

*Housing Authority
of the City of Loveland*



Commissioner Handbook



Loveland Housing Development Corporation

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References

The following reference documents were used in preparing this handbook:

Document or Record Name	Document Number	Revision or Vintage
• NAHRO Commissioners Handbook	N606	current
• Bylaws of the Housing Authority of the City of Loveland		01-22-1991
• Bylaws of the Loveland Housing Development Corp.		06-25-2003
• HACOL Organization Chart		03-2006
• Financial Audit		2005
• Strategic Plan of the Housing Authority		2003
• Income Limits		2006
• Basic Rents		2006
• HACOL Organization Chart		2006
• Map of HACOL Housing Sites		2006
• City of Loveland Housing Needs Assessment	©THC, LLC	2004

Revision History

Document Name	Revision Number	Date	Authorization
Commissioner Handbook	T0003	3-18-2006	LJD
Commissioner Handbook	T004	4-23-2006	LJD
Commissioner Handbook	T005	4-25-2006	SB



Organization Framework and Chronology

Articles of Incorporation

Articles of Incorporation of the Housing Authority of the City of Loveland, not-for-profit organizations established by the Loveland City Council, were enacted in March 1971 and were duly recorded. A copy of said articles are on file at the Housing Authority and may be had upon request.

Mission

The Mission of the Housing Authority of the City of Loveland (HACOL) is to provide low and moderate-income residents of Loveland with opportunities for home and community through housing.

Vision

To expand housing resources to assure that all residents of Loveland have access to safe and decent housing; and to create and maintain an environment which encourages the realization of each person's ability to manage their life with dignity. The Housing Authority of the City of Loveland (HACOL) is dedicated to excellence in management and in the delivery of services.

Equal Housing Opportunity

The Housing Authority of the City of Loveland provides equal housing opportunities and does not discriminate against any person because of race, color, sex, religion, national origin, familial status or handicap.

Chronology

The charter members of the organization as recorded in the Articles of Incorporation are: John Beach, Herman Hovde, Betty Garcia, Jim Lybarger, and Glenn Rye. Ron Jones was hired to be the Executive Director. The First Christian Church donated a large parcel of land around Silver Lake to provide a location for initial development. The Housing Authority created Loveland Housing Development Corporation (a 501-C-3 non-profit corporation) in 1972 to be the ownership entity of its first development - Maple Terrace.

Maple Terrace is completed in 1974 and Silver Leaf I is completed in 1976. Silver Leaf II is completed in 1978, especially to provide housing for displaced Big Thompson Flood victims.

In 1981 Ron Jones resigned and Sam Betters is appointed to the position of Executive Director. By 1985 HUD had sharply cut back on the Low Rent Public Housing Program and totally eliminated the FHA-Section 236 – the programs under which Silver Leaf I and Maple Terrace respectively were developed. The Section 8 Certificate (Voucher) Program became the primary tool to provide housing assistance to the very low income.



In 1989 Willow Place is completed for Project Self Sufficiency and wins awards from NAHRO. In 1995 the Meadows, Loveland's first tax credit project is completed, and wins NAHRO awards.

In 1997 the Lone Tree Project is begun with Estes Park. This begins a period of assisting the Estes Park Housing Authority with construction of needed projects and capacity building. In 2000 an Intergovernmental Agreement is signed with the Estes Park Housing Authority.

In 2006 ground is broken on Mirasol, HACOL's first age restricted project and the first project designed for seniors since Silver Leaf II.

Need for Affordable Housing

The need for affordable housing is measured informally by our wait list. This list is often "purged" to insure that it represents current interest in our programs. In 1973 the City of Loveland, through the Affordable Housing Commission, contracted for a formal, comprehensive community-wide study to measure the scope of the housing problem in Loveland. That study was completed by the Housing Collaborative LLC firm in the Fall of 2004. It looked at demand for housing from a number of important aspects and firmly established the growing need for affordable housing in Loveland and northeast Colorado.

Commissioner Roles and Expectations

Involvement

Commissioners are expected to attend monthly board meetings and encouraged to participate in committee work. Some demands on time will be expected beyond board and committee meetings in familiarization and training as to the proper role of a commissioner in the community. The Quality of Life Committee sponsors a number of events involving our residents. Commissioners are encouraged to attend these events such as Veteran's Day Celebration, Resident's Night Out, etc.

Familiarization

Commissioners are expected to take advantage of opportunities to familiarize themselves with the bylaws, the Strategic Plan, and the policies and operations of the Housing Authority. Opportunities also exist to attend NAHRO and other affordable housing conventions in order to gain perspective on how other public housing organizations accomplish their goals..

Advocacy

Commissioners will be expected to be advocates for affordable housing and the mission of the Housing Authority. Occasional meetings of the City Council and other public hearings will present opportunities to support and advocate affordable housing in the community.



Infrequent but important meetings scheduled to educate or inform citizens will present other opportunities.

