



# Housing Authority of the City of Alameda

PHONE (510) 747-4300  
FAX (510) 522-7848  
TDD (510) 522-8467

701 Atlantic Avenue • Alameda, California 94501-2161

## IF YOU WISH TO ADDRESS THE BOARD:

1. Please file a speaker's slip with the Executive Director, and upon recognition by the Chair, approach the rostrum and state your name; speakers are limited to 5 minutes per item.
2. If you need special assistance to participate in the meetings of the City of Alameda Housing Authority Board of Commissioners, please contact (510) 747-4325 (TDD: 510 522-8467) or [vmondo@alamedahsg.org](mailto:vmondo@alamedahsg.org). Notification 48 hours prior to the meeting will enable the City of Alameda Housing Authority Board of Commissioners to make reasonable arrangements to ensure accessibility.

## AGENDA

## REGULAR MEETING OF THE BOARD OF COMMISSIONERS

## DATE & TIME

Wednesday August 15, 2018 –

Regular Meeting - 7:00 p.m.

## LOCATION

Independence Plaza, 703 Atlantic Avenue, Alameda, CA

Welcome to the Board of Commissioners of the Housing Authority of the City of Alameda meeting. Regular Board of Commissioners meetings are held on the third Wednesday of each month in the Ruth Rambeau Memorial Community Room at Independence Plaza.

## Public Participation

Anyone wishing to address the Board on agenda items or business introduced by Commissioners may speak for a maximum of five minutes per agenda item when the subject is before the Board. Please file a speaker's slip with the Housing Authority Executive Director if you wish to address the Board of Commissioners.

## PLEDGE OF ALLEGIANCE

1. ROLL CALL - Board of Commissioners
2. Public Comment (Non-Agenda)



3. CONSENT CALENDAR

- Consent Calendar items are considered routine and will be approved or accepted by one motion unless a request for removal for discussion or explanation is received from the Board of Commissioners or a member of the public.

- 3-A. Approve Minutes of the Board of Commissioners Meetings held May 16, 2018 and June 20, 2018 – Page 1
- 3-B. Accept the Monthly Overview Report Operations/H.R./I.T. – Page 9
- 3-C. Accept the Monthly Overview Report Housing Programs Department – Page 11
- 3-D. Approve the Addition of Waitlist Applicants to Replenish Site-Based Waitlists from Applications Received in 2016 – Page 14
- 3-E. Accept the Monthly Overview Report Rent Stabilization Program – Page 17
- 3-F. Accept the Monthly Overview Report for Property Operations – Page 18
- 3-G. Accept the Monthly Overview Report Housing & Community Development – Page 25
- 3-H. Accept the Monthly Development Report for Littlejohn Commons – Page 28
- 3-I. Accept the Monthly Development Report for Everett Commons – Page 30
- 3-J. Accept the Monthly Development Report for Rosefield Project – Page 32
- 3-K. Accept the Monthly Development Report for North Housing Project – Page 35
- 3-L. Accept the Budget Variance Report for May and June 2018 – Page 37
- 3-M. Accept the Quarterly Investment Report for Period Ending June 30, 2018 – Page 45
- 3-N. Accept Report for Executive Director's Performance Evaluation and Goal Setting for 2018-19 – Page 50

4. AGENDA

- 4-A. Recognition of service to the Board of Commissioners – Fayleen Allen
- 4-B. Adopt the Resolution to Revise the Employer's Contribution for Eligible Employees' Health and Dental/Vision Care, to Provide Cost of Living Wage Increase for all Eligible Regular and Contract Resident Employees, and to Adopt the Corresponding Pay Schedule and Salary Schedule – Page 51
- 4-C. Approve Resolution Certifying the Data Submitted for the Section 8 Management Assessment Program for FY 2017-2018 – Page 62
- 4-D. Nominate and Elect Officers of the Board of Commissioners – Page 74
- 4-E. Review and Provide Feedback on the Draft Strategic Plan – Page 75

5. ORAL COMMUNICATIONS, Non-Agenda (Public Comment)

6. COMMISSIONER COMMUNICATIONS, (Communications from the Commissioners)

7. ADJOURNMENT

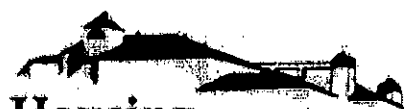
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Note

