




Office of the Executive Officer

ACTION CALENDAR
September 19, 2006

To: Honorable Chairperson and
Members of the Housing Authority

From:  Phil Kamlarz, Executive Officer

Submitted by: Stephen Barton, Director, Housing Department

Subject: Alternative Governance Structure

RECOMMENDATION

Authorize the Executive Officer to continue to explore an alternative governance structure.

FISCAL IMPACTS OF RECOMMENDATION

There are no fiscal impacts of this report.

CURRENT SITUATION AND ITS EFFECTS

The Berkeley Housing Authority (BHA) is currently designated as a “troubled” agency and efforts are underway to change this designation. In addition to improving the Section Eight Management Assessment Program (SEMAP) scores, the Department of Housing and Urban Development (HUD) determined that the BHA governance structure requires restructuring to adequately monitor the agency and provide the oversight needed to ensure the program is operated in accordance with HUD regulations.

The Executive Officer has started exploring the structure of other agencies. Attached is a matrix of agencies designated as “standard or high performers” (Attachment 1). These agencies have a different government structure than the BHA and may serve as a model as we explore alternatives. Staff will continue exploring alternatives, getting more details, and will report back to the BHA Board in November 2006.

BACKGROUND

On June 27, 2006, the BHA Board authorized the Executive Officer to negotiate with HUD on alternative management structures. As a result of discussion with HUD, the need to restructure the governance of the agency was deemed essential to its overall success. Consequently, the Executive Officer began exploring alternatives.

RATIONALE FOR RECOMMENDATION

A major effort is underway to improve the BHA SEMAP scores. However, other internal corrections are necessary to ensure the efficient operation of the Agency. Exploring an alternative governance structure is a major factor in this process.

FUTURE ACTION

A report on an alternative governance structure will be provided at the November BHA Board meeting.

CONTACT PERSON

Stephen Barton, Director, Housing Department, (510) 981-5400

Attachments:

Attachment 1 – Housing Authority Survey

HOUSING AUTHORITY SURVEY

Question	Sacramento City	Reno, NV	Oakland	Santa Barbara	Portland	San Francisco	Benicia
Agency	Housing Authority of the City and County of Sacramento	Reno Housing Authority	Oakland Housing Authority Board of Comm	Housing Authority of Santa Barbara	Housing Authority of Portland	San Francisco Housing Authority	Benicia Housing Authority
Assessment Rating	80; standard performer	95; high performer	74; standard performer	95; high performer	81; standard performer	64; Substandard Financial (designation due to judgments against the SFHA)	93; high performer
Board/Commission Name	Sacramento Housing & Redevelopment Commission	Reno Housing Authority Board of Commissioners	Oakland Housing Authority Board of Comm	Housing Authority Board of Comm	Housing Authority of Portland Board of Commissioners	San Francisco Housing Authority Commission	Board of Commissioners City of Benicia Housing Authority
Number of Members	11 members	5 members	7 members	7 members	8 members	7members	7 members
Meeting schedule	1st/3rd Wednesday or as noticed; 6:00 p.m.	4th Tuesday; 12:00 p.m.	4th Monday; 6:00 p.m.	1st/3rd Wednesday; 5:30 p.m.	3rd Tuesday; 6:15 p.m.	2nd/4th Thursday; 4:00 p.m.	4th Wednesday; 5:30 p.m.
Responsibilities	Oversees all activities, programs and services undertaken by the Sacramento Housing & Redevelopment Agency; 3 governing boards; budgets go to Commission, City, and County	The Board of Commissioners is responsible for setting policy and supervising the Executive Director.	The Board provides policy oversight of the development, construction rental, management and maintenance of all public housing units in Oakland.	The Commission has broad powers which include setting policy, hiring staff, contracting, approving budgets, and managing public assets and funds.	The Board of Commissioners oversees the Housing Authority of Portland and is responsible for establishing policy and approving HAP's annual budget. The Board of Commissioners also hires the Executive Director, who serves as the agency's Chief Executive Officer. The Executive Director oversees the day-to-day operations of the Housing Authority and implements policies and programs established by the Board.	The Commission makes decisions regarding the SF Housing Authority. Also appoints the Executive Director of the SFHA	The Commission sets policy in regards to the affordable housing programs administered by the Authority, approves the Authority's budgets, hires and supervises the Executive Director, and generally represents the interests of low-income and very low-income tenants in Benicia.