Knowledge and Talents

Commissioners are expected to apply their talents, expertise, and special training to advancing the mission of the Housing Authority. Since board members are also members of the community, they may have knowledge and contacts that would aid the mission of the Housing Authority.

Conduct

Commissioners are expected to conduct their affairs in a way that does not bring unnecessary or unwelcome public focus on the Housing Authority. The role as a commissioner should not be used to advocate controversial causes that may conflict with the mission of the Housing Authority. Conflicts and/or Identities of Interest must be disclosed in other related business dealings. Commissioners may occasionally recuse themselves if such an interest exists.

Public Service

Commissioners are encouraged to become involved in other public service activities, and to serve on other public service boards, as they may feel appropriate. It may be especially valuable to have a commissioner serve on the board of directors of a collaborative organization.

Legal Matters

The Commissioners should ensure that the Housing Authority has competent legal advice from an attorney familiar with the role and mission of the Housing Authority. While commissioners are susceptible to lawsuits, they are protected under the Housing Authority's Errors and Omissions Policy. Commissioners of the Loveland Housing Development Corporation are not protected under this coverage but have protection under the non-profit laws of the State of Colorado.

Accountability

Commissioners should assure that the board and staff operations are fully accountable. They should assure that effective financial controls are in place, and that no one is placed in a position where they may be unreasonably exposed to temptation or charges of wrongdoing.

Non-Productive Members

An effective board of commissioners requires that all members participate in the important discussions and decisions. Commissioners should take action to assure that board members who do not participate are replaced by soliciting their resignations, and requesting replacement by the City Council.



Operational Guidelines

These “Rules of Thumb” are guidelines that have served the Housing Authority well over the years. While not in the form of policy, they nonetheless are prudent ways to run the business. They may be regarded as “Corporate Objectives”

People

The Housing Authority expects “superior” results, so it is important to hire, invest in, and retain “superior people; compensate them well, and share the successes of the “business” with them.

Quality

Given the scarcity of affordable housing, it is wise to maintain the quality of the housing stock so that people desire to live there. Treat the residents as if they are customers and respond to them as if their satisfaction is important. That way they will respect the organization and its housing stock.

Integrity

It is essential that funding clients be willing to place their scarce funds with the Housing Authority. They expect to see a complete set of books, kept in compliance with generally accepted accounting standards and have them audited annually. Internal processes should be run in accordance with existing laws and accepted “industry practices“.

Financial Soundness

No organization can function successfully in the face of financial crisis. Therefore it is important to manage all projects and programs to show a small annual surplus. New projects and programs should be evaluated on their ability to “break even” at least and provide a small surplus if possible. The agency should retain a cash balance sufficient to pay at least two months’ expenses in the worst case.

Customer Focus

In order to be able to improve the lives of customers and make housing stock more available, make “upward mobility” of customers a priority and work continually to provide opportunities, and remove obstacles from their paths. Respond to special needs such as transportation, counseling, youth programs, and education. Attempt always to “de-concentrate” customers to the extent to which it is reasonable.

Evaluation

In order to see errors and mistakes early and avoid compounding them, assure that all programs are evaluated annually and that a complete report on effectiveness and performance is prepared and reviewed.



Meetings and Calendar

Meetings

Housing Authority Board Meetings are normally held on the 4th Wednesday of each month at 7:00 P.M. at the Housing Authority Offices in the main conference room. Since these are public meetings, change of meeting time and place should be advertised in the paper.

As provided by the Bylaws, the meeting agenda, as well as minutes of the previous meeting will be prepared by the Executive Director and circulated to board members in advance of the meeting. Items requiring study before the meeting will be mailed or otherwise delivered to members prior to the meeting.

The Executive Director shall cause the approved minutes of each meeting, along with all resolutions, documents, and records approved at said meeting to be on file at the principal office of the authority.

Calendar

A calendar of board meetings will be provided to board members on an annual basis. Special event calendars, including groundbreakings and grand openings, should be prepared monthly and made available at board meetings. Events difficult to schedule precisely in advance should have invitations mailed to board members as appropriate.

Committees should attempt to schedule their meetings far enough in advance to allow members to plan for attendance.

Committees

The Housing Authority has three standing committees. Additional committees may be formed as special needs surface. The responsibilities of the standing committees are:

Operations

- Financial Oversight
- Review & Evaluation Policies
- Review Operational Performance (i.e., PHMAP etc.)
- Review and monitor Strategic Plan goal progress
- Conduct annual performance evaluation of Executive Director

Development and Communications

- Promote a quality image to internal & external customers (public relations)
- Assess, review, monitor, and recommend new programs and developments addressing unmet needs to the Board (generally bricks & mortar).



