

**Arcata House Partnership**

**Progressive Rules Policies and Procedures**

2017

## **Introduction**

Arcata House Partnership (AHP) is committed to the Housing First concept and to the provision of Progressive Engagement. AHP practices are designed to identify persons experiencing homelessness, and to provide the services necessary to help those persons quickly regain stability in temporary and permanent housing.

### **Emergency Shelter**

#### **Coordinated Entry Participation and Program Screening, Triage and Access**

All referrals to the program, including screening for program eligibility and prioritization, will occur according to the CoC's Coordinated Entry System protocols.

All people requesting shelter are screened for other safe and appropriate housing options (temporary or permanent) and resources to obtain/maintain their housing. People who have other safe and appropriate housing options or resources are diverted away from emergency shelter and instead offered problem-solving assistance and immediate linkage to homelessness prevention assistance, as needed, desired and available.

All people requesting shelter are also screened for critical health and safety needs to identify people with more severe service needs and provide an appropriate response.

Program admission is prioritized for people with the most urgent and severe needs (as defined in s 8409, Core Practices). Access to emergency shelter is provided without preconditions, such as sobriety or ability to pay program fees. Program participants are referred to other forms of homeless assistance in the CoC service area according to the CoC's coordinated Entry System procedures.

#### **Housing First, Progressive Engagement and Assistance Practices**

Participants and staff understand that the primary goals of the emergency shelter are to:

- Provide temporary accommodation that is safe, respectful and responsive to individual needs; and
- Re-house participants in permanent housing as quickly as possible, regardless of other personal issues or concerns

Participants are expected to be actively working on re-housing plans and engaging in related assistance to overcome immediate and direct barriers to securing housing. Participant assessment focuses on:

### **Attachment 3, Exhibit D**

- Immediate health and safety needs relevant to providing temporary accommodation; and
- Information relevant to securing housing, including: participant preferences, factors that would cause a landlord to reject a person's application (past evictions, criminal history, etc); factors that directly led to housing instability or homelessness in the past (failure to pay rent, lease violations etc.); and other information necessary to link participants to financial assistance and housing-related resources.

Participants are assisted with creating and updating individualized Housing Plans designed to re-house and stabilize participants as quickly as possible. Staff helping to re-house participants are aware of and know how to access a wide array of housing options (public/private, subsidized/unsubsidized, all local permanent supportive housing, etc.) directly or through the CoC's coordinated entry system to help participants achieve their Housing Plan goals.

Participants are provided or connected to housing location and placement assistance, including financial assistance for move-in costs, to achieve their Housing Plan goals. Assistance is provided:

- For all participants who cannot otherwise exit on their own;
- Without additional preconditions, such as employment or sobriety; and
- With understanding that housing may cost greater than 30% of participant income and be precarious.

Staff are aware of and know how to access other community resources (e.g., legal services) that can help participants achieve their housing placement and stabilization goals.

Participation in services is unrelated to obtaining permanent housing is voluntary.

Exits to other homeless situations are avoided, even when program rules are violated. People who pose an imminent risk of harm to themselves or others may be exited to more appropriate assistance, such as a more intensive program, hospital or other emergency responder.

Participants only move to other emergency shelter or transitional housing when:

- They desire and choose;
- More appropriate to meet their health and safety needs (e.g., persons in early recovery; domestic violence survivors; those who need special accommodations); and
- No permanent housing solution (with or without supportive services) is currently available that is a similar or better match for their preferences and needs.

**Attachment 3, Exhibit D**

All service providers receiving CA ESG funds shall take actions to create an effective, welcoming and affirming environment for all program participants and employees, including, but not limited to, persons of different races, ethnicities, sexual orientation, gender identities and gender expressions.

**Rapid Re-Housing**

**Coordinated Entry Participation and Program Screening, Triage and Access**

All referrals to the program, including screening for program eligibility and prioritization, occur according to the CoC's Coordinated Entry system protocols.

All people who are literally homeless who cannot quickly secure housing on their own or with another form of assistance are screened for and offered rapid re-housing assistance, to the extent they are eligible and assistance is available. Program admission is prioritized for people with the most urgent and severe needs (as defined in § 8409. Core Practices).

Program participants are referred to other forms of homeless assistance in the CoC's Coordinated Entry system procedures.

Program participants are provided access to rapid re-housing assistance without preconditions, such as sobriety or minimum income level.

Staff helping participants are aware of and know how to access a wide array of housing options (public/private, subsidized/unsubsidized, all local permanent supportive housing, etc.) to help participants achieve their Housing Plan goals.

Staff are aware of and know how to access other community resources (e.g., legal services, subsidized childcare) that can help participants achieve their housing placement and stabilization goals. Participation in services unrelated to obtaining or maintaining permanent housing is voluntary.

**Housing First, Progressive Engagement and Assistance Practices**

Participants and staff understand that the primary goal of rapid re-housing is to end homelessness and move participants to permanent housing as quickly as possible regardless of other personal issues or concerns.

Participant assessment focuses on barriers to obtaining and/or maintaining housing (e.g., past rental/credit/criminal history, current income, legal issues, knowledge of tenant rights and responsibilities, etc.).

Participants are assisted with creating and (for ongoing assistance) updating individualized Housing Plans, designed to re-house and stabilize participants as quickly as possible.

