



Berkeley Housing Authority

1936 University Avenue, Suite 150, Berkeley, CA 94704
Telephone: (510) 981-5470 Fax: (510) 981-5480

RFP 18-01

**REQUEST FOR PROPOSALS
For
Strategic Planning Consultant
Affordable Housing Development Strategies**

Issued: June 21, 2018

Submit by: July 10, 2018, 5 pm.

Provide submittals via email to:

Celinda Aguilar-Vasquez, Administrative Assistant
Caguilar-vasquez@ci.berkeley.ca.us

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Strategic Planning Consultant
Affordable Housing Development Strategies

Request for Proposals
Strategic Planning Development Consultant

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A. Overview, Process and Deadlines

1. Overview:

In order to assist Berkeley Housing Authority (BHA) Board and staff with determining the future direction of agency, the Berkeley Housing Authority seeks an experienced consultant to provide leadership and guidance with affordable housing strategies. The Strategic Planning Consultant will work with BHA staff to gather input from a variety of stakeholders to help re-define a strategy and possible options for the next 5-10 years. We anticipate an expedited process to begin 30 days after contract awarded and completed by the end of calendar year 2018.

2. Process and Deadlines:

- The evaluation committee will review the submittals and may interview the top two consultants based on the scoring of the proposals received. Submittals are to be received at the email address below no later than July 10, 2018, 5 pm. Please provide submittals via email to:
Celinda Aguilar-Vasquez, Administrative Assistant
Caguilar-vasquez@ci.berkeley.ca.us
- Only those submittals received by the specified date and time will be considered;
- Submittals are limited to a total of five (5) pages;
- The submittals will be reviewed by an evaluation committee. The evaluation committee will review and rate each submittal based on the evaluation criteria listed in this document. If needed, the same evaluation committee will also conduct interviews. Scores from the submittal and the interview will be utilized in making the final selection.
- The Berkeley Housing Authority shall begin negotiations on price and contract with the highest ranked firm. Should negotiations fail between BHA and the highest ranked firm, negotiations will cease with the top ranked firm and begin with the second ranked firm and so on until a contract is awarded.

B. Background and Services Requested:

1. About Berkeley Housing Authority (BHA): in 2007 BHA separated from the City of Berkeley and began operating as a “stand alone” housing authority. In 2014, with HUD approval, BHA finalized the sale of all previously held public housing units to a for-profit developer, however the units continue to serve as affordable housing for very low-to low income households through the use of Project-based Vouchers (74 in total). The U.S. Department of Housing & Urban Development’s Office of Special Applications authorized the use of \$2.7 million of the public housing sale proceeds for use in covering the structural operations deficit in the Section 8 Program (salaries, benefits and general operations).

Currently the Berkeley Housing Authority has 1,935 Housing Choice Vouchers, and provides administrative oversight of 98 Single Room Occupancy units, and recently was awarded 5 Veterans Assistance Supportive Housing Vouchers. However, since 2014 BHA has been operating with a financial deficit that requires annual drawdown(s) of the sales proceeds. Additionally, in 2017 the Berkeley Housing Authority began experiencing a “Shortfall” with its Housing Assistance Payments subsidy for properties serving the program.

The Board of Commissioners are desirous of identifying an effective, cost effective mechanism to support/develop affordable housing within the City of Berkeley. As such, they are seeking the services of a Strategic Planning Consultant to assist with proposing possible strategies for development/ facilitation of affordable housing.

2. Services Requested:

BHA envisions the key component to the strategic planning effort will be the facilitation of a process to help re-define BHA’s vision, mission and business strategy for affordable housing development over the next 5-10 years. We anticipate the process will include an internal assessment and at least one meeting with the Board of Commissioners and staff. The Board and staff will

also provide information for the exploration and assessment of external opportunities for BHA.

BHA has several general goals and needs related to the development of affordable housing strategies:

- A realistic assessment based on the available financial proceeds from the disposition of public housing units; current structural financial deficit; and continued program funding shortfall;
- Determine the feasibility of engaging in some form of affordable housing development which may include: new construction, acquisition/rehabilitation, or partnerships with established developer(s);
- Providing a draft and communication of a strategic affordable housing planning document that could serve as a useful roadmap for Commissioners and staff in decision making for utilization of the resources currently available to BHA.