Quality of Life

- Evaluation of services & safety needs for residents
- Promotion of programs to ensure a sense of community
- Review and recommend new service programs (not bricks & mortar) for existing residents
- Tenant grievance sounding board

Facility Inventory and Programs

A reasonable review of Housing Authority and LHDC Programs is available on the web-site at <http://lovelandhsg.org>. *Applicable up-to-date rents* are posted, for most, as well as a site map, amenities, local schools, and (often) apartment layouts. A review of the web-site is strongly recommended and comments to the webmaster may be logged. Since Web sites are frequently out-of-date in some areas, interested parties are encouraged to call the Housing Authority for up-to-date specifics.

Terms and Definitions

Term	Definition
Annual Contributions Contract: (ACC)	An Agreement between the local housing authority and HUD under the provisions of which the federal government guarantees the permanent financing of public housing developments or certain Section 8 projects. For the Section 8 Existing Program the ACC stipulates the maximum dollars the federal government will pay to the authority for Housing Assistance Payments.
Basic Rent:	The rental rate on a FHA 236 project approved by HUD necessary to cover operating costs. Generally equivalent to 70% of the market rate for comparable units.
Bid Bond:	A bond submitted by a bidder insuring his bid acceptance of a contract at the bid quote. Bond is usually set at 10% of the bid amount.
Community Development Block Grant (CDBG):	Federal funds given to a unit of local government such as a city or county to be used primarily for the benefit of low or moderate income persons
Construction Loan:	A short-term loan used to finance the construction or rehabilitation of a development. This loan is paid off with the permanent loan after the project is completed
Contract Authority:	The total dollar limit that HUD can commit under contracts for a given program as established by



	congressional appropriations.
Cooperation Agreement:	Contract between a local housing authority and the governing body of the municipality in which a public housing project is located, providing for the governing body to furnish municipal services and facilities to the authority - and for the authority, in turn, to make stipulated payments in lieu of taxes to the municipality.
Housing Assistance Payment (HAP):	Subsidy payment made to the owner of a Section 8 leased housing unit on behalf of the tenants. The HAP plus the rent collected from the tenant equals the total fair market rent for the unit.
Housing Assistance Plan (HAP):	Basic document in a unit of focal government's application to participate in the Community Development Block Grant Program. The HAP includes such features as a survey of housing conditions, an estimated need of housing assistance for low and moderate-income persons and a statement of housing goals.
Letter of Credit:	A letter indicating that the bearer is entitled to use a sum of money in the amount stipulated in the letter and guaranteed by the issuer; usually a financial institution.
Low Rent Public Housing:	Housing created under the U. S. Housing Act of 1937. Housing authorities are given a grant to build or acquire the housing, and therefore have no mortgage to repay.
Market Rent:	Highest price charged by owner for real property. Based on current prices without consideration of subsidy.
Payment in Lieu of Taxes (PILOT)	Payment of a sum of money by y a tax exempt or tax excused property owner to a taxing authority in amounts commensurate with the cost of public services provided to such owner
Performance Bond:	A surety bond guaranteeing the performance of a specific act under a contract.
Permanent Loan:	Loan from HUD or a financial institution to provide long term mortgage financing.
Reserve for Replacement:	Funds set aside through accounting procedures to assure that funds are available to replace installed items in a project.
Residual Receipts:	Funds remaining at the end of the accounting year after all operating and other costs have been paid.
Section 8 Housing Certificate:	Certificate issued by PHA declaring a family to be eligible to receive Section 8 housing assistance payments made on their behalf.

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Section 8 Housing Voucher:	A subsidy payment made directly to a beneficiary of an assisted housing program.
Section 8 New Construction:	HAP program housing for which construction starts after execution of an agreement to enter into a HAP contract.
Section 221 d (3):	Housing Act of 1954 and later amendments; provides FHA mortgage insurance, with rent supplements to low-income tenants, to provide good quality rental or cooperative housing within the price range of low and moderate income families.
Section 221 d (4):	Housing Act of 1959 and later amendments; provides FHA mortgage insurance to provide good quality rental housing within price range affordable by moderate-income families; profit motivated sponsors are eligible.
Section 236:	Interest Reduction (or subsidy) Program authorized by Housing and Urban Development Act of 1968 and later amendments: provides direct payments of subsidies to mortgage lenders and provides mortgage insurance for non-profit, cooperative, builder-seller, investor-sponsor, and limited-distribution sponsors for the construction of rental and cooperative housing for persons of low and moderate income by providing interest reduction payments to lower their housing costs.
Tax Credits	Grants by the government to allow tax shelter exemptions of the dollar amount of the grant. Investors customarily value these at close to 100 cents on the dollar and they are sold by the authority to these investors.



Attachments

- **Organization Chart**
- **Board Membership and Committee Lists**
- **HACOL Bylaws**
- **LHDC Bylaws**
- **Financial Reports (Most Recent Audits)**
- **Income Limits and Rents**
- **Strategic Plan**
- **Site Map**
- **Agendas**
- **Minutes**