



INFORMAL STAFF REPORT

MEMORANDUM

To: Margie C. Rose, City Manager *MR*
Thru: Keith Selman, Assistant City Manager *K.S.*
From: Rudy Bentancourt, HCD Director *RB*
Date: July 17, 2017
Subject: Housing and Community Development Staffing and Duties

Request

Provide a memo indicating the salaries in HCD which are paid for and what role each funded position has.

Background & Findings

During the June 11, 2017 City Council meeting, City Council members inquired of the staffing and funding amount required to successfully staff and maintain the Housing and Community Development (HCD) Department. Currently, HCD staffs 23 Full Time Equivalent (FTE) positions within our three (3) divisions. The attached Organizational Chart provides a snapshot of the positions and divisions which staff HCD. HCD is approximately 99.9% grant funded by the U. S. Department of Housing and Urban Development (HUD), except for the HCD Director and Management Assistant which are partially funded by the General Fund (Director 40% / Management Assistant 60%). The City of Corpus Christi is an entitlement community, therefore as such, receives an annual entitlement allocation from the Community Development Block Grant, Emergency Solutions Grant, and the HOME Investment Partnerships Program. As such, HCD must comply with the rules, regulations, and requirements of HUD to continue receiving annual funding.

The HCD Director is responsible for directing the overall operations, activities and functions of HCD as well as being the staff person responsible for non-HUD activities

such as Type A and other non-HUD funded projects. The HCD Director also provides staff support to the City Council, City Manager, Assistant City Manager and various technical boards including the Corpus Christi Community Improvement Corporation and the Corpus Christi Housing Finance Corporation. The HCD Director directs the preparation of all plans prior to submission to HUD, represents both the City and HCD in departmental functions, and directs the development of the departments Business Plan and overall funding budget.

The Management Assistant is responsible for providing assistance to the Director, HCD Administrator, Program Managers and HCD Staff to ensure all departmental needs are met. This position also schedules departmental meetings, composes and edits departmental correspondence, maintains the Directors calendar to provide assistance to internal and external customers, creates purchase orders or P-Card payments for purchases, works with Budget Analyst to follow budget allocation for the department, assists with special projects and city-wide programs, is responsible for all contract and insurance tracking for contractors and non-profits and provides reporting in preparation of City Council presentations, budget presentations, City performance reports, and coordinates the weekly report to the Assistant City Manager.

The Management Aide is the initial face of the department. This position is the front desk receptionist who greets all clients as they enter the department. This position provides customer service by explaining all HCD programs to clients and provides a list of documents needed and assists in scheduling appointments for clients to see the Program Specialists. This position assists in ensuring project files are scanned and filed for local and federal compliance with the record retention policies of the City and HUD.

The HCD Administrator assists the Director in the overall management and administration of the Community Development Block Grant, Emergency Solutions Grant and HOME Investment Partnerships Programs. This position also assists in the development and implementation of the 5-year Consolidated Action Plan and Annual Action Plans, and the Consolidated Annual Performance and Evaluation Report to HUD. The position ensures all recommended activities meet eligibility requirements and implements funding strategies by making presentations in community Public Hearings. Other duties include reviewing all conducted environmental reviews, conducting program workshops, trainings, and contract meetings, draft all funding agreements, and reviews and approves all correspondence for the Harbor Bridge Liaison Program as a requirement of the Harbor Bridge Four Party Agreement.

The department is composed of three (3) divisions. The Housing Division is the entry point for HCD's housing programs. Current and past federally funded programs include the Minor Home Repair Grant Program, Rehabilitation Program, Demolition/Redevelopment Program, Appliance Replacement Grant Program, Homebuyer Closing Cost Program, Homebuyer Down Payment Assistance Program, and

the Veterans Minor Home Repair Grant Program. The Housing Division is comprised of a Housing Program Manager and four (4) Program Specialists. Currently HCD has two vacant Program Specialist positions.

