Responds to and resolves issues pertaining to program and operational issues. Advises
 Department Director, in a timely manner, on necessary actions, problems, or requirements.

NON-ESSENTIAL DUTIES

Other duties may be assigned.

QUALIFICATIONS

To perform this job successfully, an individual must be able to perform each essential duty satisfactorily. The requirements listed below are representative of the knowledge, skill, and/or ability required. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

KNOWLEDGE, SKILLS & ABILITIES

Knowledge of pertinent Federal, State, and local laws, codes and regulations Knowledge of principles of supervision, training and performance evaluation.



Knowledge of case management techniques.

Knowledge of prevailing social and economic issues of very low income families and individuals.

Knowledge of community resources and service programs.

Ability to prepare business correspondence and written reports.

Ability to write and speak effectively, lead meetings and conduct training.

Ability to manage a variety of programs accurately and efficiently and prioritize multiple tasks.

Ability to work independently with little direction.

Ability to prepare and maintain accurate records.

Ability to analyze problems, identify alternative solutions, project consequences of proposed actions and implement recommendations in support of goals;

Ability to engage a wide variety of people with a high level of professionalism and courtesy, including culturally, socially and economically diverse populations, seniors, persons with disabilities and professional colleagues.

Ability to establish and maintain cooperative working relationships with those contacted in the course of work.

EDUCATION & EXPERIENCE

Bachelor's degree, from a four year college or university with concentration in public administration, business administration, or applicable social science or four years related experience or equivalent combination of education and experience. (One year of experience is equivalent to one year of college).

LANGUAGE SKILLS

Ability to read, analyze and interpret general business periodicals, professional journals, technical procedures, or governmental regulations. Ability to write reports, business correspondence, and procedure manuals. Ability to effectively present information and respond to questions from groups of managers, clients, customers, and the general public.

MATHEMATICAL SKILLS

Ability to calculate figures and amounts such as discounts, interest, commissions, proportions, percentages, area, circumference, and volume. Ability to apply concepts of basic algebra and geometry.

REASONING ABILITY

Ability to define problems, collect data, establish facts, and draw valid conclusions. Ability to interpret an extensive variety of technical instructions in mathematical or diagram form and deal with several abstract and concrete variables.

CERTIFICATES, LICENSES, REGISTRATIONS

Valid California Driver's License

PHYSICAL DEMANDS

The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

While performing the duties of this job, the employee is regularly required to talk or hear. The employee frequently is required to stand and sit. The employee is occasionally required to walk; use hands to finger, handle, or feel; and reach with hands and arms. The employee must occasionally lift and/or move up to 25 pounds. Specific vision abilities required by this job include close vision, distance vision, color vision, peripheral vision, depth perception, and ability to adjust focus.

WORK ENVIRONMENT

The work environment characteristics described here are representative of those an employee encounters while performing the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions. While performing the duties of this job, the employee is occasionally exposed to fumes or airborne particles and outside weather conditions. The noise level in the work environment is usually moderate.

Created Date:

February 9, 2017

Approved Date:

FLSA Status:

Exempt

Employment Status: Full Time



HOUSING AUTHORITY OF THE COUNTY OF STANISLAUS

Administrative Analyst (75% Full Time Equivalent) Salary Range 46 Admin (\$4,060-\$4,945/month)

SUMMARY

To perform a variety of professional analytical work in support of administrative and human resource programs including recruitment and selection, classification and compensation, benefits administration, payroll processing, worker's compensation program, training program; and to provide administrative staff assistance to the Director of Human Resources and Business Operations.

SUPERVISION RECEIVED AND EXERCISED

Receives direction from the Director of Human Resources and Business Operations.

ESSENTIAL DUTIES AND RESPONSIBILITIES include the following. Other duties may be assigned.

- Design and implement recruitment programs to obtain qualified candidates; coordinate with departments to create recruitment timeline, advertisement sources and selection process.
- Design and administer selection procedures including application review, supplemental questionnaires, oral board interview questions, job dimensions, assessment centers, selection of test services and content, practical exam materials and rating instruments; monitor exam reliability and validity; create and maintain eligibility lists.
- Analyze, interpret, research and compile information for organizational and classification studies.
- Interpret and explain policies, procedures, and regulations to agency staff and the public; respond to requests for information from employees, management, outside agencies and the public.
- Perform technical work pertaining to the administration of the Agency benefit programs; receive and process enrollments; audit employee insurance claims, monitor payouts, and verify for correct benefit payments and for overpayments.
- Consult with and provide information to Agency employees regarding rules, regulations and procedures including dental, health, LTD, vision, life insurance and retirement.
- Receive, audit and process insurance billings; research billing discrepancies.
- Assist in the coordination of open enrollment activities and processes.



- Prepare forms and reports; prepare information sheets and booklets for employees regarding available benefits programs; update and maintain benefits reference materials.
- Coordinate the preparation and administration of COBRA notices and correspondence.
- Complete internal and external compensation and benefit studies.
- Prepare and maintain payroll records including timesheets, deductions and withholding amounts, vacation payments, retroactive pay increases, and other files and records for reports and auditing purposes.
- Investigate, analyze, develop, and prepare special studies or projects as requested.
- Research special issues, problems and procedures; prepare various documents and reports regarding special projects, problems and requests.
- Build and maintain positive working relationships with co-workers, other Agency employees and the public using principles of good customer service.
- Other duties as assigned.

NON-ESSENTIAL DUTIES

Other duties may be assigned.

QUALIFICATIONS

To perform this job successfully, an individual must be able to perform each essential duty satisfactorily. The requirements listed below are representative of the knowledge, skill, and/or ability required. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

EDUCATION & EXPERIENCE

Graduation from an accredited four (4) year college or university with major coursework in Public Administration, Business Operations, applicable social science or closely related field or four (4) years of progressively responsible job related experience. An equivalent combination of education, training, and experience, which provides the required knowledge and abilities, may be substituted on a two for one basis.

LANGUAGE SKILLS

Ability to read, analyze, and interpret general business periodicals, professional journals, technical procedures, or governmental regulations. Ability to write reports, business correspondence, and procedure manuals. Ability to effectively present information and respond to questions from groups of managers, clients, customers, and the general public.

REASONING ABILITY

Ability to define problems, collect data, establish facts, and draw valid conclusions. Ability to interpret an extensive variety of technical instructions in mathematical or diagram form and deal with several abstract and concrete variables.

CERTIFICATES, LICENSES, REGISTRATIONS

Must possess and maintain an applicable California Driver's License and a driving record acceptable to the Authority's insurance carrier. (Exceptions will be considered on a case by case basis)

PHYSICAL DEMANDS

The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

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Created Date: February 9, 2017

Approved Date:

FLSA Status: Exempt

Employment Status: 75% Full Time Equivalent