Participants are provided with assistance to locate and obtain permanent housing, financial assistance for move-in and stabilization costs and housing case management in order to achieve

**Attachment 3, Exhibit D**

their Housing Plan goals. This includes assistance to address tenancy problems that may jeopardize housing. Assistance is provided:

- Without additional preconditions, such as employment or sobriety; and
- With understanding that housing may cost greater than 30% of participant income and be precarious.

All service providers receiving CA ESG funds shall take actions to create an effective, welcoming and affirming environment for all program participants and employees, including, but not limited to, persons of different races, ethnicities, sexual orientation, gender identities and gender expressions.

**Street Outreach**

**Coordinated Entry Participation and Program Screening, Triage and Access**

Outreach is comprehensive and coordinated with other CoC assistance and the CoC's Coordinated Entry system to assure access to assistance regardless of where an individual or family is located in the CoC's Service Area.

The program accepts referrals through the CoC's Coordinated Entry system and triages referrals according to the CoC's Coordinated Entry system procedures.

All people contracted through outreach are screened as soon as possible for critical health and safety needs to identify people with the most severe service needs (including people who are chronically homeless and/or with active mental health or substance abuse issues) and provide an appropriate response.

Program admission is prioritized for people with the most urgent and severe needs (as defined in § 8409. Core Practices).

Program participants are referred to other forms of homeless assistance in the CoC's Coordinated Entry system procedures.

Program participants are provided access to emergency shelter, permanent housing and services without preconditions, such as sobriety, service participation or minimum income.

**Housing First, Progressive Engagement and Assistance Practices**

Participants and staff understand that the primary goals of street outreach are to:

- Provide access to emergency shelter and services; and
- Re-house participants in permanent housing as quickly as possible, regardless of other personal issues or concerns.

Participants are expected to be actively working on re-housing plans and engaging in related assistance to overcome immediate and direct barriers to securing housing. Participation in other services is voluntary.

Participant assessment focuses on:

- Immediate health and safety needs; and
- Information relevant to securing shelter and/or housing, including: participant preferences.

### **Attachment 3, Exhibit D**

Participants are assisted with creating and updating individualized Housing Plans designed to access emergency shelter and/or re-house and stabilize participants as quickly as possible.

Staff helping participants are aware of and know how to access emergency shelter, transitional housing and a wide array of housing options (public/private, unsubsidized/subsidized, all local permanent supportive housing, etc.) directly or through the CoC's coordinated entry system to help participants achieve their Housing Plan goals.

Participants are provided or connected to housing location and placement assistance, including financial assistance for move-in costs, to achieve their Housing Plan goals.

Assistance is provided:

- Without additional preconditions, such as employment or sobriety; and
- With understanding that housing may cost greater than 30% of participant income and be precarious

Staff are aware of and know how to access other community resources (e.g., legal services) that can help participants achieve their housing placement and stabilization goals. Participation in services unrelated to obtaining or maintaining permanent housing is voluntary.

All service providers receiving CA ESG funds shall take actions to create an effective, welcoming and affirming environment for all program participants and employees, including, but not limited to, persons of different races, ethnicities, sexual orientation, gender identities and gender expressions

## **RatingsDirect®**

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# **California Municipal Finance Authority Resident Owned Parks Inc.; Affordable Housing**

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# California Municipal Finance Authority Resident Owned Parks Inc.; Affordable Housing

## Credit Profile

US\$22.25 mil mobile home park rev rfdg bnds (ROP Inc.) (Windsor Mobile Country Club) ser 2016 A & C due 11/15/2048

*Long Term Rating*

A-/Stable

New

## Rationale

S&P Global Ratings assigned its 'A-' long-term rating to California Municipal Finance Authority's mobile home park (MHP) senior revenue refunding bonds, series 2016A, and taxable senior revenue refunding bonds, series 2016C (senior bonds), which were issued on behalf of Resident Owned Parks Inc. (ROP) for its Windsor Mobile Country Club (WMCC) project. The outlook is stable.

The rating reflects our view of the project's:

- Very strong economic fundamentals and market dependencies, reflecting the extremely high demand for the spaces at the MHP due to its relative affordability and a desirable location in Sonoma County;
- Strong strategy and management, reflecting good ownership and adequate asset management and strategic planning of the properties;
- Financial strength, as indicated by high projected debt service coverage (DSC) of 1.45x maximum annual debt service (MADS) on the bonds; and
- Extremely strong operating performance, as evidenced by its consistently high occupancy levels.

Offsetting the credit strengths, in our view, is the project's loan-to-value (LTV) ratio of 129.3%, which we consider to be high.

The bonds are secured by the revenues of the project, which consist of 336 spaces containing single- and double-wide mobile homes. Bond proceeds will be used to refund the previously issued series 2013A and 2013C debt.

## Outlook

The stable outlook reflects our view of the strong demand for the park's spaces, as evidenced by its consistently high occupancy levels, and excellent management. Nevertheless, we could lower the rating if net operating income (NOI) falls below our projected level due to higher-than-expected vacancies or operating expenses. On the other hand, higher-than-projected NOI resulting from an increase in revenues or rents, or a reduction in expenses, could lead to an upgrade.

## Enterprise Risk Profile

### Industry risk

We currently view industry risk as low for the affordable housing industry. Residential rental markets typically pose less risk than other property classes do, and the increased need for affordable housing during times of economic stress lends further stability. Competitive risk is fairly low owing to effective barriers to entry in many jurisdictions, the relatively low risk of substitution, and overall stable trends in growth and margins. In addition, ongoing governmental subsidies, other support, and oversight generally limit volatility, with the overall importance of the service delivered limiting the potential for negative government intervention.