C. Submittal:

1. Elements to Include:

- a. Provide a thorough description of your firm and services your firm provides. Include your firm's experience and familiarity with the state and local financial resources that may be available to BHA, biographical information on key staff members, focus of firm, and description of typical and existing clients;
- b. Describe the methodology for how your firm would design a process for the development of affordable housing strategies;
- c. Provide a pricing proposal;
- d. Describe your upcoming schedule and ability to begin facilitation by September 2018.

2. Evaluation Criteria and Weight Factors:

- a. Demonstrated knowledge and actual experience with development of affordable housing strategy processes utilizing federal, state and local financial resources within a public housing authority context (40 points).
- b. Pricing (25 points).

- c. Firm's past experience with strategic planning of affordable housing strategies and ability to provide local and timely service (20 points).
- d. References (15 points).

D. General Information:

1. **Submittal Rejection:** Berkeley Housing Authority has the right to reject any and all submittals and waive any irregularities therein, if it is found to be in the best interest of Berkeley Housing Authority. Submittals not received by the required deadline are ineligible for consideration. Berkeley Housing Authority may change the deadline at any time in order to assure adequate review of the submittals.
2. **Contract and Method of Payment:** the final form of contract and scope of services will be negotiated between Berkeley Housing Authority and top ranked firm after the selection process is complete. Invoices with proper documentation can be submitted on a monthly basis.
3. **Submittal Withdrawal:** no firm may withdraw a submittal for a period of 45 days after the date of submission, but a submittal may be withdrawn up to 24 hours prior to expiration of the deadline for submittals.
4. **Limitation of Liability:** Berkeley Housing Authority assumes no liability for costs incurred by any firm in responding to the Request for Qualifications or interview process. All submittals become a matter of public record upon submission.
5. **Fair Housing Law:** Berkeley Housing Authority does business in accordance with the Federal Fair Housing Law (The Fair Housing Amendments Act of 1988). It is illegal to discriminate against any person because of race, color, religion, sex, handicap, family status, national origin, or sexual preference.

Attachments:

- Link to BHA website: www.cityofberkeley.info/BHA
- 2016 Strategic Planning Report
- 2018 Strategic Planning Report

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SUMMARY OF BERKELEY HOUSING AUTHORITY

BOARD STRATEGIC THINKING SESSION

December 16, 2016

FACILITATOR: Stephen Barton, Ph.D.

The Berkeley Housing Authority Board met on December 3, 2016 from 9:30 a.m. to 2:30 p.m. to discuss the future direction of the BHA. Executive Director William Wilkins made a PowerPoint presentation giving an overview with important background information and recommendations. (This presentation is referred to in the summary by slide number.) Also taking part were: BHA legal counsel Jennifer Bell and Stephen Barton, consultant facilitator. All members of the Board were present for the full discussion, except that Commissioner Dan Rossi left at noon.

This report summarizes the major topics of discussion and the actions proposed and broadly agreed upon by the Board as guidance for the Executive Director. No formal votes were taken and no actions were specifically authorized.

MAJOR TOPICS OF DISCUSSION AND PROPOSED ACTIONS

1. Maintaining Lease-Up
2. Overview of Strategies for Dealing with the Operating Deficit
3. Staffing & Personnel Costs
4. BHA as Development Partner
5. City Subsidy or Take-Over

1. MAINTAIN LEASE-UP AND AVOID RECAPTURE OF HAP RESERVES

Summary of Situation

BHA is authorized to issue 1,935 Section 8 vouchers, but has budget authority sufficient to fund housing assistance payments (HAP) of only 1,620 at this time. At the end of October 2016 the BHA had 1,618 vouchers in active use, and was spending 99% of its budget authorization, approximately \$15,000 per unit per year. BHA has \$3.7 million in reserves, built up during the

period of under-leasing when landlords left the program because the payment standard had fallen behind the market; of this total \$2.3 million is subject to potential recapture because it exceeds the maximum HAP reserves recommended by HUD. (Slide 3)

Actions

BHA has increased its payment standard from 105% to 110% of the FMR in order to retain existing landlords and attract new properties for the HCV Program. The increase of the Payment Standard will allow BHA to spend down the excess HAP reserves, and thereby avoid potential recapture some of these funds.

