Please note that due to the ongoing COVID-19 public health emergency, all members of the River Falls Housing Authority may attend via telephone or internet. Tenants and members of the public who wish to attend may join the meeting by telephone: dial 1-844-992-4726 and enter your event number/access code: 132 968 8882 event code: 1234. Telephones must be muted except during public comment period in the meeting. Tenants and members of the public may only speak during the tenant comment period. To attend via computer https://tinyurl.com/RFHA9232020

ROLL CALL

MINUTES OF REGULAR MEETING – August 12, 2020
MINUTES CLOSED SESSION - August 12, 2020
TENANT COMMENT

MISSION STATEMENT
River Falls Housing Authority manages, maintains, and facilitates affordable housing in accordance with Federal and State statute. Our mission is to partner with the community to assess housing needs and opportunities and to be proactive, creative, and collaborative in the development and delivery of fair, safe, sustainable, and inclusive programs.

CONSENT ITEMS

ACTION ITEMS
1. Review and Approve Payment of Bills and Budget Report
2. Review and Approve Executive Director Job Description
3. Review and Approve Posting for Executive Director Position
4. Reorganization Study

REPORTS
1. Vacancy and Re-rental Report
2. Rural Development triennial review

CHAIR AND COMMISSIONERS REPORT

ANY OTHER BUSINESS THAT MAY PROPERLY COME BEFORE THE BOARD

ADJOURN
Chair Todd Bjerstedt called the meeting to order at 6:30. Due to the ongoing COVID 19 public health emergency, all members attended via internet.

Present: Todd Bjerstedt, Matt Fitzgerald, Jacqueline Niccum, Amy Peterson, Nick Carow
Absent:
Also Present: Anne McAlpine, Executive Director

Minutes: M/S/C Niccum/Fitzgerald to approve Minutes of July 15, 2020

CONSENT
1. M/S/C Peterson/Niccum to approve the consent item: FY 2020 PILOT – Payment in Lieu of Taxes for FY2020 of $60,644.32

ACTION ITEMS
1. M/S/C Peterson/Niccum to approve payment of bills and budget report.
2. M/S/C Peterson/Niccum to approve application for shortfall funding for HUD Public Housing.

REPORTS
1. McAlpine represented the Vacancy and Re-rental Report.
2. McAlpine reported that Rural Development was very pleased with our program administration following the Triennial Review which was completed the week of August 3-7.
3. McAlpine reported that HUD has provide an additional allocation of $22,879 in funds from the CARES Act for Public Housing operation. Today HUD gave us notice that another $12,907 of CARES Act funds had been allocated to us for administration of the Section 8 Voucher program. HUD has also increased the budget for Housing Assistance Payments by $4,700 to offset the decrease in tenant rent resulting from tenants’ loss of income.

CLOSED SESSION
M/S/C Carow/Niccum to move to closed session.

ADJOURN Fitzgerald/Niccum 7:35 pm

Respectfully submitted Anne McAlpine, Recording Secretary
MEMO
TO: River Falls Housing Authority Board of Commissioners
FROM: Anne McAlpine, Executive Director
RE: September Board of Commissioners Meeting
DATE: Sept 22, 2020

CONSENT ITEMS

ACTION ITEMS
1. Review and Approve Payment of Bills and Budget Report – Attachment 1
2. Executive Director Job Description - Attachment 2
3. Posting Position – Attachment 3
4. RFHA Reorganization Study – Attachment 4
5. Request for Proposal – Attachment 5

REPORTS
1. Vacancy and Re-rental Report – This month there are twice as many unit turnovers as usual. Staff are supporting the Turnover Technician to prepare all of the vacant units in September. There is one eviction scheduled in St. Croix County Court for Sept 22, 2020. Attachment 6
2. Rural Development Triennial Review – We did really well on this supervisory review. One adjustment in tenant’s rent was identified and no findings were identified. Attachment 7
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EXECUTIVE DIRECTOR

Title: Executive Director

Responsible to: Board of Commissioners

Hours: Full-time Salaried (weekdays)

Primary Responsibility:

This position serves with oversight and policy direction from River Falls Housing Authority Board of Commissioners as primary contact for multiple housing assistance programs of River Falls Housing Authority. This position is responsible for program and project accomplishments, compliance, and financial integrity.