### Economic fundamentals and market dependencies

We view the project's economic fundamentals and market dependencies as very strong, reflecting the properties' location in a strong local housing market with extremely strong demand drivers. The senior living MHP is located in Windsor, Calif. With an average annual population growth of 0.70% and the project's average rent as 37.0% of the market rent, we view the demand drivers as extremely strong. Furthermore, we view the local housing market of Sonoma County as strong, based on the high occupancy rate of the area and strong rental growth.

### Government support

The project benefits from an adequate level of government support. The project receives property tax exemptions due to the nonprofit designation of the owner and access to tax-exempt bond financing.

### Strategy and management

Our assessment of strategy and management of the project team is strong, reflecting good ownership and adequate asset management and strategic planning of the properties. ROP, an affiliate of Resident Owned Parks Inc., is the owner. Resident Owned Parks Inc. is a nonprofit 501(c)(3) corporation created in 2001 to provide and maintain affordable housing through the acquisition and operation of MHPs. In addition, Resident Owned Parks Inc. is the property manager for all the parks it owns. Our good designation of the owner is based on a very strong staff composition and a portfolio that consists of high-quality MHPs. As an asset manager, Resident Owned Parks Inc. is adequate, in our view, reflecting the company's 14 years of experience as an asset manager, managing 915 MHP units. Offsetting the strengths of management is the owner's strategic plan, which we view as fair because of a lack of depth of specificity.

Wolf & Co. Inc. of Los Angeles is the oversight agent for this transaction. Wolf & Co.'s responsibilities include reviewing budgets and financial reports, conducting periodic physical inspections of the parks, ensuring that affordability restrictions are maintained, and reporting potential problems to the trustee and issuer. Since 1993, Wolf & Co. has been providing housing, financial, and insurance consulting services to state and local governments and other entities, with an emphasis on affordable housing programs. The firm provides oversight agent services for 46 MHPs.

## Financial Risk Profile

### **Loss coverage**

We view the loss coverage levels of the project as very strong, although we view the LTV ratio of the project as high. The total loan balance of the project is \$33.1 million (which consists of \$22.2 million of senior bonds and \$10.9 million of unrated subordinate bonds), and our calculated value of the project is \$25.6 million (based on our projected net cash flow of \$1.8 million and a capitalization rate of 7%), which results in an LTV ratio of 129.3%. The S&P Global Ratings-calculated LTV ratio, net cash flow, and DSC ratio were the primary factors used to determine the project's credit enhancement levels. Based on our analysis, the project has sufficient overcollateralization available to cover projected loan losses in the amount of approximately 38.2% of the bonds, which corresponds to a very strong loss coverage assessment.

### **Financial strength**

Our assessment of the project's financial strength is strong, primarily due to a high projected DSC of 1.45x of MADS for the senior bonds. Our revenue projections for the park assume average monthly space rent of approximately \$605.

The majority of MHPs rated by S&P Global Ratings have a history of strong and stable occupancy, especially in comparison to the multifamily housing sector, in our opinion. WMCC also has occupancy of 100%, which we consider extremely strong. Our pro forma income statement incorporates a 2% overall economic vacancy/collection loss factor, which reflects our projection of physical vacancy at the park.

Pro forma annual operating expenses are \$3,276 per space, and consistent with the park's historical operating expenses, plus an annual deposit to the replacement reserve fund (RRF). The assumed annual RRF deposit of \$386 per space is based on our review of physical needs assessment reports prepared for the park by an independent engineer, which estimated a total of approximately \$4.4 million in capital improvement repairs to the park over a 30-year period. We understand that approximately \$541,000 of this amount will be prefunded at closing from prior reserves, with the remainder to be funded over the life of the bonds by the above-mentioned annual deposits to the RRF. The overall deposit to the RRF equates to \$129,791, or \$386 per space, per year.

### **Asset quality**

We view the asset quality of the project as average. In our opinion, the parks are of a quality and condition comparable to those of other parks in Sonoma County. The ranking is based on our November visit to the park, and relative view of the park's quality, curb appeal, condition, and density.

In our view, WMCC is of good condition and quality compared to other MHPs that we rate. The park provides various amenities for its residents, including recreation centers with assembly rooms, service kitchens, dog parks, playgrounds, laundry facilities, recreational vehicle storage, and a swimming pool. The park has one to two parking spaces per unit and provides guest parking.

### **Operating performance**

The project's operating performance is excellent, in our opinion, reflecting the extremely high occupancy levels. The project's occupancy rate has been consistently extremely strong, which is in line with those of other MHPs we rate. Furthermore, the project's delinquency has been also been consistently low, reflecting good ownership and adequate management of the park.

### **Financial policies and practices**

We view the owners' financial policies and practices as strong, based on their loan origination and portfolio monitoring policies. Loan origination and acquisition policies contain internal and third-party reviews for all projects, board approval. Offsetting these strengths are informal guidelines for approving loans or acquisitions, limited credit review regarding approval guidelines incorporating credit considerations, and some deviations in adherence to guideline when approving loans and acquisitions. Portfolio monitoring policies consist of annual audits, annual reviews for the projects, and formal policies to timely address payment delinquencies to limit risk to debt service.