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- Documents related to this agenda are available for public inspection and copying at the Office of the Housing Authority, 701 Atlantic Avenue, during normal business hours.
- Know Your RIGHTS Under The Ralph M. Brown Act: Government's duty is to serve the public, reaching its decisions in full view of the public. The Board of Commissioners exists to conduct the business of its constituents. Deliberations are conducted before the people and are open for the people's review. In order to assist the Housing Authority's efforts to accommodate persons with severe allergies, environmental illnesses, multiple chemical sensitivity or related disabilities, attendees at public meetings are reminded that other attendees may be sensitive to various chemical based products. Please help the Housing Authority accommodate these individuals.





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## DRAFT MINUTES

### REGULAR MEETING OF THE BOARD OF COMMISSIONERS OF THE HOUSING AUTHORITY OF THE CITY OF ALAMEDA HELD WEDNESDAY May 16, 2018

The Board of Commissioners meeting was called to order at 7:00 p.m. (The presentation on the Below Market Program was held at 5.30pm but a quorum was not present and no actions were taken.)

#### PLEDGE OF ALLEGIANCE

1. ROLL CALL -

Present: Commissioners Chair Tamaoki, Kay, Rickard, and Vice Chair McCahan

Absent: Commissioners Weinberg, Kurrasch, Allen

2. Public Comment on Closed Session

None

3. Closed Session – 6:30 p.m. – Adjournment to Closed Session to Consider

3-A. Conference with Real Property Negotiator – (Gov. Code Sec. 54956.8)  
Agency Negotiators: Vanessa Cooper, Executive Director, Housing Authority of the City of Alameda and Catalyst Housing Group

Parcel Numbers: 074-1285-080  
074-1285-081

4. Adjournment of Closed Session

5. CONVENE REGULAR MEETING – 7:00 p.m.

6. Announcement of Action Taken in Closed Session, if any.



Chair Tamaoki reported that the Board appointed Executive Director Vanessa Cooper and HR Director Janet Basta as the agency negotiators, as well as giving direction to the staff.

7. Public Comment (Non-Agenda)

Chair Tamaoki introduced Dr Alan Sweet, President of the Residents' Council at Independence Plaza. Dr. Sweet gave a presentation of activities, programs, and services they offer for the senior residents. Commissioner Kay asked if this was something that could be extended to other AHA properties. Ms. Cooper said that Lisa Caldwell, Director of Property Operations, would look into it.

Richard Neveln gave a handout on low frequency fire alarms and expressed his concerns with the ADA standard fire alarms. Ms. Cooper explained to Mr. Neveln these changes would first need to be discussed with the City to adhere to their codes and then with AHA's insurance company. Ms. Cooper then stated if it is the law to have these low frequency alarms installed that AHA would comply and that the matter could be looked into at the next upcoming housing conference.

8. CONSENT CALENDAR

- Consent Calendar items are considered routine and will be approved or accepted by one motion unless a request for removal for discussion or explanation is received from the Board of Commissioners or a member of the public.

Items accepted or adopted are indicated by an asterisk.

Commissioner Kay asked how often HPD has to interview participants indicating zero income along with verifying their records to insure no income in item 8-D. Lynette Jordan, Director of Housing Program, advised that HUD requires that every 90 days' staff interview participants reporting zero income and if so make referrals to help the families get income.

Vice Chair McCahan asked what the potential opening date would be for the Everett Project on item 8-H. Ms. Cooper stated the target date would be November 30<sup>th</sup> to get either a temporary occupancy permit or ideally a permanent occupancy permit, and the goal being to get everyone moved in by December 31<sup>st</sup>. Ms. Cooper then gave the number of units and a breakdown of the type of unit.

Vice Chair McCahan commented that AHA is leading by example and upgrading the community in a positive way.

Commissioner Kay questioned the work order emergencies and of those that have met the criteria how many are emergencies in a course of a month on item 8-F. Ms. Caldwell stated ten in about a month. She further explained that she receives emails showing the afterhours emergency line phone contacts and that there are not too many that have to be dealt with. They are usually plumbing issues that are tended to



that night or the next morning. Ms. Cooper then gave clarification on the data in the report.