HOUSING AUTHORITY SURVEY

Question	Sacramento City	Reno, NV	Oakland	Santa Barbara	Portland	San Francisco	Benicia
How are members selected?	Commission members are appointed by either the Sacramento City Council or the Sacramento County Board of Supervisors who serve 2-year terms	Appointed by the Mayor of Reno; confirmed by Council to serve 4-yr terms. One of the five must be a tenant in an RHA program	Seven-member Board appointed by the Mayor with the approval of the council; five members serve 4-yr terms; two members residents of public housing serve 2-yr terms--one must be 62 years of age or older	All appointments are made by the Mayor and are subject to confirmation by a majority of City Council, per California Health and Safety Code Section 34270. Two must be tenants and one at least 62 yrs of age or older. The public at large members serve 4 year terms. The tenant members serve 2 year terms.	Each Board member is recommended by the jurisdiction he or she serves: four appointments are recommended by the City of Portland, two by the City of Gresham and two by Multnomah County. The recommended members are appointed by the Mayor of Portland and confirmed by the Council. Board members are volunteers who serve staggered 4-yr terms. Tries to recruit candidates that meet the need of the commission, as well, as diversity and geographic representation.	Seven member board comprised of city residents appointed by the Mayor; two are residents of public housing.	Four year terms for public members; two year terms for tenant members. Recommended by Mayor and confirmed by council
What is the governing document?	The Sacramento Housing and Redevelopment Agency is a Joint Powers Authority created as a public agency by the City and County of Sacramento in 1973. SHRA is the lead public agency and public developer for the City and the County regarding affordable housing, public housing and redevelopment projects and issues.	Bylaws	Bylaws	Bylaws	Bylaws and State statute; creating by the City of Portland	Bylaws	Bylaws

HOUSING AUTHORITY SURVEY

Question	Sacramento City	Reno, NV	Oakland	Santa Barbara	Portland	San Francisco	Benicia
What is the Board's relationship to Council?	The Council makes recommendation as to who should be on the Commission. Since the agency is both City and County there are separate budgets. Budget issues are submitted to the respective agency.	Appointed by mayor and council; one of the Councilmembers is a board member. Also liaison for agency to the City	Separate from the City; indirect relationship	It is an operating arm of the City, and is also a legally distinct public entity, separate from City government. Although the HAC acts in an advisory capacity to the Council at times--it is an autonomous State agency, appointed by the Mayor with powers to condemn property, sell bonds and incur debt with respect to the provision of low income housing in the COSB.	Advisory	Independent agency and a State chartered corporation	independent from the City
What is the structure of PHA?	Executive Dire for HA reports to commission and matters related to the ; other issues are reported to City Council	Executive Director reports directly to the Board ; 4 other directors (Admin (finance/HR)), maintenance, public housing, and Section 8)	Executive Director reports to the board	Exec Director reports to the board	Executive Director reports to the Board	Executive Director reports to Commission	Executive Director reports to Board
What is the reporting structure to HUD (primary contact)?	Executive Director is primary contact. Executive Director for HA informs the commission about PHA matters; Budget issues are reported to either the City Council or the County	Executive Director is primary contact; several of the directors also talk to individual people with HUD	Executive Director	Executive Director	Executive Director	Executive Director reports to Commission	Executive Director
Union agreements/ contracts/staffing	The HA is union and has 175 budgeted positions	57 staff; union (directors and confidential employees are non-union)	4 unions; HM Housing rep 790, clerical 29, 1877 mtce mechanics and grounds workers, building trades for skilled crafts	non-union ; keeps comparable with City pay scale; about 65 half mtc. Other half finance and admin	275 staff; trade unions; public housing managed by outside private mgt firms; admin represented	union...a little under 400 employees	non-union; 9 staff members

HOUSING AUTHORITY SURVEY

Question	Sacramento City	Reno, NV	Oakland	Santa Barbara	Portland	San Francisco	Benicia
What is the Agency's affiliation with city/separate from city?	City and County housing authority; matters pertaining to city property discussed with the City; county property issues are discussed with the county . The Housing Authority for the City of Sacramento and the Housing Authority for the County of Sacramento are legal entities that operate under the umbrella organization of the Sacramento Housing and Redevelopment Agency. Depending on the issue, the agency reports to either the Commission, City, or County.	Separate from the City; symbiotic relationship	Separate from the City; indirect relationship	Although the Housing Authority Commission does at times act in an advisory capacity to the City Council, the Commission is an autonomous State agency, appointed by the Mayor, with powers to condemn property, sell bonds and incur debt with respect to the provision of low income housing in the City of Santa Barbara.	Separate from City; municipal corporation; autonomous.	Only relationship to the City is the appointment of the Executive Director	Separate from the City
Program	11,000 Section 8 vouchers per month; 200-250 non HAC developments	2400 section 8 vouchers; and manages public housing units	Owns or provides rental assistance for a total of 14,450 units (11,142 Section 8 vouchers leased Housing Budgeted Assistance)	1955 Section 8 vouchers, and manage 492 public housing units; over 500 non HUD and tax credit units.	3,900 units of affordable housing, 2,400 units of public housing and 7,900 Section 8 rent assistance vouchers. Our housing is available to individuals, families, people with disabilities or special needs and seniors who meet each program's income guidelines.	Over 7,000 Section 8 Vouchers; over 6,000 public housing units	375 vouchers for Section 8 program and 75 units of public housings