The City of Berkeley has approved a priority for Section 8 tenants in “inclusionary” units. (Slide 11)

Furthermore, the City has agreed to forgive a loan of \$225,000 and allow BHA to apply the remaining \$135,000 for administrative costs to issue 10 vouchers a year for five years to tenants leaving the Shelter + Care and SRO programs via Project Move-up. (Slide 9)

The Board previously asked the City and the Housing Advisory Commission for a one-time grant of \$50,000 to fund an incentive program for landlord participation. This would include a Landlord Damage Claim program and, if funding is sufficient, bonus payments for lease renewal and sign-ups. This request is currently awaiting City Council approval and award of funds. (Slide 12)

In addition, BHA will request that the City fully exempt properties under lease through the Section 8 Program from the business license tax; this could serve as one of the incentives to attract new landlords.

2. STRATEGIES FOR DEALING WITH THE OPERATING DEFICIT

Summary of Situation

BHA is currently running a substantial operating deficit that averages around \$369,000 annually. BHA has authorization from HUD to use \$2.7 million of the sale proceeds of the public housing disposition deal to cover administrative and operational deficits and this is projected to last for approximately 8-11 years, depending upon staffing. Although the sale was structured to provide on-going income to BHA to help deal with expected budget deficits, there is no guarantee that HUD will continue to allow that use of the funds beyond the authorized amount. (Slide 15)

BHA needs to either reduce costs or increase income.

Costs can be reduced in a substantial way through reductions in salary and benefits, which are the major BHA operating cost. (*See below, Section 3, Staffing and Personnel Costs*)

Income can potentially be increased substantially by the following means:

1. Full utilization of authorized 1,935 vouchers (full utilization not currently feasible)

With sufficient Budget Authority to fully use its authorized vouchers BHA would receive an additional \$300,000 annually and there would be only a modest deficit. This is not feasible because current Budget Authority only covers the current 1,620 vouchers and there is little chance that the Federal government will increase funding allocations for the program. However there still appears to be some opportunity to use HAP reserves to lease up additional households, if landlords with vacant units are available. Anecdotally, BHA's unit listing has seen a slight bump recently, reflecting the fact that our Payment Standards are much closer to the current market. (Slides 3 & 4)

2. Use BHA resources to help develop affordable housing in a way that generates income for the BHA.

It would be advantageous for BHA to use the sale proceeds for development of additional affordable housing. This would mitigate the possibility of HUD recapturing the sale proceeds funds in the future, also it could create a source of revenue for BHA. (*See below, Section 4, BHA as Development Partner*)

3. Obtain operating subsidy from the City of Berkeley.

City subsidy in addition to the use of sale proceeds will extend the time in which the BHA deficit is covered within the current HUD authorization. (*See below, Section 5. City Subsidy or Return to City Structure*)

3. STAFFING & PERSONNEL COSTS

Summary of Situation

Currently BHA has a substantial operating deficit. Preliminary research indicates BHA has a higher salary and benefit costs than other surrounding housing authorities. (Slide 6)

Actions:

Executive Director will prepare an optimal staffing plan for BHA, taking into consideration available funding.

Executive Director will hire an experienced consultant to conduct negotiations with the employee unions in advance of contract expiration set for June 30, 2017.

Executive Director will investigate cooperating with another Housing Authority that already has such a contract or intends to establish such a contract so the BHA can save the time and expense of doing a separate contract.

Strategic Planning Consultant recommendation: BHA request the City of Berkeley Human Resources Department to determine a set of salary/benefits comparables of local Housing Authorities and conduct an equity survey of salary and benefits in preparation for contract negotiations.

Note: These actions will increase the long-term sustainability of the agency, but take time to take full effect.

Commissioners discussed the possibility of having a future Board meeting in order to have the opportunity for staff to meet them.

4. BHA AS DEVELOPMENT PARTNER

BHA Development Resources

Proceeds from Sale of Public Housing:

BHA currently has \$3.1 million in cash from sale of the public housing, and a projected income of an additional \$9 million over the next 25 years. Although the sale was structured to provide on-going income to the BHA to help deal with expected budget deficits, there is no guarantee that HUD will continue to allow use of these funds for administrative deficits. HUD has currently authorized use of \$2.7 million to cover deficits which may last for from eight to eleven years depending upon staffing.

Project Based Section 8:

BHA expects to receive authorization to “project-base” additional Section 8 vouchers as a result of the implementation of HOTMA (Housing Opportunities Through Modernization Act of 2016). This will provide an opportunity to award an additional 295 PBVs to eligible affordable housing developments in the City of Berkeley.