The Housing Program Manager is responsible for the overall responsibility of the housing functions to ensure housing activities are implemented and all housing programs comply with the rules and regulations of HUD and Fair Housing. The position recommends and presents information and rehabilitation loan packages to the Loan Review Committee, performs underwriting activities to ensure grants and loans meet funding eligibility and conducts final review and approval of rehabilitation grants and loans as well as homebuyer grants. This position also maintains and updates program guidelines and procedures to ensure compliance with City Council Policies and HUD regulations and makes public presentations to the public regarding housing programs. This position is also the back-up to the Harbor Bridge Liaison and assists with the Hillcrest Voluntary Acquisition applicants.

The Program Specialists serve as the initial point of contact for the housing programs administered within HCD and collect required documentation from applicants, reviews income documentation for program eligibility and serves as the advocate for the client on all external information needed for application processing. This position also recertifies income eligibility on all clients waiting to be assisted in the various programs, and must ensure all regulatory requirements and documents are completed for compliance with regulatory requirements and internal policies. It is important to note that of the two (2) currently filled positions, one (1) Program Specialist must be housed at Del Richardson and Associates (DRA) on Monday, Wednesday, and Friday to comply with the Harbor Bridge Four Party Agreement. These positions must also release liens on a weekly basis for previous loans which have met the affordability period which can be from 5, 10 or 20 years, and recertify all homebuyers and demolition/replacement clients who have received loans during the past 5 years. HUD mandates that the positions in the Housing Division must have Underwriting Loans Training, become HUD Housing Counseling Certified, Title Commitment Training, Fair Housing Laws Training, and Pre-Purchase Homeownership Education Training.

The Operations Division of HCD is essentially the "nuts and bolts" of the department. The division is comprised of one (1) Operations Program Manager, four (4) Property Advisors, and three (3) Contract Administrators. The Operations Program Manager is responsible for managing, planning, coordinating and supervising Property Advisors and Contract Administrators. The position coordinates all HCD construction projects from the various HCD housing programs and non-profit funded construction projects. This position also supervises the coordination of the annual Request for Proposals, initiates the bid process for projects by establishing criteria for required services, ensures annual performance measures are met, ensures all projects comply with required rules and regulations set forth by HUD, and guides staff on all internal and external construction

projects to ensure federal compliance. The position also provides final approval on all construction projects, required reports and final approval of all monitored/audited projects, both internal and external.

The Property Advisors provide technical assistance to homeowners by performing site inspections to assess code violations and substandard construction, conducting surveys and inspections of main structural and main utilities conditions, provide lead-based paint inspections, warranty letters, pre-construction meetings, bid openings and provides oversight of the overall process of construction projects from beginning to end while ensuring federal compliance with HUD regulations. The position also evaluates structural conditions, inspects condition of foundation, exterior walls, roof, windows, doors, electrical, air conditioning units, heating and plumbing, flooring and insulation and provides preliminary cost estimates and negotiations of proposed solutions in order to provide options to eliminate substandard conditions and determine whether the home can be rehabilitated or demolished and replaced. The position also meets daily with contractors and homeowners on the various ongoing projects, ensures construction meets established specifications and meets with homeowners to select colors and patterns for their homes and inspects workmanship in order to finalize contracts and permits. Also included in the duties are to conduct lead inspections and assessments utilizing radioactive equipment as well as conducting Housing Quality Standards on all homebuyer projects and approve draw requests for completed work.