Determines staffing needs and supervises staff, oversees the operations of existing housing programs, prepares and executes the annual budgets and capital improvements plans, administers procurement of all goods and services, seeks and recommends growth opportunities and ensures compliance with Federal, State and local laws in the administration and management of River Falls Housing Authority.

ESSENTIAL FUNCTIONS

Reviews, develops, recommends, and implements housing program policies and procedures updates and maintains policies and procedures as required.

Develops and manages fiscal operations of River Falls Housing Authority
  o Prepares and presents annual budget recommendations and manages expenditures.
  o Prepares annual budget recommendations and manages expenditures.
  o Reviews and analyzes revenue and expenses.
  o Maintains adequate coverage of all appropriate insurance.

Supervises River Falls Housing Authority staff
  o Provides ongoing oversight of staff including hiring, training, disciplining, and performance evaluations.
  o Reviews and analyzes procedures and work flow and makes recommendations on improving efficiency and effectiveness.
  o Develops annual work plan and coordinates staff activities.

Serves as staff to the River Falls Housing Authority Board
  o Arranges and develops agenda for Housing Authority Board meetings; analyzes agenda items and makes recommendations for Board action.
  o Attends public hearings, meetings, and conferences to provide information on River Falls Housing Authority programs and activities.
  o Serve as principal contact with funding agencies in connection with fiscal and occupancy audits, engineering surveys, management reviews, REAC reports and other activities conducted at the local level.

Acts as landlord and property manager for Housing Authority and managed properties
  o Reviews staff-determined program participant eligibility, approves leases and eviction actions, and investigates participant concerns.
  o Negotiates, contracts, assigns work to, and supervises the work of contractors.
  o Supervises leasing, occupancy and tenant-landlord issues.
Conducts informal hearing and determines if exceptions, denials, or terminations are warranted; resolves disputes between tenants, staff and/or contractors.

Ensures inspection and maintenance of all properties, units and surrounding areas are in compliance with applicable codes, regulations and goals as established by River Falls Housing Authority.

Prepares project budgets, reports and ensures financial compliance with regulations

- Supervises leasing, occupancy, program utilization.
- Monitors monthly financial reports and implements corrective action.
- Ensures appropriate and timely use of federal grants.
- Conducts procurement and disposition activities, prepares bid offerings as appropriate, opens and analyzes bids, recommends acceptance and supervises the work of selected contractors.

Implements and monitors outreach activities to reach a diverse population

- Maintain active waiting lists.
- Ensure compliance with Affirmative Fair Housing requirements.

Responds, assesses and monitors opportunities to improve or expand River Falls Housing Authority’s programs to meet the needs of low-moderate income families and elderly, such as low-income tax credits, housing revenue bonds and federal, state, and private grant programs.

- Prepare and submit grant application when eligible.
- Serve as management agent for the City of River Falls rental properties, Prescott Housing Authority and Glen-Dor Investments LLC.

Performs related duties as required.

**WORK ENVIRONMENT:**

- Sedentary with occasional walking and standing in a general office setting.
- Occasional site visits require entering occupied and unoccupied apartments/homes, climbing steps, walking on uneven ground, stooping and reaching.
- Duties require travel to other locations for training and other purposes.

**KNOWLEDGE, SKILLS, AND ABILITIES:**

- Knowledge of state, federal, and other housing programs, real estate, property management, landlord-tenant law, construction management and contractual laws, regulations, policies, development, and administration procedures, including sources and methods of obtaining available funding.
- Knowledge of local, state, federal, and other resources available to fund housing and housing-related issues.
- Knowledge of social and economic conditions within the community that impacts on clientele served.
- Knowledge of Generally Accepted Accounting Practices (GAAP), governmental accounting and audit practices and procedures.
- Knowledge of administrative, managerial and supervisory practices and principles.
- Ability to gather and analyze data, plan, organize, and prepare detailed and complex oral, financial and specialized reports and grant applications.
- Ability to perform detailed work accurately, organize work and meet deadlines.
- Ability to plan, organize, assign, and supervise, and evaluate the work of others.
- Ability to handle sensitive interpersonal situations calmly and tactfully.
- Ability and skill to perform effectively under stressful conditions.
- Ability to plan, organize and effectively present ideas and concepts to various committees, boards, legislators, media, and the general public.
- Ability to communicate effectively, both orally and in writing.
- Ability to establish and maintain effective working relationships with governmental and other agencies, fellow employees, and individuals and groups with varying economic and social backgrounds.
- Ability to work the allocated hours of the position.