Commissioner Rickard questioned why the City was putting more money into the Sherman Project on item 8-G. Ms. Cooper explained there is a delay and elaborated on the different combinations of events.

Commissioner Kay moved to accept the consent calendar, and Commissioner McCahan seconded. Motion passed unanimously.

- \*8-A. Approve Minutes of the Board of Commissioners Meeting held April 18, 2018 and April 28, 2018 – Page 4 and 8
- \*8-B. Accept the Monthly Overview Report Administration/I.T./H.R. – Page 10
- \*8-C. Accept the Monthly Overview Report Housing & Community Development – Page 12
- \*8-D. Accept the Monthly Overview Report Housing Programs Department – Page 15
- \*8-E. Accept the Monthly Overview Report Rent Stabilization Program – Page 18
- \*8-F. Accept the Monthly Overview Report Property Operations – Page 19
- \*8-G. Sherman & Buena Vista LP (Littlejohn Commons) Project Update; Approve Amendment to the Agreement for the Development of Affordable Housing – Page 23
- \*8-H. Accept the Monthly Development Report for Everett and Eagle LP Project – Everett Commons – Page 29
- \*8-I. Accept the Monthly Development Report for North Housing – Page 31
- \*8-J. Accept the Quarterly Investment Report – Page 33
- \*8-K. Accept the Budget Variance Report for March 2018 – Page 38

## 9. AGENDA

- 9-A. Accept Asset Management Report on the Proposed 10-Year Capital Improvements Schedule and Reserves Analysis – Page 46

Ms. Cooper invited Kathleen Mertz, Asset Manager to give an overview of the Improvement Schedule and Reserves Analysis Report. Ms. Mertz gave a breakdown of the properties, renovations and current standings, operational costs, and projects that will take place within the next 10 years. There was more discussion on this topic. Ms. Cooper gave clarification for new development, development fees and staffing cost. Commissioner McCahan moved to accept the report and Commissioner Kay seconded. The motion passed unanimously.

- 9-B. Accept Report on the Independence Plaza Rent Structure Change to Plan for Mortgage Maturity, Capital Improvements, and Financial Self-Sufficiency and Provide Feedback to Staff – Page 52

Ms. Mertz, Asset Manager gave an overview of the Rent Structure Report. Ms. Mertz explained the proposed rent structure that will allow AHA to maintain financial stability in the upcoming years and how to move forward and present equitable and transparent rent increases that are fair and reasonable for different income levels of



tenants. There was more discussion on this topic. Ms. Cooper made a recommendation to visit this again to go over the finances, what move in rents should be and how well the plan is working. Commissioner McCahan moved to accept the recommendation and Commissioner Rickard seconded. The motion passed unanimously.

9-C. Appoint Nominating Committee for Board Officers – Page 58

Annually the Board nominates an Adhoc Committee. The Board motioned to appoint Vanessa Cooper, Executive Director to identify the members of the Adhoc Committee, and to nominate officers for the annual term starting July 2018. Commissioner McCahan motioned to accept and Commissioner Rickard seconded. Motion passed unanimously.

10. ORAL COMMUNICATIONS, Non-Agenda (Public Comment)

None

11. COMMISSIONER COMMUNICATIONS, (Communications from the Commissioners)

Commissioner Rickard complimented the staff on their good work. The Board spoke s on how Shinsei Gardens and Anne B. Diament are changing the perception of Affordable housing.

12. ADJOURNMENT OF REGULAR MEETING

There being no further business, Chair Tamaoki adjourned the meeting at 9:22 p.m.

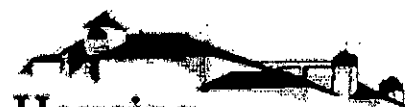
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Vanessa M. Cooper  
Executive Director/Secretary

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Kenji Tamaoki, Chair  
Board of Commissioners





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## DRAFT MINUTES

### REGULAR MEETING OF THE BOARD OF COMMISSIONERS OF THE HOUSING AUTHORITY OF THE CITY OF ALAMEDA HELD WEDNESDAY JUNE 20, 2018

The Board of Commissioners meeting was called to order at 7:01 p.m.