### **Legal analysis**

We view ROP WMCC LLC, the owner of the park, as a bankruptcy-remote entity. There will be no recourse to the owner for payment on the senior debt. The owner has a perfected first mortgage lien on the parks and a perfected security interest in funds held in the trust estate. The bond and financing documents are consistent with our criteria for affordable-housing transactions.

The transaction's DSRF is sized at MADS for the senior bonds. There are also unrated subordinate bonds. Insurance coverage is provided by Travelers Indemnity Co. of CT (AA/Stable) and Wesco Insurance Co. Funds are to be invested in funds commensurate with the rating on the bonds.

## Attachment 3, Exhibit E

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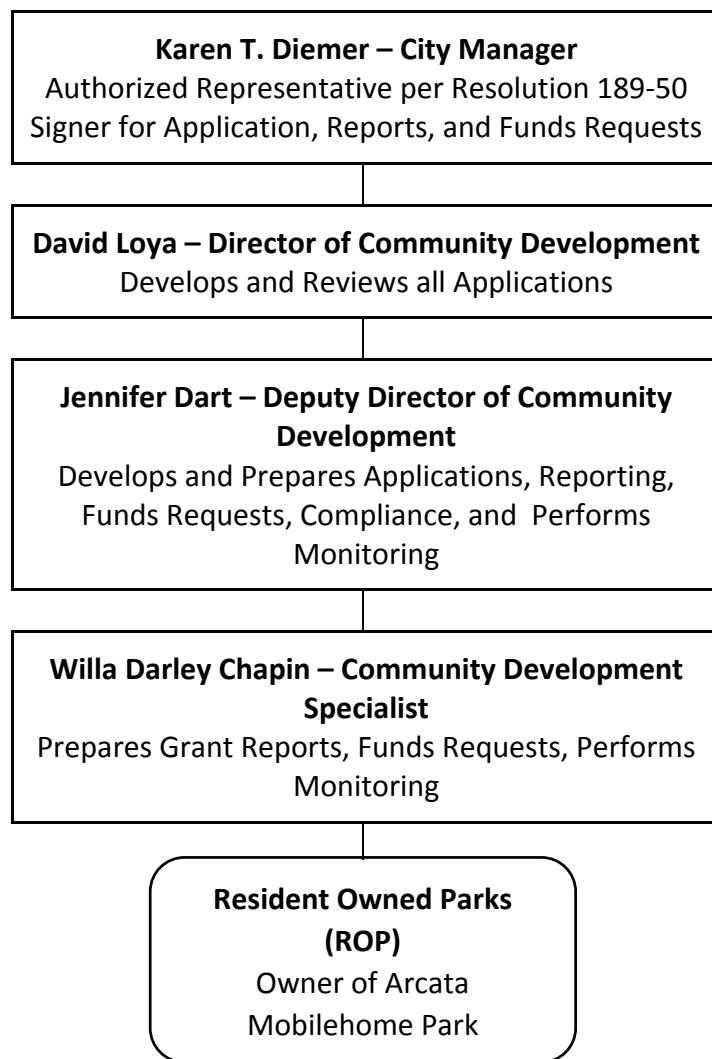
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## City of Arcata Organizational Overview



**DEFINITION**

Under policy direction of the City Council, the City Manager serves as the Chief Administrative Officer of the City. The City Manager plans, organizes, and provides administrative direction for the activities, functions, and operations of the City; advises and assists the City Council in the conduct of City business; coordinates City business with the various programs, officials and outside agencies; and performs other related duties as required.

**CLASS CHARACTERISTICS**

The City Manager is a single position class which serves as the Chief Administrative Officer of the City. This position is appointed by and reports directly to the City Council. The incumbent operates within a framework of high visibility and accountability for City operations, and is directly responsible for the administrative operations of the City, including fiscal management; program and services planning; developing, recommending, and implementing policy for all City functions, programs and services; and ensuring enforcement of all City codes and regulations.

**EXAMPLE OF DUTIES– duties may include, but are not limited to the following:**

- Accepts full responsibility for all City activities, programs and services including directing the development and implementation of goals, objectives, policies and procedures; ensures that established goals and priorities are achieved.
- Provides advice and consultation to the City Council on the development and implementation of City programs and services; coordinates work efforts with the City Attorney.
- Directs and participates in the preparation and administration of the City budget; prepares and submits to the City Council reports of finances and administrative activities; keeps Council advised of financial conditions, program progress, and present and future needs of the City; oversees the preparation and implementation of the City's Capital Improvement Program and financing strategies.
- Reviews and evaluates program service delivery methods and systems within the City including administrative and support systems and internal relationships; identifies opportunities for improvement and implements changes to standard operating procedures to enhance services.
- Coordinates the preparation of the agenda for the City Council with the Mayor; addresses the City Council on behalf of City staff; acts as City Clerk.
- Directs the implementation, maintenance and enforcement of City personnel policies and practices as prescribed by the City Council; selects, supervises, trains and evaluates assigned staff.
- Confers with department heads and managers concerning administrative and operational

**Attachment 3, Exhibit F**

problems, work plans, and strategic plans; makes appropriate decisions or recommendations; oversees the preparation and implementation of long range plans for the City.