**REQUIRED QUALIFICATIONS:**
- Bachelor’s Degree in Administration, Management, Accounting, Planning, or related field (At least five years of direct housing program experience may be substituted for the education requirement).
- Two (2) years of supervisory and office management experience, including budget development and work with housing laws, regulations, and audits.

**LICENSES, CERTIFICATES, AND OTHER REQUIREMENTS:**
- Public Housing Manager Certification must be obtained within six months of employment.
- Appointment will be conditional upon successful completion of a criminal background check.
- Must have access to private transportation for work-related duties.
- Must be eligible to be bonded.

**DESIRED QUALIFICATIONS:**
- Experience in housing, community, and economic development, grant writing, and administration of housing programs
Posting Position
The following associations and neighboring Housing Authorities are recommended sites to post the Executive Director position:

- WAHA
- MN NAHRO
- Regional NCRC (NAHRO- regional organization)
- Housing Authorities in Minnesota; Dakota County, Metro HRA, St. Paul, Scott County, Goodhue County, Redwing HRA

- Posting nationally in the NAHRO Monitor is for free for five lines (50 words) with $20 additional per line.

Executive Director
River Falls Housing Authority is accepting applications for an Executive Director due to the retirement of the current director. With direction and policies established by the Board of Commissioners, the Executive Director is responsible for the success of River Falls Housing Authority and will plan, direct, administer and oversee the activities and operations of this mid-sized Housing Authority which administers multiple assisted housing programs including Public Housing, Housing Choice Voucher, Rural Development 515 and 538 Multifamily Housing and Low Income Housing Tax Credits in the City of River Falls.

The selected individual will have a Bachelor’s Degree in Accounting, Management, Public Administration or related field. At least five years of direct housing program experience may be substituted for the education requirement. Two years of supervisory and office management experience, including budget development and work with housing laws, regulations and audits. Proven leadership, communication and troubleshooting skills are desired. Experience and Certification for Public Housing Manager for administering affordable housing or multifamily property is preferred but certification may be obtained within six months of hiring.

The position is full time with an excellent benefit package. Salary is $60,000-$70,000 based on qualifications and experience. To become part of this tenant-centered high performing Housing Authority please submit a cover letter, resume, and application to River Falls Housing Authority amcalpine@rfhousing.org. River Falls Housing Authority is an equal opportunity employer and provider. Contact Anne McAlpine, Executive Director 715-425-7640 for full job description and application.
Checklist for recruiting public sector employees

Strategies organizations can adopt and implement now to address the talent challenge

☐ Recognize that the lack of qualified talent is a global challenge. Therefore, it is imperative to assess the total rewards structure for each position and ensure market competitiveness (salary, benefits, relocation assistance, etc.).

☐ Incentivize offerings to attract highly qualified applicants. Without endangering internal equity, be open to the idea that the competition for talent may include adding atypical incentives. Consider the implications and/or benefits of offering such benefits as signing bonuses, relocation assistance, temporary housing or vacation/sick/accrued PTO on day one.

☐ Establish an engaging and enticing marketing, recruiting and outreach campaign. This will help "sell" your organization's mission, vision and values. Communicate clearly, openly and honestly with applicants and potential candidates about divergent perspectives on the position, organization and leadership opportunity.

☐ Highlight the growth potential for the position, where feasible. Highlight additional opportunities for professional development and advancement.

☐ Emphasize the culture of your organization. Share opportunities for community livelihood and for the candidate's family and work-life balance.

☐ Utilize targeted social media or similar outlets to attract multiple generations. Often, the best candidates are not active job seekers. However, great candidates may be willing to consider "the right" job. So it is important to design, develop and strategically deliver relevant and timely job announcements to the social media outlets potential applicants visit frequently.

☐ Develop a selection process that considers candidates' background and experience in different ways. Selection processes may include leadership-management style assessments to understand the candidates' fit, written exercises, making presentations and meeting with multiple interview panels.

☐ Consider the benefits of hiring a public sector executive recruitment firm. Take advantage of the resources, tools and expertise offered by outside firms.

About Baker Tilly's public sector executive recruitment practice:
Our team has provided executive recruitment services to local governments, special districts, not-for-profits and school districts for more than 30 years. Baker Tilly delivers results that enhance and strengthen your organization.
RFHA Reorganization Study
Points to Ponder

Schedule: Preferred schedule is to complete the study by Dec.: Approve release of RFP on 9/9/20; award contract in Oct; work completed Oct/Nov/Dec.