#### PLEDGE OF ALLEGIANCE

1. ROLL CALL - Board of Commissioners

Present: Commissioners Chair Tamaoki, Vice Chair McCahan, Weinberg, Kurrasch, and Rickard

Absent: Commissioners Kay and Allen

2. Public Comment (Non-Agenda)

A resident from Independence Plaza gave compliments to AHA staff for a Recommendation for a tax I.D number for the Bay Eagle Community Garden. She expressed her gratitude for the great customer service she received from all parties involved in getting the community garden a new shed.

3. CONSENT CALENDAR

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Items accepted or adopted are indicated by an asterisk.

Chair Tamaoki motioned to vote on item 3-A separately at the next Board meeting and Commissioner Kurrasch seconded the motion.

Chair Tamaoki had questions referencing the Housing Programs Department report in regards to the updated PIH notices for 2018-19. Executive Director, Vanessa Cooper, explains HUD's expectations in the Project Base Voucher program.

Chair Tamaoki questioned how funds were divided and spent in the Littlejohn Commons project. Ms. Cooper advised that she could get back to him with details but





all of it was due to delays from both the City and developers.

Commissioner Rickard motioned to accept the consent calendar with the exception of item 3-A and Vice Chair McCahan seconded.

- 3-A. Approve Minutes of the Board of Commissioners Meeting held May 16, 2018 – Page 1
- \*3-B. Accept the Monthly Overview Report Operations/H.R./I.T. – Page 5
- \*3-C. Accept the Monthly Overview Report Housing & Community Development – Page 7
- \*3-D. Accept the Monthly Overview Report Housing Programs Department – Page 10
- \*3-E. Accept the Monthly Overview Report Rent & Community Programs – Page 13
- \*3-F. Accept the Monthly Overview Report Property Operations – Page 14
- \*3-G. Accept the Monthly Development Report - Littlejohn Commons (Sherman & Buena Vista LP) Project Update; Approve Supplement to the Agreement for the Development of Affordable Housing – Page 19
- \*3-H. Accept the Monthly Development Report for Everett Commons – Page 25
- \*3-I. Accept the Monthly Development Report for North Housing Project – Page 27
- \*3-K. Accept the Budget Variance Report for April 2018 – Page 29
- \*3-L. Accept Report on Resident Councils at AHA Owned Sites – Page 37
- \*3-M. Accept the Two-Year Plan for Fiscal Years – Page 39
- \*3-N. Authorize the Executive Director to negotiate and approve an extension of the term for the contract between the Alameda Housing Authority and Goldfarb & Lipman LLP through September 30, 2018 – Page 45

#### 4. AGENDA

- 4-A. Adopt the Resolution to Approve the Housing Authority's One Year Budget for Fiscal Year July 1, 2018 to June 30, 2019 and the Revised Schedule of Authorized positions – Page 49

Richard Neveln, a resident at Independence plaza, suggested that the low frequency fire alarms and general maintenance of the low frequency fire alarms be included in the one-year budget. Ms. Cooper updated the Board on this matter and explained that the City does not currently have any plans to change the requirements. Ms. Cooper then advised that if someone with hearing impairments requested this system, both systems have to be in place with the regular system being the primary. Ms. Cooper then stated that once the City authorizes and requires this change the necessary updates will be made.

Ms. Cooper introduced Joyce Boyd, Director of Finance, to give the budget report presentation. Ms. Boyd gave an overview of the numbers first and explained the separate items. Ms. Boyd then provided a breakdown of the various components included in the budget.

Chair Tamaoki questioned the income sources for the Professional Services for the Housing & Community Development and Rent Program listed on attachment C of the



budget report. Ms. Boyd clarified that AHA has a contract with the City of Alameda where they provide revenue to run services for the City, like the administration of the below market rate program. Ms. Cooper gave further clarification on the Rent Program being a true reimbursement program and the differences between the two.

Ms. Boyd provided clarification on the Alameda Affordable Housing Corporation and the four properties that were moved to this entity and why they were included in the budget.