BHA can potentially combine allocation of project-based Section 8 with a loan from the sale proceeds at a lower interest rate than a conventional lender would provide, thus increasing resources for affordable housing while gaining ongoing income stream for the BHA.

BHA Development Constraints

Development of new affordable housing or acquisition and rehabilitation of existing housing is a staff-intensive activity that requires specialized knowledge and an on-going flow of projects to support the staff. BHA should look to partnerships with the City and organizations that develop and operate affordable housing.

The Board also suggested that “a footprint” could possibly be developed to identify the kind of affordable housing projects the BHA might be able to establish a niche. Specifically, determine what size lot would be required to develop 6-12 units in Berkeley.

Development Options

Site/property acquisition (income from land rent or residual receipts) (Slide 16)

Co-investor (income from residual receipts) (Slides 16 & 17)

Lender (income from loan repayment) (Slide 17)

Small property rehabilitation with loans and Project-based Section 8 (Slide 19) (can do with both non-profit and for-profit ownership)

Actions:

Executive Director will meet with HUD's San Francisco Office, to determine what kinds of development activities would be allowable using the sale proceeds.

Once clarity is provided by HUD on allowable directions, the ED will consider hiring a consultant to help choose and pursue appropriate development options, including potential need to form a non-profit subsidiary of the BHA.

The Board would like a presentation sometime in the future on the advantages of establishing a nonprofit entity, and how it would be structured.

5. CITY SUBSIDY OR RETURN TO CITY STRUCTURE:

Development as a revenue-generating measure and establishing comparability of salaries and benefits are not immediate solutions to the current operating deficit.

Arguments for City subsidy include:

BHA should be considered a program that needs local matching funds in order to bring resources into the community.

BHA provides annual inspections to units occupied by Section 8 tenants and this reduces demand for City inspections.

City subsidy maximizes sales proceeds available for affordable housing development.

Actions:

The Board previously asked the City for a \$10 per voucher, per month for a three year period. It was later approved and recommended by the City's Housing Advisory Board to City Council. Once this action is taken to and approved by the City Council BHA will benefit from the additional \$232,200 per year over a three year period. This opportunity would give BHA additional time to finalize its plan for the future. (Slide 10)

As a final resort, BHA could ask the City to accept the return of BHA as a City department. (Slides 13 & 14)

SUMMARY OF BERKELEY HOUSING AUTHORITY BOARD STRATEGIC PLANNING RETREAT

MAY 19, 2018

FACILITATOR: Jon Gresley

Background:

The Berkeley Housing Authority Board of Commissioners met on May 19, 2018 from 9:00am to 12:15pm. The purposes of the meeting, as outlined to the facilitator, were derived from the following:

- A. The Berkeley Housing Authority is reliant on HUD funding for the Section 8 Voucher Program as its sole revenue source, and thus needs to re-engineer its financial resources.
- B. In order to complete an assessment of its current operations and determine the best future for BHA operations, the Board of Commissioners will participate in a Strategic Planning Session/Board Retreat with the contractor serving as facilitator.
- C. BHA ultimately seeks to determine the best long-term options for the preservation of Section 8 rental assistance for low, very-low and extremely-low income households in the City of Berkeley.

Further, from discussions between the Board Chair, the Executive Director and the facilitator, a goal was added to consider this fundamental question: "Given the expected funds to be realized over the coming years from the disposition of seventy-five (75) units of public housing, how can these proceeds be best utilized to serve low-income members of the community of Berkeley?"

All members of the Board of Commissioners were present along with Executive Director and the facilitator.

This report summarizes the major topics of discussion and the actions proposed and broadly agreed upon by the Board as guidance for Board Members and the Executive Director.

MAJOR TOPICS OF DISCUSSION AND PROPOSED ACTIONS

Board Chair Carole Norris provided preliminary remarks to suggest a starting point for the conversation. She referred to her discussions with the Executive Director and their joint desire to focus a discussion of the Board on taking concrete steps to move the previously adopted strategic agenda of the Authority.

Jon Gresley, followed the Chair's comments with a brief self introduction and thanked the Board for their accepting their role of Stewardship and Volunteerism. He shared a quote from John Wooden.

"Do not let what you cannot do interfere with what you can do."