- Serves as a resource for the City Council, City staff, other organizations and the public; coordinates pertinent information, resources and work teams necessary to support a positive and productive environment.
- Performs all duties as may be prescribed by City Council action; directs the preparation of plans and specifications for work which the City Council orders.
- Attends and participates in professional and community meetings as necessary; stays current on issues relative to public administration and relative service delivery responsibilities; responds to and resolves sensitive and complex community and organizational inquiries, issues and complaints; establishes and maintains a customer service orientation within the City organization.
- Establishes positive working relationships with representatives of community organizations, state/local agencies and associations, City management and staff, and the public.
- Performs other related duties as assigned.

**REQUIREMENTS**

Knowledge of: Modern public administrative methods and procedures, organizations and functions; current social, political, and economic trends and operating characteristics of municipal government; functions, authority, responsibilities, and limitations of an elected City Council and City-Manager form of government; principles and practices of municipal budgeting and finance; principles, practices, and legal elements of California economic and community development; methods and techniques for goal setting and program evaluation; local and state legislative processes; applicable federal, state, and local laws, codes, ordinances, and regulations; principles and practices of employee training and supervision; modern office procedures, methods and equipment including applicable computer applications; applicable mathematical functions and analysis; principles, practices and techniques of record keeping; English usage, grammar, spelling, vocabulary, and punctuation; principals of effective public relations and interrelationships with community groups and agencies, the private sector and other levels of government.

Ability to: Provide effective leadership and coordination of the activities of a municipal organization, including preparation and administration of the City's budget, economic development, community development, and environmental preservation programs; develop and administer sound City-wide goals, objectives, policies and methods for evaluating achievement and performance levels; properly interpret and make decisions in accordance with laws, regulations and policies; analyze complex administrative issues, evaluate alternatives and implement sound solutions; work with and coordinate the activities of administrative officials while encouraging their development as administrators; prepare clear and comprehensive written reports; serve effectively as the administrative agent of the City Council; select, supervise, train,

**Attachment 3, Exhibit F**

motivate and evaluate staff; effectively represent the City Council to the general public and representatives of other agencies; facilitate group participation and consensus building; operate an office computer, and a variety of word processing and software applications; communicate clearly and concisely, both orally and in writing; establish and maintain effective working relationships;

**OTHER REQUIREMENTS**

- Possess a valid California Driver License.
- Be available to respond to local emergencies.
- Work irregular or extended hours, including nights, weekends, days off and overtime as necessary.
- Travel for trainings and/or other meetings as required.

**PHYSICAL REQUIREMENTS**

Work is generally performed in an office environment. Must be able to perform the physical aspects of the job, including prolonged sitting and standing; as well as walking, reaching, twisting, turning, kneeling, bending, squatting and stooping in the performance of daily activities; operate standard office equipment, including a computer; hearing and speech to communicate in person and over the telephone; lift, push, pull, and carry up to 25 lbs.; interact with a diverse range of people;

**DESIRABLE TRAINING AND EXPERIENCE**

Any combination of training and experience that would provide the required knowledge, skills, and abilities is qualifying. A typical way to obtain the required qualifications would be:

Equivalent to a Bachelor's degree from an accredited college or university with major coursework in public or business administration, public policy, or a related field, and at least eight (8) years of increasingly responsible municipal or other related public agency management experience. Possession of an appropriate Master's degree and experience in working with an elected Council or Board is highly desirable.

Rev. 04/14  
09/00

## **DIRECTOR OF COMMUNITY DEVELOPMENT**

### **DEFINITION**

Under administrative direction of the City Manager, the Director of Community Development plans, manages, oversees and directs the operations and services of the Community Development Department which includes current and advanced City planning, building, redevelopment activities, and economic development for the City; coordinates activities with other City officials, departments, outside jurisdictions, organizations and the public; provides staff support to the City Council, City Manager and Planning Commission; performs other related duties as required.

### **EXAMPLE OF DUTIES**

- Develops, implements and maintains departmental goals, objectives, policies and procedures; reviews and evaluates work methods and procedures for improving organizational performance, enhancing services and meeting goals; ensures that goals are achieved.
- Plans, directs, coordinates and participates in the department's work plan; assigns work activities and responsibilities to appropriate department personnel; reviews and evaluates work methods and procedures; identifies and resolves problems and/or issues.
- Oversees the selection, training and evaluation programs for all Community Development personnel; provides or coordinates staff training; identifies and resolves staff deficiencies; fulfills discipline procedures; reviews the work of department personnel to ensure compliance with applicable federal, state and local laws, codes and regulations; interprets and enforces a variety of laws, codes, ordinances and regulations including environmental laws.
- Directs and participates in all advanced and current planning, building, economic development and redevelopment and design review activities for the City; directs and participates in the maintenance and update of the City's General Plan; evaluates projects for consistency with the General Plan, zoning and subdivision ordinances, and other applicable rules, regulations and policies; directs building inspection and code compliance activities and ensures compliance with appropriate laws, ordinances and regulations.
- Serves as liaison with appropriate federal, state, regional, county, city and special district agencies as needed on City planning related matters; provides staff support to the City Council, Council subcommittees, City Manager and Planning Commission; develops recommendations for policies, laws, ordinances, resolutions and programs related to Community Development activities.
- Prepares, manages and coordinates the development of the Community Development budget; prepares forecasts of necessary funds for staffing, materials and supplies; presents, justifies and defends programs, operations and activities; monitors and approves expenditures; discusses and resolves budget issues with appropriate staff; implements adjustments as necessary.