Ms. Boyd then gave a complete overview of how the HAP budget operates, including operating costs and expenses. There was more discussion on this topic.

Commissioner Kurrasch moved to accept the budget and Commissioner Rickard seconded. The motion passed unanimously.

- 4-B. Authorize the Executive Director to Negotiate Final Terms and Execute a Construction Contract with a Project Budget of Up to \$3.5mm for Accessibility Upgrades to 20 units and Various Common Area Improvements at Independence Plaza. – Page 71

Ms. Cooper reviewed the bid process and the bids received, and asked for the approval to sign off on the contract for the accessibility upgrades. Ms. Cooper advised that there would be performance checks on previous jobs to ensure job completion. There was further discussion on this topic.

Commissioner Weinberg moved to accept and Commissioner Rickard seconded motion. The motion passed unanimously.

5. ORAL COMMUNICATIONS, Non-Agenda (Public Comment)

Mr. Neveln agreed with the three percent COLA for the employees and gave suggestions on low income housing and huts to help homelessness during the winter seasons.

6. COMMISSIONER COMMUNICATIONS, (Communications from the Commissioners)

Chair Tamaoki advised the Board re-appointments thanking Commissioner Kay on serving for two years and Commissioner Rickard for serving for four years on the board. Ms. Cooper announced the new board member Baschir Hadid and gave a little background on him serving on the RAB committee. Ms. Cooper then thanked



Commissioner Allen for her service and announced she would be recognized at a later meeting. Vice chair McCahan mentioned the National night out and how it is a good way to interact with the police force, fire department and community.

7. **ADJOURNMENT (OPENED AAHC MEETING DIRECTLY AFTERWARDS)**

Chair Tamaoki adjourned the regular BOC meeting at 8:22 p.m.

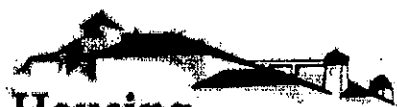
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Vanessa M. Cooper  
Executive Director/Secretary

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Kenji Tamaoki, Chair  
Board of Commissioners





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To: Honorable Chair and  
Members of the Board of Commissioners

From: Janet Basta, Director of Human Resources and Operations

Date: August 15, 2018

Re: Monthly Overview Report to the Board: Operations, HR, and IT

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### BACKGROUND

This memo provides a high level overview of agency activities in the prior month for agency Operations, Human Resources, and IT.

#### Human Resources and Operations

The Executive Assistant position has been filled and the new Assistant started on July 9. The Program Assistant position with the Rent Stabilization Program was filled through the promotion of an internal candidate; as a result, the Housing Assistant position for the front desk is now in recruitment. Temporary staffing is being utilized to provide front desk support during the recruitment process. The Property Management Supervisor position remains in the interview stage of recruitment.

Kathleen Mertz was selected as the Interim Director of Housing and Community Development following an internal recruitment. The services of an outside recruiter who specializes in real estate are being utilized to conduct a full (internal and external) recruitment to fill this position on a regular basis, and this recruitment is underway.

Interviews for the General Counsel contract were held in July, and a recommendation will be brought to the Board in the upcoming months. Proposals received in response to the HR Counsel RFP are in the process of being reviewed.

At the July staff meeting, employees who reached 5 year tenure milestones during the past 6 months were recognized. This will occur again in December.

#### Information Technology/Administration

Server maintenance and upgrades continue to complete the April/May 2018 major server upgrade. This upgrade purchased new machines and reconfigured network access for employees, with a goal of allowing faster internet access and file retrieval.

Staff continue to monitor new software upgrades for the systems used by the Housing Authority, and this fall, Yardi will have a small upgrade to allow for new functionality to work in implementing HOTMA.

Honorable Chair and  
Members of the Board of Commissioners

August 15, 2018

At the October board meeting, a significant amendment will be presented for public hearing. There are two elements to this amendment. The first will implement a disability-specific supportive services preference for Park Alameda if approved. The Office of Fair Housing and Equal Opportunity will review the preference first to make sure it is in compliance with Fair Housing. If it is approved by FHEO, then it would allow households who are eligible for the services offered through restrictive funding to receive a preference for specified units. This would allow the nine units that are designated for individuals with disabilities to be filled first by service-eligible households off the wait list. The second significant amendment deals with a slight change to the subsidy standard for project-based families receiving supportive services to allow the families to remain in a complex with supportive services if the family is residing in a unit smaller than what the family is eligible.