The Contract Administrators are responsible for the coordination of approximately 55 federally funded contracts from the CDBG, ESG and HOME Programs. This position is responsible for all activities to ensure compliance of local, state, and federal requirements. The position counsels recipients, developers and architects to ensure compliance with each project by ensuring compliance with labor standards, Americans with Disabilities Act, lead paint hazards and conducting on-site inspections of all non-profit construction projects. The position performs research to ensure project eligibility and performs environmental reviews on all projects administered by HCD or awarded to non-profits. Each environmental review must comply with the following federal statutes, executive orders and regulations which include: Airport Hazards, Coastal Barrier Resources, Flood Insurance, Clean Air Act, Coastal Zone Management, Contamination and Toxic Substances, Endangered Species, Explosive and Flammable Hazards, Farmlands Protection, Floodplain Management, Historic Preservation, Noise Abatement and Control, Sole Source Aquifers, Wetlands Protection, and Environmental Justice. Each project must contain supporting documentation clearing the project of the listed environmental issues. The position must also conduct compliance monitoring/auditing of each funded project from 5, 10, 15 or 20 years to ensure federal compliance. Each project must be accompanied by approximately 12 compliance exhibits provided by HUD to ensure compliance.

HUD mandates that the positions in the Operations Division must have Foundations in Environmental Review Certificate, maintain Code Enforcement certification for two (2) staff, Labor Standards Certificate, Lead Risk Assessor Certificate, Section 3 Training, Subrecipient Management Training, CDBG Basics and Advanced Certificate and HOME Basics and Advanced Certificate.

Lastly, the Finance Division is the section of HCD responsible for the oversight of federal and non-federal funding received by the department as well as administering Mortgage Servicing for all HCD loans. The division is comprised of one (1) Program Manager, two (2) Sr. Management Assistants, one (1) Mortgage Servicing Aide, and one (1) Sr. Staff Assistant. The Program Manager is responsible for the oversight of the annual budget for federally and locally funded programs by monitoring expenditures and performing detailed reconciliation of expense accounts, researching, and correcting discrepancies and conducting frequent reimbursement draws in the HUD's Integrated Disbursement Information System (IDIS) database to ensure required spending ratios are met. This position is responsible for drafting the Consolidated Annual Action Plan, Consolidated Action Performance and Evaluation Report (CAPER), submitting the HOME Monthly Analysis report, HOME Match Report, and Quarterly expenditure reports to HUD. The position ensures financial compliance monitoring of inter-departments and non-profit projects and must review and respond to all external audits as mandated by HUD.

The Sr. Management Assistants are responsible for the overall program management reporting of the CDBG, ESG, and HOME Programs into IDIS as well as providing monthly and quarterly reports, Semi-annual Labor Standards Enforcement Report, Annual Contractor/Subcontractor Activity Report and the monthly gathering of CAPER data. The position is responsible for setting up, funding, and closing out activities and gathering all close-out data and documentation on each internal and externally funded projects. The position also provides budgetary technical assistance to internal departments and external non-profits to ensure project reconciliation. This position reviews all expenditures, payment requests and processes all payment requests and reimbursements for federal and non-federal funds. The position verifies the availability of funds and assists with the financial monitoring/audit of each federally funded project. The position also maintains all subledgers which includes balances, transfers, change orders, and encumbered and unencumbered balances.

The Mortgage Servicing Aide and Sr. Management Assistant services approximately 700 CDBG and HOME loans by collecting current and delinquent loan payments, processing insurance payments, property tax payment preparations and disbursements and processing escrow disbursements on all current loans. These positions maintain and verify loan information, review deeds, real estate notes, borrower information and home insurance. They also meet with clients on a daily basis and prepare tax and insurance escrow analyses. All loans are individually reviewed to ensure the proper amount of money is collected with each mortgage payment and must print and review

all 1098 financial statements, mail to customers, and file all required IRS information electronically.

Based on the HCD housing programs administered by the department, the following measures indicate completion for FY2015-2016 and current year.