Goals:
To better serve the low to moderate income community of River Falls we are looking to evaluate management options for the HA in the future.
- What is the city’s goal in suggesting this change?
- How will a change serve our stakeholders; tenants, HUD, Rural Development, Investors?
- Determine if HA should 1) Hire a new Director, 2) Outsource management of HA, or is there a third option?
- Find efficiencies to be gained in the relationship between the HA and the City of River Falls.
- Provide recommendations on future HA opportunities:
  - Determine pros/cons of a CDA

Note: Changing our current HUD public housing into a new program is called Repositioning. HUD repositioning is a completely separate study and can’t be undertaken with a reorganization. While it is a shift in funding it isn’t a shift in management.

1. Opportunities to consider, which may include: transition the Housing Authority into the City organization, contract a non-governmental organization (i.e. West CAP) to administer the program(s), identify regionalized opportunities, continue as is, etc.
   - I would not recommend that WestCAP administer our programs
   - WestCAP administers only Vouchers & tax credit but doesn’t do property management
     - WestCAP takes 15% of the income for WestCAP administration leaving only 85% of administrative funding for programs. Since they don’t manage property they must pay a property management company.
   - Legal integration of the two entities may be difficult because of HUD and RD requirements;
     - All Rural Development loans are in the name of the Housing Authority of the City of River Falls. RD requires management companies who take on new projects to have proven track record managing RD properties. RD has just reviewed our program administration and have said they are in excellent condition.
     - HUD’s funding comes to the Housing Authority of the City of River Falls. Again, a new entity must show that there is previous experience managing HUD public housing. Hiring a new ED doesn’t rise to the same level as outsourcing. We are a High Performer.
     - State Statute requires a separate HA board.

2. I have often thought that RFHA could be a regional resource for other HAs. I have tried to share my experience with others as they learn their roles. RFHA can assist small local Housing Authorities with their management by repositioning our public housing and managing their new Tenant Protection vouchers while each Housing Authority manages their own property and maintains their own Board of Commissioners.
   - Currently there are several well run HAs in the region. With HUD’s repositioning plan these small public housing agencies could easily convert to the new repositioned situation BUT they won’t because it means giving up their autonomy – They’d have to
quit being a local Housing Authority. HUDs rules require the small agencies to convert to Tenant Protection Vouchers which would be administered by West CAP.

- We could serve as a management agent (as we do for Prescott) to these small local HAs and administer their Vouchers thereby allowing them to remain independent. That concept is a long way down the road but it’s an opportunity offered by HUD and would meet the needs of other HAs. RFHA will benefit by earning management fees.

3. The City is willing to take the lead on attempting to find a partner consultant to evaluate options and provide recommendations. This may include developing a scope of work, finding the consultant, developing the project timeline, etc. Staff already report that it may be challenging to find a person or entity to do this, with the requisite experience, that isn’t cost prohibitive. Staff may attempt to find a non-profit or individual with appropriate background to do this as opposed to a large consulting firm.
   - Cedar Corp also estimated completion of such a study over the winter to be completed by March.
   - Westcap should not do the study because they have a vested interest in the desired outcome.

4. City staff believe that they can potentially find/use City funds to pay for all, or the majority part, of this.
   - Cedar Corp estimates that a strategic plan with reorganization recommendations will cost $12,000 – $15,000.

5. West CAP may be willing to help assess the situation(s) and opportunities. In fact, they may have an interest in administering the housing authority similar to how they do in Dunn Co. They have requested background information and materials to review in order to develop a preliminary response as to whether or not they could help the City assess this. City staff have these materials and can share them; prior to doing so staff felt that a consensus endorsement of the HA is necessary.
   - West CAP not is the right entity to conduct the strategic plan, especially if they want to take over the Housing Authority. That’s just biased!
   - What materials is the city giving to WestCAP and why isn’t the HA providing these materials.
   - These materials should be given to other bidders in a formal Request for Bids

   - The study should include goals for reorganization, a strategic plan, an overview of organizational structures of other Housing Authorities in Wisconsin and recommendations. This is not the plan that will take us to HUD repositioning. HUD Repositioning is a process of converting our units/Public housing program, not reorganizing the HA.
   - The St. Croix EDC or Pierce County EDC would be a better choice to do a strategic plan than a business that is interested in taking over.