- Administers zoning and subdivision regulations; acts as zoning administrator for the City; determines zone district boundaries; interprets code requirements; directs the processing of zoning complaints and enforcement actions; checks building plans for compliance with zoning codes; prepares reports and makes recommendations on zoning, conducts public hearings, issues finding, prepares and presents written and oral reports, and performs other duties of zoning administration.
- Provides staff support, prepares materials, makes presentations at public meetings or hearings of the City Council, Planning Commission, Community Development Agency Board, Design Review Commission, Economic Development Committee, Citizens Advisory Committees, public and private agencies, and community groups to facilitate community development and coordination of area-wide development.
- Supervises consultants, conducting redevelopment projects, planning studies, economic development projects, historical research, geographical studies and other services.
- Serves as a resource for the City Council, City Manager, department personnel, City staff, other organizations and the public; coordinates pertinent information, resources and work teams necessary to support a positive and productive environment.
- Attends and participates in professional and community meetings; stays current on issues relative to the field of planning, building inspection and relative service delivery responsibilities; responds to and resolves sensitive and complex community and organizational inquiries, issues and complaints; establishes and maintains a customer service orientation within the department.
- Establishes positive working relationships with representatives of community organizations, state/local agencies and associations, City management and staff and the public.

## **REQUIREMENTS**

**Knowledge of:** Methods, practices, and techniques to apply the principles and procedures of municipal planning and development, including laws, codes, regulations and ordinances related to subdivision, annexations, zoning, land use, transportation, housing, redevelopment, environmental impact assessment, and coastal programs; general financial sources for community development and redevelopment, including grants, private/public partnerships, bonds, and taxes; the municipal government operations; principles and practices of records management, organizational development, personnel administration and public administration including budget development.

**Skill in:** Directing complex long and short range planning, economic development and redevelopment activities; quantitative and analytical analysis with emphasis in land use planning and economic development; analyzing and interpreting maps and aerial photos; conducting on-site assessments of properties in terms of their development and potential land related environmental issues; preparing correspondence, complex technical reports, grant applications, resolutions and ordinances; making oral and written presentations; establishing and maintaining cooperative and effective working relationships with administrators, co-workers and general public; formulating and implementing programs to resolve community problems, meet community needs and balance diverse community interests; operating an office computer and a variety of word processing and software applications.

**OTHER REQUIREMENTS**

Must possess a valid California Drivers' License; must be willing to work nights, weekends, on-call or overtime, as necessary.

**DESIRABLE TRAINING AND EXPERIENCE**

Applicants should have experience and training which would tend to demonstrate possession of the required knowledge and skills outlined above. An example would be:

Equivalent to graduation from college with a degree in planning or a closely related field and at least three years of work experience in planning, building, economic development and/or redevelopment which involved data analysis, report writing and providing and explaining a wide variety of technical information and requirements to the public. Previous experience in working with grants administration is highly desirable.

**WORKING CONDITIONS**

Position requires prolonged sitting, standing, walking, kneeling, squatting and stooping in the performance of daily duties. The position also requires grasping, repetitive hand movement and fine coordination in preparing reports using a computer keyboard. Additionally, the position requires near and far vision in reading written reports and work-related documents. Acute hearing is required when providing phone and personal service. The need to lift, drag and push files, paper and documents weighing up to 25 pounds is also required.

Some of these requirements may be accommodated for otherwise qualified individuals requiring and requesting such accommodations.

## **DEPUTY DIRECTOR OF COMMUNITY DEVELOPMENT**

**Attachment 3, Exhibit F**

### **DEFINITION**

Under general direction of the Director of Community Development, plans, organizes, coordinates, manages, and supervises assigned personnel, programs and activities within the Planning, Economic Development, and Housing Divisions of the Community Development Department; provides highly complex and responsible support to the Director of Community Development in areas of expertise; and performs all other related duties as assigned.

### **CLASS CHARACTERISTICS**

This class is distinguished by its responsibilities for planning, organizing, coordinating, managing, and supervising the functions and activities of a variety of assigned Divisions within the Community Development department, including current and long-range planning; various economic and business development activities; affordable housing development activities; and grant, revolving loan, and program income funded programs and projects. Responsibilities include performing diverse, specialized, and complex work involving significant accountability and decision-making responsibility. The incumbent organizes and oversees day-to-day activities and is responsible for providing professional-level support to the Director of Community Development in a variety of areas. Successful performance of the work requires an extensive professional background as well as skill in coordinating departmental work. This class is distinguished from the Director of Community Development in that the latter has overall responsibility and accountability for all functions of the Department.

### **EXAMPLES OF ESSENTIAL DUTIES – duties may include, but are not limited to the following:**

- Manages and participates in the development and implementation of goals, objectives, policies and priorities for assigned Divisions; develops and standardizes procedures and methods to improve the efficiency and effectiveness of Division programs and activities; continuously monitors and evaluates the efficiency and effectiveness of service delivery methods and procedures; identifies opportunities for improvement and recommends to the Director.
- Plans, manages, and oversees the daily functions, operations, and activities of the Planning, Economic Development, and Housing Divisions, including current and long-range planning; various economic and business development activities; affordable housing development activities; and grant, revolving loan, and program income funded programs and projects.; manages and coordinates the work plan for the assigned Divisions; assesses and monitors workload, administrative and support systems, and internal reporting relationships; meets with staff to identify and resolve problems; assigns work activities, projects and programs; monitors work flow; reviews and evaluates work products, methods and procedures.
- Manages and participates in the Arcata Community Development Agency's Housing Project and Program funds as outlined in the goals and objectives of the Agency's Implementation Plan; community development project planning and construction management, project funding acquisition and administration, property acquisition and management; development and negotiation of contract documents, and contract management.
- Manages and participates in the economic development activities of the City as outlined in the goals and objectives of the City's Economic Development Strategic Plan, including facilitating community and economic development planning and initiatives; identifying and fostering community economic development opportunities; securing funding for economic development activities and programs; assisting local organizations, businesses and individuals with establishing