Construction Programs	FY15-16	FY16-17 to date	FY16-17 expected
Minor Home Repair Grant	34	39	51
Demolition/Replacement Loan Prog.	3	5	8
Homebuyer Assistance Down Payment	22	23	38
Homebuyer Assistance Closing Cost	22	23	38
CDBG Non-profit Construction Projects	3	5	7
HOME Program Multi-family Projects	2 / 213 units	1 / 68 units	1 / 68 units

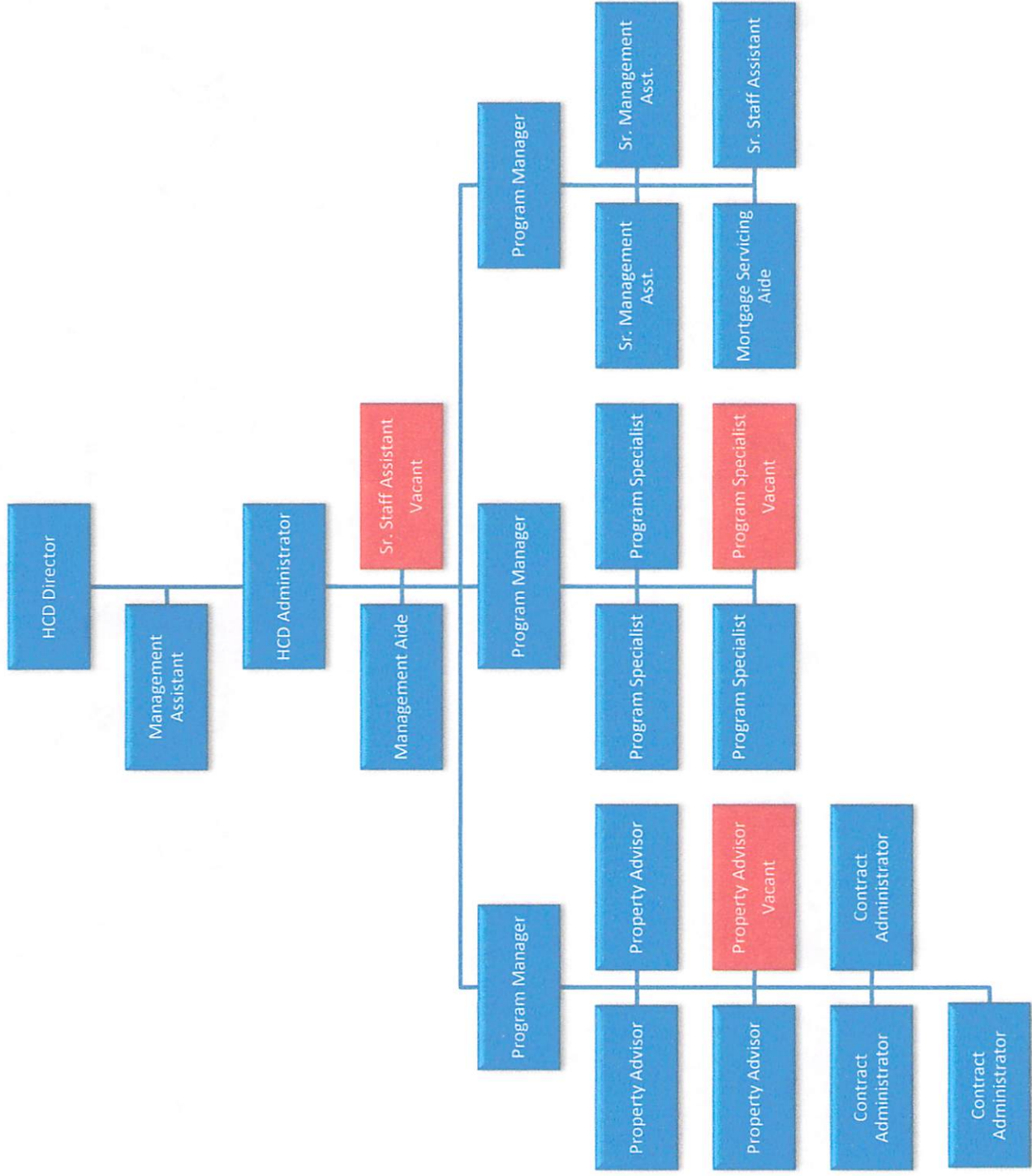
Conclusion

The Housing and Community Development Department is currently staffed to provide for the regulatory and fiduciary responsibilities set forth by the rules and regulations of the U. S. Department of Housing and Urban Development (HUD), local, and state policies. All HCD staff serve specific technical and administrative roles in the department which allow for the administration, monitoring, and compliance with all local, state, and federal programs. For the FY2017-2018 Action Plan, HCD initially budgeted for 23 FTE positions. The attached organizational chart indicates 23 FTE positions with the red boxes indicating current vacancies in the department. HCD is proposing to remove the funding budgeted for the 3 FTE positions and function the department with 20 FTE positions. Removing any additional FTE positions will result in risking the City falling into non-compliance with the local, state, and primarily federal rules and regulations as mandated by the programs, therefore jeopardizing the City of Corpus Christi's participation in the programs and ultimately depriving the citizens who are at the most need. This result, in turn, prevents the City in administering the programs at the current and successful capacity properly and responsibly to the homeless, very low-, and low-income citizens of Corpus Christi.

Attachments

Organizational Chart
HCD Titles and Salaries

HOUSING AND COMMUNITY DEVELOPMENT



Housing and Community Development Salaries & Benefits FY 2017

Job Title	Annual Rate	TMRS 20.46%	FICA 7.65%	TOTAL COST	Self Ins 935.60	Grp Health Annual