   - The following consultants have been working with HAs on HUD Repositioning and do Strategic Planning. They are familiar with various HA organizational structures.
     - Cedar Corp
     - Baker Tilly
     - Maxfield Research

6. The City is also willing to work with the Board to develop interim oversight arrangements, if needed, when Anne retires.
   - I truly believe there is interest in this positon. Just post it and see who you get.
I had very qualified applicants for the Property Manager position posted in October 2019.

Peggy Chukel, the Office Manager since 2005, is very interested in the position and is qualified.

I have prepared a job description and recommendations for posting it for your review and approval.

7. I contacted three Housing Authorities to explore Housing Authorities that are under their jurisdiction’s umbrella; City of Eau Claire and County of Eau Claire.

City of Eau Claire Housing Authority. The director is a City employee while the Housing Authority employees are the Housing Authority’s. They must maintain their own board which gives 2 layers of approval for action.
Administers CDBG for the City of Eau Claire. Also has public housing and section 8 new construction programs.
Has an HA board in addition to City Council.

County of Eau Clair Housing Authority. They were part of their county until 2-3 years ago. The County Board separated the Housing Authority from their operations and asked them to move out of the county offices. Administers CDBG for the City of Eau Claire.
Has Voucher program for Eau Clair county and HOME funded units.
Is management Agent for Altoona HA. (As we are for Prescott.)
The Director said it took forever to separate because of the legal interface between the two entities.
Has a Housing Authority Board in addition to the City Council.

The director said that remaining with the County was not financially sustainable because the County wages and benefits are higher than HA and were “billed back” to the HA. HA had no input into this portion of their budget. Services such as copying, phone usage, HR services were also billed back to the Housing Authority. However, the HA has access to the City’s corporate counsel without charge for business matters, not for tenant matters.

City of West Allis PHA. There were 2 boards, the Housing Authority and the City Council. The director said the City Council had larger matters to contend with and didn’t spend much time considering Housing Authority programs, budgets or policies. The HA was “billed back” for all services including wages, benefits, HR, legal, finance and supplies.
PHA Options in Repositioning Public Housing

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On November 13, 2018, HUD’s Office of Public and Indian Housing (PIH) notified Public Housing Agencies (PHAs) of the options available relative to the repositioning of public housing projects. PHAs have three options relative to how they will ultimately deal with their public housing stock.

1. **Rental Assistance Demonstration ("RAD") Program**: This is by far the most popular and well known option. Up to 455,000 public housing units are being converted under the RAD program to either Project-Based Vouchers (PBVs) or Project-Based Rental Assistance (PBRA).

2. **Voluntary Conversion**: This is the process of converting public housing to vouchers, also known as a "Section 22" conversion. Public housing tenants are given either tenant-based or project-based vouchers. This is called "vouchering out" of public housing.

   1. This conversion requires that a PHA submit a "conversion assessment" to HUD as part of the annual PHA plan process. The conversion assessment contains five elements:

      1. An analysis of the cost of continuing to operate as public housing, compared to the cost of providing vouchers;
      2. An analysis of the market value of the project before and after rehab;
      3. An analysis of the ability of public housing residents to use a voucher, given housing market conditions;
      4. An impact analysis on the surrounding community, including the effect of conversion on the availability of affordable housing as well as the concentration of poverty in the neighborhood; and
5. A description of the PHAs planned use of the property. The conversion must meet three requirements:

1. The conversion cannot be more expensive than continuing to operate as public housing;

2. The conversion must principally benefit the residents of the development, the PHA itself, and the community.
   
   1. With regard to resident benefit, the PHA must analyze the availability of landlords willing to accept vouchers, as well as access to schools, employment, and transportation; and

3. The conversion may not adversely impact the availability of affordable housing in the neighborhood. Due to these complex (and difficult to meet) requirements, voluntary conversion is a rarely used option.

3. **Section 18 Demolition**: PHAs may decide to demolish or dispose of an entire development, or a portion of a development, for a variety of reasons, including the project being obsolete in terms of physical condition, location, or other factors making it unsuitable for housing purposes. Disposition may also occur for reasons such as a change in the neighborhood, the location of the project no longer being conducive to residential use, or the land on which the development was built is sufficiently valuable that the PHA can replace the existing development with a better development at no cost to HUD.