**Attachment 3, Exhibit F**

economic development plans and projects; and promoting the community in order to expand economic development opportunities

- Prepares contracts, Requests For Proposals (RFPs), scopes of work for and conducts research and evaluation of planning, community development, economic development, and affordable housing proposed projects, including the evaluation of technical environmental contamination studies, feasibility studies; marketing studies; preparation of initial study reports and environmental assessments, and the preparation of all documentation required by the California Environmental Quality Act and National Environmental Policy Act.
- Participates in the selection, trains, motivates, and evaluates assigned personnel; provides or coordinates staff training; works with employees to correct deficiencies; implements discipline and termination procedures.
- Manages and participates in the development and administration of assigned Division budgets.
- Applies for, coordinates, and administers grants and other funding sources, including tracking expenditures, monitoring grant or funding budgets, preparing and processing related financial activities, and preparing reports on activities as required by the funding agency.
- Prepares and presents reports to City Council; serves as liaison between assigned Committees/Commissions and City, including attending meetings, and preparing and presenting reports and recommendations.
- Performs the duties of Director, as assigned, during his/her absence.
- Remains current on industry trends, principles, practices and regulations, including attending meetings and workshops and review of industry publications.
- Meets and coordinates work with a wide variety of the general public, non-profit and private businesses, other governmental and regulatory agencies, developers, planning and environmental consultants, architects, and others; responds to inquiries, requests, and complaints as it relates to division and department functions, and takes appropriate action; ensures the public is kept updated and aware of programs, projects, and other related activities through the department's public notification policies and procedures.
- Performs all other related duties as assigned.

**REQUIREMENTS**

Knowledge of: Principles, practices, techniques and methods of comprehensive urban and environmental planning; California planning and zoning law, the Subdivision Map Act, Coastal Act, California Environmental Quality Act, Community Redevelopment law, and other pertinent laws and regulations; principles and practices of personnel and program management, including goal setting, program development, implementation, evaluation, project management, and supervision, training, evaluating, and disciplining of staff, either directly or through subordinate levels of supervision; legal descriptions of real property and land surveys; the principles, practices, techniques and methods of real estate appraisals, financing and loan packaging; principles and practices of grant administration; standard office computer software , including word processing, spreadsheet, data base, and electronic reporting programs; the principles and practices of public sector budget development and administration; research methodologies, and the techniques of quantitative and qualitative analysis; standard report writing principles and practices; English usage, grammar, spelling, vocabulary, and punctuation; techniques for dealing effectively with the public, vendors, contractors and City staff.

**Attachment 3, Exhibit F**

Ability to: Read, interpret, explain, and ensure compliance with a wide variety of technical, legal, and other complex laws, rules, regulations, and guidelines; evaluate and develop improvements in operations, procedures, policies or methods; research, analyze, and evaluate new service delivery methods, procedures and techniques; plan, organize, schedule, assign, review and evaluate the work of staff; read, analyze, and evaluate architectural and site plans and related technical reports; read and understand title reports, deeds and legal descriptions of real property, easements, covenants, conditions and restrictions, and similar real property documents; prepare applications for grant funding; prepare clear and concise technical and administrative reports, procedural guidelines, standards and correspondence; present complex reports, both orally and in writing; conduct quantitative and qualitative analysis; prepare and administer assigned budgets; operate a computer and necessary software applications, and other applicable standard office equipment; establish and maintain cooperative and effective working relationships with those contacted in the course of work.

**OTHER REQUIREMENTS**

- Must possess a valid California Driver's License.
- Must be willing and available to attend meetings after normal work hours; to travel for trainings and/or meetings; and to work extended hours, nights and/or weekends as necessary to complete assigned tasks.

**PYSICAL REQUIREMENTS**

Work is generally performed in an office environment. Must be able to perform the physical aspects of the job, including sitting and standing for periods of time; operating standard office equipment, including a computer; hearing and speech to communicate in person and over the telephone; lift, push, pull, and carry up to 25 lbs.; interact with a diverse range of people.

**EXPERIENCE AND TRAINING**

Any combination of training and experience that would provide the required knowledge, skills, and abilities is qualifying. A typical way to obtain the required qualifications would be:

Equivalent to a Bachelor's Degree in Planning, Public Administration, Business Administration, or a closely related field and at least five (5) years progressively responsible experience in community development, housing, planning and/or economic development, including at least three (3) years related supervisory and budgetary experience.

Revised: 07/2016  
03/2008

**DEFINITION**

Under the direct or general supervision of higher level staff, performs a variety of professional and technical routine to complex activities as they relate to the City's housing, community, and economic development programs, including design, implementation, and management of housing, community, and economic development programs and projects; implementation of housing and business loan programs; grant application and management; property management; performs all other related duties as assigned.