He then invited a spirited discussion by pointing out that we each have a unique perspective and therefore may not always agree. He shared another quote from John Wooden.

“Whatever you do in life, surround yourself with smart people who’ll argue with you.”

The discussion began with Executive Director William Wilkins providing a summary description of the BHA’s public housing disposition proceeds.

The BHA currently has approximately \$4.2 million in reserves from sales proceeds, with an expectation of another \$7.9 million being received by 2033, which could accumulate over 15 years to a total of \$12.1 million. The US Department of Housing and Urban Development (HUD) has authorized the BHA to utilize up to \$2.7 million for operations. Further, HUD has authorized disposition proceeds above this amount to be used for development activities related to the provision of housing for low-income persons who otherwise would qualify for public housing. Of the \$2.7 million, \$700,000 has been used to support BHA operations. It is estimated that the authorized disposition proceeds will be exhausted by 2022/2023, and the balance of the RHCP (State) funds supporting BHA operations through 2026.

The discussion then turned to creating a list of other, alternative uses for the total potential disposition proceeds to benefit the Berkeley community.

POTENTIAL USES OF DISPOSITION PROCEEDS

Three primary potential uses were identified:

- Development of affordable housing
(new construction and acquisition/rehabilitation)
- Augmentation of the Section 8 program
- Provision of increased service delivery to Section 8 participants

Given the acknowledged lack of specific guidance from the HUD Special Applications Center (SAC), it was agreed to take each potential area and develop a list of questions that would need to be answered in order to design a strategy to obtain HUD guidance and (ultimately) approval necessary to carry out a strategy or strategies.

DEVELOPMENT OF AFFORDABLE HOUSING

Regarding development activities, the group identified the following fundamental questions that will need to be answered:

- What are the cash projections for the disposition proceeds?
- What criteria will be used for the types of projects to be developed?

- What constraints on development will be imposed by the HUD Special Applications Center (SAC)?
- What resources will be needed to support development activity?
 - Identify procurement needs for consultants and advisors.
- Who are to be the beneficiaries of any development activity?

Follow-up action:

- The **Executive Director** will prepare a cash projection of the disposition proceeds expected to be received.
- The **Executive Director** will explore with HUD representatives, and others, the criteria required by the HUD SAC for the approval of development activity.
- The **Executive Director** will develop a plan with timelines for exploring the other questions, including any recommendation for the Board to consider policy and budget implications.

The discussion then turned to addressing the question of what role BHA might play in development and what BHA has to offer. The group acknowledged that there are many successful local affordable housing developers. To date, other than seeking support from BHA in the form of Project Based Section 8 Vouchers (PBVs), local developers have not proposed a role for working with BHA. The facilitator then shared descriptions of development activities he had experienced where housing authorities participate in development by purchasing and owning the underlying land as well as contributing PBVs. In these examples, the housing authority entered into the development as a limited partner with ownership of the land and with several other important features:

- The ownership of the land remained with the authority assuring affordability of the development in perpetuity.
- The authority received a portion of the developer fee (specific to each deal).
- The authority contributed project based vouchers to assist the competitive scoring of the tax credit application and to broaden the target income range of the occupants.
- The authority assumed some of the risk associated with the development.

It was agreed that BHA may offer two important contributions to development activity:

1. Project-Based Section 8 vouchers
2. Financial investment that could include:
 - a. Predevelopment expenses
 - b. Development expenses
 - c. Land acquisition

At this point, the Board reviewed some recent experience with expiring PBVs. The discussion acknowledged that to be able to offer PBVs to new developments, the BHA would need to recapture expiring PBVs from projects that currently have PBV allocations. The Board identified the need to review the impact of either recapturing or renewing PBVs to project sponsors at their 15-year expiration.

Follow-up action:

The **Board** will place on a future meeting agenda a review of the impact of either recapturing or renewing PBVs to project sponsors at their 15-year expiration.

The **Executive Director** will prepare an analysis of current PBV allocations with a description of the properties and a projection of their impact should they be recaptured or renewed.

AUGMENTATION OF SECTION 8

The board next turned to consider the question of what might be possible using the disposition proceeds for augmenting the Section 8 program. Members of the board identified four questions related to the opportunity:

- How many current Section 8 participants are paying more than 30% of their adjusted income for rent?
- Would HUD permit the use of disposition proceeds to be used to augment subsidy to current participants?
- Given the current shortfall in federal funding of Section 8, will HUD allow BHA to use disposition proceeds to off-set the shortfall? i.e. would HUD permit disposition proceeds to increase the BHA's Section 8 utilization rate?
- In any expansion of Section 8, or augmentation of Section 8, who would be included in the target population?