Director	89,682.42	18,349.03	6,860.71	114,892.16	935.60	4,612.92
Administrator	66,981.23	13,704.36	5,124.06	85,809.65	935.60	9,728.94
Housing Program Manager	56,651.74	11,590.95	4,333.86	72,576.55	935.60	4,612.92
Program Manager	45,362.67	9,281.20	3,470.24	58,114.11	935.60	9,728.94
Program Manager	43,176.83	8,833.98	3,303.03	55,313.84	935.60	4,612.92
Sr. Management Assistant	50,101.35	10,250.74	3,832.75	64,184.84	935.60	4,612.92
Sr. Management Assistant	38,105.40	7,796.36	2,915.06	48,816.82	935.60	4,612.92
Contract Administrator	44,484.18	9,101.46	3,403.04	56,988.68	935.60	4,612.92
Contract Administrator	42,341.52	8,663.08	3,239.13	54,243.73	935.60	0.00
Contract Administrator	37,423.00	7,656.75	2,862.86	47,942.61	935.60	4,612.92
Property Advisor	38,335.49	7,843.44	2,932.67	49,111.60	935.60	7,806.76
Property Advisor	42,315.94	8,657.84	3,237.17	54,210.95	935.60	0.00
Property Advisor	40,277.74	8,240.83	3,081.25	51,599.82	935.60	7,806.76
Program Specialist	33,097.17	6,771.68	2,531.93	42,400.78	935.60	7,806.76
Program Specialist	33,097.17	6,771.68	2,531.93	42,400.78	935.60	4,612.92
Program Specialist	33,097.17	6,771.68	2,531.93	42,400.78	935.60	4,612.92
Management Aide	27,227.77	5,570.80	2,082.92	34,881.49	935.60	7,171.06
Mortgage Servicing Aide	29,321.40	5,999.16	2,243.09	37,563.65	935.60	9,728.94
Sr. Staff Assistant	22,959.51	4,697.52	1,756.40	29,413.43	935.60	4,612.92
Management Assistant	33,943.52	6,944.85	2,596.68	43,485.05	935.60	4,612.92
Totals for 20 FTE Staff	847,983.22	173,497.39	64,870.71	1,086,351.32	19,647.60	110,520.28

TOTAL SALARIES	847,983.22
TMRS	173,497.39
FICA	64,870.71
SELF INSURANCE	19,647.60
GRP HEALTH	110,520.28
	<u>* 1,216,519.20</u>

* Salary amount does not include funding required for the overall administration of HCD which include:
 Fuel, office equipment, office supplies, vehicle maintenance and repairs, postage, non-capital lease payments,
 telephones (5), memberships and dues, printing and advertising, training and travel and printshop/copy allocation.