**CLASS CHARACTERISTICS**

**Community Development Specialist I:** This is the entry-level class in the Community Development Specialist I/II series. This class is distinguished from the Community Development Specialist II by the performance of the more routine tasks and duties assigned to positions within the series while gaining knowledge and abilities. As experience is gained, assignments become more varied and are performed with greater independence. This class is alternately staffed with the Community Development Specialist II and incumbents may advance to the higher level upon meeting the promotional requirements established for the position.

**Community Development Specialist II:** This is the journey-level class in the Community Development Specialist I/II series. This class is distinguished from the Community Development Specialist I by the performance of the full range of more complex duties. This class requires only general direction or assistance as new or unusual situations arise and employees are fully aware of the operating procedures and policies of the work unit. This class is further distinguished from the Community Development Specialist I by the size, breadth, and complexity of the projects or programs for which they are responsible. The Community Development Specialist II is responsible for implementing housing, community development, and business loans and grants, works with higher level staff on more complex projects and negotiations, and may exercise technical and functional supervision over assigned staff. This class is flexibly staffed and normally filled by promotion from the lower class of Community Development Specialist I, or when filled from the outside, requires satisfactory demonstration of ability to meet the requirements established for promotion to the position.

**EXAMPLES OF DUTIES** – duties may include, but are not limited to the following:

- Processes housing, community development, and business loans, grants, and real property leases from the application stage up to and including final construction completion and loan servicing; originates and closes loans; determines property improvement needs; prepares construction specifications; coordinates project bidding, contract management and payment disbursement.
- Analyzes housing, community, and business development proposals and pro formas from profit and non-profit developers; researches developer references and financial statements.

- Prepares and coordinates feasibility analysis and planning studies related to housing, community, and economic development projects, loans, and grants.
- Conducts work progress inspections; prepares requests for payments to contractors as needed; accounts for all payments made; facilitates resolution of contract disputes between homeowners and contractors.
- Prepares marketing and informational materials; compiles and analyzes data; maintains file records on all cases served; performs surveys; interprets federal and state housing, community, and economic development programs in order to use them in meeting local priorities.
- Assists in analyzing new housing, community and business needs and implementing responsive projects, including pro formas, site appraisal, site acquisition; determines methods of financing, solicits and reviews development proposals, monitors community participation, construction and occupancy.
- Coordinates community review and feedback for affordable housing projects; prepares reports and makes recommendations to public bodies with regard to affordable housing projects; markets available affordable housing projects to eligible applicants within the community.
- Coordinates real property leasing, including marketing and advertising; preparing and processing leases; invoicing, monitoring and collecting rents; monitoring lease terms; regularly inspecting to ensure safety and compliance, performing minor repairs and coordinating those that require outsourcing, and handling tenant inquiries and complaints.
- Performs other duties as assigned.

## **REQUIREMENTS**

Knowledge of: Procedures, regulations and practices in housing, community, and economic development, including the areas of financing, land acquisition, construction and rehabilitation; federal, state and local regulations dealing with housing, community development, and economic development; local real estate land use, building and zoning codes; principles and practices of real estate, including financing, valuations, appraisal techniques, development, and real estate law; principles and practices of marketing research and implementation, business retention and attraction methods; procedures, regulations and practices of state and federal grant application and administration; modern office methods, practices, procedures, and equipment including computer hardware and software necessary for work functions, including word processing, spreadsheet, and database applications; business arithmetic and basic statistical techniques; English usage, grammar, spelling, vocabulary, and punctuation; principles of record keeping; techniques for dealing effectively with those contacted in the course of work, both in person and on the telephone.

**Attachment 3, Exhibit F**

Ability to: analyze, interpret and apply laws, rules and regulations pertaining to housing and commercial loan and grant administration, economic and development activities; analyze and compile statistical and technical information and prepare reports; prepare Requests for Proposals, bid specifications, and contract documents; apply principles of real estate valuations and appraisal techniques; prepare and analyze pro formas; apply principles of business retention and attraction methods; apply principles and techniques of building construction and rehabilitation; apply local building and zoning codes; read, comprehend, and translate financial statements, blueprints, plans, and related items; make accurate arithmetic, financial and statistical computations; interpret and apply Community Development Block Grant, HOME, and other grant application requirements and procedures; prepare Staff Reports, attachments and / or exhibits for specific development proposals; operate computer systems and applications in relation to work functions; communicate clearly and concisely, both orally and in writing; establish and maintain cooperative working relationships with those contacted in the course of work.

**OTHER REQUIREMENTS**

- Must possess a valid California Driver License.
- Must be willing to work nights, weekends, standby, on-call, and overtime as necessary.

**PHYSICAL REQUIREMENTS**

Must be able to perform the physical aspects of the job, including sitting for periods of time, operating standard office equipment, including a computer; inspecting City development sites, including traversing uneven terrain, climbing ladders and stairs, operating a motor vehicle; lifting or carrying up to 50 lbs.; occasionally working outside in varying weather conditions.

**EXPERIENCE AND TRAINING**

Any combination of training and experience that would provide the required knowledge, skills, and abilities is qualifying. A typical way to obtain the required qualifications would be:

Community Development I and II: Equivalent to a Bachelor's degree from an accredited college or university with major coursework in business, finance, planning, public administration, or a related field.

Community Development Specialist I: At least one (1) year experience in housing, economic development, redevelopment or a related field is desirable.

Community Development Specialist II: Satisfactory demonstration of at least two (2) years experience independently performing the duties of Community Development Specialist I, and the ability to perform the specific tasks established for promotion to the position.