Some PHAs have granted HUD a formal interest in a public housing property through a Declaration of Trust (DOT). In such cases, the PHA was required to inform the public of the granting of this interest and provide public notice that the property must be operated in accordance with public housing requirements. If a PHA has given HUD a formal interest in the public housing project, the property may not be sold or otherwise encumbered without HUD approval. This approval must be granted before any of the three methods of repositioning may be used.

HUD is encouraging all PHAs to reposition public housing projects to address the overwhelming capital needs of public housing. HUD’s goal is to “reposition” 105,000 public housing units by September 2019. HUD will be contacting all PHAs that own public housing in the coming months to review the various options.
REQUEST FOR PROPOSALS
Strategic Plan And Organizational Analysis

River Falls Housing Authority is a high performing mid-sized Housing Authority which administers multiple assisted housing programs including Public Housing, Housing Choice Voucher, Rural Development 515 and 538 Multifamily Housing and Low Income Housing Tax Credits in the City of River Falls. RFHA is headed by an Executive Director, governed by a five-person board of commissioners and is subject to the federal affordable housing requirements the RFHA’s procurement policy. Though brought into existence by a Resolution of the City of River Falls, it is a separate entity from the City. Currently, RFHA owns and/or manages 200 affordable housing units and administers approximately 65 Housing Choice Vouchers in the City. RFHA also serves as management agent for the City of River Falls, Prescott Housing Authority and Glen-Dor Properties for an additional 64 units.

To better serve the low to moderate income households in River Falls, RFHA is requesting proposals from consultants to provide a strategic plan to evaluate management options for the future. The study should identify the goals of both RFHA and City of River Falls for meeting affordable housing needs now and in the future.

Proposals submitted in response to this solicitation must include company qualifications and experience and conform to all of the requirements and specifications outlined within this document and all attachments in its entirety.

SCOPE
RFHA requests proposals from qualified individuals or firms for the following services:

- Provide a strategic plan
- Identify City and RFHA goals for meeting affordable housing needs
- Make recommendations to meet the identified goals
- Provide options for RFHA leadership including determining whether RFHA should:
  - Hire a new Director
  - Outsource management of HA
  - Identify additional operational models, including dissolution and reorganization as a CDA
- Find efficiencies to be gained in the relationship between the HA and the City of River Falls. Identify costs associated with any proposed reorganization.
- Provide recommendations on future HA opportunities. This RFP does not include examination of Repositioning RFHAs Public Housing program.

RFHA’s RESERVATION OF RIGHTS
RFHA reserves the right to reject any or all proposals, to waive any informality in the RFP process, or to terminate the RFP process at any time, if deemed by the RFHA to be in its best interest.

RFHA reserves the right not to award a contract pursuant to this RFP.
RFHA reserves the right to terminate a contract awarded pursuant to this RFP, at any time for its convenience upon 10 days of written notice to the successful proposer(s).
RFHA reserves the right to retain all proposals submitted and not permit withdrawal for a period of 60 days subsequent to the deadline for receiving proposals without the written consent of the RFHA Executive Director (ED).
RFHA reserves the right to negotiate the fees proposed by the proposer entity.
RFHA reserves the right to reject and not consider any proposal that does not meet the requirements of this RFP, including but not necessarily limited to incomplete proposals and/or proposals offering alternate or non-requested services.
RFHA shall have no obligation to compensate any proposer for any costs incurred in responding to this RFP.
Proposal Format: RFHA intends to award the contract on a “Best Value” basis, not a “Low Bid” basis. Each proposer must submit the following information:

- **Letter of Interest:** A brief statement summarizing the experience of the Respondent. Include the contact name, title, address, and email and telephone number to be contacted for clarification or additional information regarding proposals.
- **Key Team Members:** List of key members of the firm who will be involved in the project, their background, experience, and qualifications specific to the requirements of the proposed project.
- **Previous Related Experience and Capacity:** Give a brief history of the firm, including a list of similar projects completed or in progress by your firm. Include names and contact information from the companies that the services were performed for.
- **Approach, Timeline & Work Plan:** Describe your approach and preferred methods for meeting the requirements as listed in the scope of services. Describe anticipated timeline and work plan to complete the proposed project phases.
- **References:** Submit a minimum of three business references with whom your firm has completed similar or like services to those being proposed. The listing shall, at a minimum, include the following: the client’s name, contact name, telephone number, e-mail address and a brief description and scope of the service(s) provided and dates the services were provided.
- **Fees:** Provide one cost sheet. Each cost sheet must list a “total cost” to provide the services as outlined, itemizing the cost by activity; i.e. strategic plan, defining goals and objectives, identifying financial efficiencies and cost benefit analysis, recommendations. Identify estimated reimbursable, if applicable.