Follow-up action:

- A **Board subcommittee** of Commissioners Damion McNeil and Chris Schildt, was formed with the assignment of developing a recommendation for the board's consideration regarding what population(s) would be targeted to benefit from an augmented Section 8.
- The **Executive Director** will prepare a report of the number of Section 8 participants paying in excess of 30% of adjusted income and will assess the viability of any policy for using funds to offset participant costs to bring them to the 30% level.
- The **Executive Director** will explore with HUD representatives whether the HUD SAC would approve any augmentation of Section 8 using disposition proceeds.

EXPANDING SERVICES

The board referred the question of using disposition proceeds for an expansion of services to current participants to the subcommittee formed above.

Follow-up action:

- The **Board subcommittee** formed above will develop a recommendation for the board's consideration regarding funding of expanded services to current Section 8 clients.
- The **Executive Director** will explore with HUD representatives whether the HUD SAC would approve any funding of services to current Section 8 clients using disposition proceeds.

BERKELEY HOUSING AUTHORITY'S SECTION 8 OPERATIONS
FUTURE OPTIONS:

The group reviewed an initial group of potential options for the future of BHA Section 8 operations:

- Continue operations as they are.
- “Tuck-in” to the City of Berkeley.
- Enter into a cooperation agreement with the City of Berkeley
- Receive a subsidy from the City of Berkeley
- Have the Section 8 program absorbed by the Housing Authority of Alameda County.
- Contract out portions of operations
- Skinny down, gain efficiencies

Discussion identified the two options of a cooperation agreement with the City of Berkeley and receiving a subsidy from the City of Berkeley as one and the same. “Tucking-in” with the City of Berkeley was clarified to mean returning to be a part of the City of Berkeley. None of the options as clarified gained universal support.

The Board then reviewed a list of the ways that members of the Board felt the City of Berkeley could assist the BHA:

- Provide either free or economical office space so that BHA would save rent.
- Provide financial management services.
- Provide human resourced management and/or other administrative services.

A common feeling expressed by members of the Board was that, while some representatives of the City of Berkeley expressed support for the BHA, no real enthusiasm or support had been shown for any of the options that required City of Berkeley to expend resources. Further no concrete steps had been offered or taken by the City of Berkeley to assist with operating expenses to date.

One suggestion was that the BHA Section 8 operations continue as they are for at least another year and the Board then revisit these issues.

The facilitator suggested that the BHA might have a stronger offering to the City of Berkeley if it could identify an alternate strategy or strategies for investing the disposition proceeds such as those earlier discussed. It was suggested that the BHA pursue the several questions identified earlier in the meeting to inform a strategy of development and/or enhanced Section 8 in order to demonstrate the value to the community of using proceeds in other ways than underwriting the operating loss of the Section 8 program. It was also pointed out that the BHA might combine portions of other options above to demonstrate progress in addressing the need to reduce the operating deficit. For example, there might be some discrete items that could be contracted out to save costs. Other savings might be accomplished by “skinnying down.”

At this point, Executive Director Wilkins suggested that some savings might be achieved by adopting a different approach to adjusting the Section 8 Payment Standard.

Follow-up action:

- The **Executive Director** will flesh-out and present to an up-coming meeting of the Board of Commissioners his ideas on options for adjusting the Section Payment Standard.
- The **Executive Director** will examine potential areas of operating expense savings and present any that appear feasible for the Board's consideration.

The allotted time having been consumed for discussion, the Board did a quick review of follow-up items and made the following summary list for the conclusion of the meeting.

Follow-up action:

- The **Executive Director** will contact the HUD SAC and HUD San Francisco Regional Office to explore the various options discussed during the meeting that require guidance and ultimately approval from HUD for use of disposition proceeds.
- The **Executive Director** will brief the Berkeley City Manager on the results of the Board retreat and on options being explored.
- The **Board sub-committee** will meet and prepare policy recommendations related to those matters referred to the sub-committee.
- The **Board** will include a "standing" report on it regular meeting agendas to receive and consider reports and suggestions for policy and strategy resulting from these inquiries/assignments.