REQUESTS FOR INFORMATION

It is the responsibility of the proposer to address all communication and correspondence pertaining to this RFP process to the RFHA Executive Director only. Proposers must not make inquiry or communicate with any other HA staff member or official pertaining to this RFP. Failure to abide by this requirement may be cause for the HA to not consider a proposal submittal received from any proposer who has not abided by this directive.

PROPOSAL EVALUATION

The following factors will be utilized to evaluate each proposal submittal received; award of points for each listed factor will be based upon the documentation that the proposer submits within his/her proposal submittal.

- Evidence of consultant’s ability to perform the work as indicated by staff professional and technical expertise.
- Timeline proposed and evidence that the consultant capacity to provide a completed study within the timeline
- Evidence of consultant past performance and demonstrated knowledge in terms of timeliness and quality of work.
- References from other Housing Authorities / housing agencies/ municipalities.

**Contract Service Standards:** It is the responsibility of the successful proposer to ensure that all work performed pursuant to this RFP must conform and comply with all applicable local, state and federal codes, statutes, regulations and laws.

Proposals must be submitted by 5:00pm 2020 to amcalpine@rfhousing.org or by mail to:

River Falls Housing Authority
625 N Main St.
River Falls WI 54022

Contact Anne McAlpine, Executive Director, 715-629-1070 with questions or for more information.
### Vacancy and Re-Rental Activity Report August 2020

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<thead>
<tr>
<th>STATUS</th>
<th>ADDRESS</th>
<th>UNIT TYPE</th>
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<th>MOVE IN</th>
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### Elderly/Disabled Apartment Turnover by Month

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### Family Apartment Turnover by Month

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### Voucher Leasing by Month

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### HUD Vacant Units by Month (RVM & Family)

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<td>2 (1 offline)</td>
<td>1</td>
<td>2</td>
<td>5</td>
<td>2 (1 offline)</td>
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### Occupancy Report

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<th>WMP</th>
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</thead>
<tbody>
<tr>
<td></td>
<td>100%</td>
<td>97%</td>
<td>93%</td>
<td>100%</td>
<td>96%</td>
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### Waiting List Report

#### Elderly 1 BR List

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<th>WMP</th>
</tr>
</thead>
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<td>0</td>
<td>0</td>
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<tr>
<td>Approved for move in</td>
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<tr>
<td>Non-disabled - RVM only</td>
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<td>0</td>
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<td>1</td>
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<tr>
<td>In Process</td>
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<tr>
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#### Elderly 2 BR List

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<tr>
<td>Housed</td>
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#### Family

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<tr>
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<th>2 BR</th>
<th>3 BR</th>
<th>4 BR</th>
</tr>
</thead>
<tbody>
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<td>Total</td>
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<td>12</td>
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<tr>
<td>Approved</td>
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<td>1</td>
</tr>
<tr>
<td>In Process</td>
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<td>3</td>
</tr>
<tr>
<td>Housed</td>
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### Voucher

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<th>Waiting List</th>
<th>Under Contract</th>
<th>Number Funded</th>
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</thead>
<tbody>
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<td>48</td>
<td>54</td>
<td>62</td>
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August 13, 2020

Anne McAlpine, Executive Director  
CITY OF RIVER FALLS HOUSING AUTHORITY  
625 N. Main Street  
River Falls, WI 54022

RE: Rural Development 2020 Multi-Family Housing Supervisory/Compliance Review

Dear Anne:

As a component of Rural Development’s monitoring activities, we schedule periodic reviews to check for continued compliance with current Federal, state and local laws and Agency requirements. These reviews, conducted in accordance with the standards established in 7 CFR 3560.352 and further detailed in Chapter 9 of Handbook 2-3560, provide the loan servicers involved an opportunity to better understand the operations of the properties in our portfolio. The continued success of the rural housing programs offered through multi-family housing properties is reliant upon the dedicated efforts of ownership and management provided by organizations like the City of River Falls Housing Authority. Anne, a sincere thanks to you and your staff at both locations for the assistance and cooperation provided to us with the review.

During these in-depth reviews, Rural Development examines the operations of your property along with the operations of your management as a whole. Therefore, to properly convey the results of our review, we will present our findings in the following sections:

1. Records Review – to include compliance with management plan/agreement, maintenance systems, cash and cost controls and marketing;
2. Resident Files – to include original application for residency, lease completion, notifications to/from the resident, and annual certifications; and
3. Waiting List/Compliance information.

A Management Review report and Physical Inspection report are enclosed for each property in this review. Please provide a response to any highlighted language contained in each report. A copy of the respective reports will be sent the respective Chairs.

Rural Development • Menomonie Area Office  
396 Red Cedar Street, Suite G • Menomonie, WI 54751  
Voice (855) 232-2514 option 4 • Fax (855) 715-8491

USDA is an equal opportunity provider, employer, and lender.
Records Review/Management

As a component of our records review, we examined the management documents, maintenance records and financial ledgers including the check listing report and bank statements. The primary purpose of this part of the visit was to ensure the day to day operations practiced at the apartments were consistent with the operation plans previously submitted to Rural Development. The records were well organized and easy to follow and reconcile with reports maintained by Rural Development. During the course of our review, we noted no instances where the operations have strayed from adherence with the management plan and/or Rural Development guidelines, nor did we find any instances where issues would be classified as a "summary level" finding or violation. No response is required.

- Bills are paid very timely (within 30 days from the receipt of invoice) and Housing Authority uses automatic payments to pay some routine expenses for each property portfolio – thank you!
- Financial records are very well maintained and organized.
- Cash controls and financial duties are well established and followed.
- Expenses are appropriately prorated for properties that utilize shared services/products.
- For unusual or non-recurring expenses, please ensure all required information is included in the invoice (project, address, unit, etc.) as well as a clear description of the service provided and the invoice is signed and dated by the service provider (if individual or on business letterhead if provider is an established business) to justify/support payment.

Resident Files

The second primary component of our review is a sampling of the resident files for the units in your portfolio. These files can and do include current and former residents. The purpose of this portion of the visit is to ensure compliance with Rural Development instructions, especially as they relate to Chapter 6 of Handbook 2-3560. The files were very well organized and maintained and comply with current Rural Development requirements. No response is required.

- Tenant files are well organized, and documentation could be reconciled. There was one income calculation error which was discussed and will be resolved. Letter regarding the unauthorized assistance will be sent under separate cover.
- Applications received were date and time stamped received.
- Move-in, move-out, and annual inspections are signed/initialed and dated by both tenant (when possible) and management.
- Security deposits recorded and documented in file.
- Lease with all referenced attachments is wonderful!
- As a reminder, zero income households must have quarterly reviews of income documented on Attachment 6-B or similar document that captures income, be signed and dated by the tenant and retained in the tenant file.
Waiting List / Compliance

Rural Development dedicates a major portion of our reviews to the protection of the civil rights for residents and potential residents in subsidized housing. Adherence to the Affirmative Fair Housing Marketing Plan, observance of the Management Plan and proper maintenance of the waiting lists are three key components of this segment of the review. In a review of your general operations, we did not find any issues that would lead to a finding of "non-compliance" with Title VI of the Civil Rights Act of 1964, the Age Discrimination Act of 1975, Section 504 of the Rehabilitation Act of 1973, or Title IX of the Education Amendments Act of 1972. No response is required.

- Your advertising is great! You do a great job of catching the eye of someone looking to live independently and affordably! Amenity and community description in some of the ads is wonderful marketing of the property and community!
- Waiting lists contain the required data and are documented to final disposition.

Your records were very organized, and we were able to efficiently complete our work. We sincerely appreciate your assistance and cooperation with the review. We understand the challenges that come with federally subsidized housing programs and recognize the efforts of the City of River Falls Housing Authority and the City of Prescott Housing Authority in providing decent, safe, sanitary affordable housing to low income rural residents. Thank you!

Be sure to periodically access the USDA Rural Development website for updates to the asset management handbook and other multi-family housing related guidance. Thank you for subscribing to GovDelivery for RD news!

Please provide your response to this review within 30 days of the date of this letter. If you have any questions, feel free to contact me directly at (715) 619-3128 or via e-mail at maryann.bravo@usda.gov.

Sincerely,

MARYANN
BRAVO
MARYANN BRAVO
Area Specialist

c: Todd Bjerstedt, Chair/River Falls Hsg Auth
   David Sterude, Chair/Prescott Hsg Auth