In 2016, the Housing Authority was awarded 45 project-based vouchers (PBV) under the Veterans Affairs Supportive Housing (VASH) program. The Housing Authority issued a Request for Proposals and received five applications. Five of the vouchers were awarded to Everett Commons and are currently under an Agreement to enter into a Housing Assistance Payments Contract (AHAP). These vouchers met all the conditions of the award, so additional funding will be awarded to the Housing Authority in November 2018 to support these vouchers. The other 40 VASH PBV were awarded to Eden Housing Inc. The Housing Authority has not been able to execute an AHAP because a subsidy layering review must be completed before the execution. The subsidy layering review ensures that a project does not receive excess public funds. In order to complete the review, financing for the project must be established, but at this time, the financing for Eden's two projects is not established. The Housing Authority is working with Eden to try to find a solution before the November 2018 deadline.

The Housing Authority was also awarded five tenant-based VASH vouchers earlier this year. The funding for these vouchers starts in August, so the Housing Authority and VA are working on getting referrals for these vouchers. Due to the tight rental market, the Housing Authority is working with other Public Housing Authorities and the VA to absorb two port-in VASH families currently living on the island. This will ensure that the families get leased up under the deadlines and the vouchers will be preserved. For the other three vouchers, new VASH families will be referred by the VA and both the VA and Housing Authority will work to help the families lease-up in the City of Alameda.

### **RECOMMENDATION**

For information only.

Respectfully submitted,

*Janet Basta*

Janet Basta  
Director of Human Resources and Operations





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To: Honorable Chair and  
Members of the Board of Commissioners

From: Lynette Jordan, Director of Housing Programs

Date: August 15, 2018

Re: Monthly Overview Report to the Board: Housing Programs Department

### **BACKGROUND**

This memo provides a high-level overview of Housing Programs Department (HPD) activities in the prior two months.

#### **Shortfall Update**

AHA met with the HUD Shortfall Prevention Team (SPT) on June 20, 2018 and July 26, 2018 to monitor spending, discuss our efforts to collect on debts owed to the Agency, and review additional funding assistance. AHA has a new SPT leader following the retirement of our initial leader who has a clear focus on HAP savings. During the June meeting we worked to update and refine the shortfall projection during the call by reviewing the Agency Restricted Net Position, updating the Two Year Tool (TYT) to account for 25 Project Based Vouchers (PBV) and 3 VASH coming on line in August, 2 VASH in September, 12 PBVs in December, and 5 VASH PBVs in December. We added some retroactive expenses just finalized that applies back to January and a few more that will increase expenses a bit further in May and June. AHA challenged their Fair Market Rents in 2016 and ended up with a huge FMR increase last year which mostly fixed the disconnect between the local reality and HUD's lagging increases in the FMRs.

However, we learned the FMR increases were much smaller this year. So, the average per unit cost (PUC) is increasing a lot slower rate this year than in 2017 and we settled on a \$5 per month estimate for the increase in the average PUC based on the activity so far in 2018. Overall, the shortfall is now projected at (\$127,899), which is just 0.4% of the 2018 HAP Budget Authority. That is a big reduction from our earlier projection. It appears the difference comes down to the adjustments we made to the PUC trending, after clarifying we expected the PUC rise to be slower than last year given the FMR changes from year to year.

- We discussed the Administrative Plan policies currently in place to guide terminations due to insufficient funding if it ever came to that, and the SPT leaded made some suggestions staff will discuss and make a recommendation to the Executive Director.



Honorable Chair and  
Members of the Board of Commissioners

August 15, 2018

- We reviewed the basic cost-savings measures the HA needs to stick to in order to try to mitigate the shortfall amount and to stay eligible for the shortfall set-aside, just to make sure we were addressing every option. Aside from the current cost-savings measures staff are currently addressing we did discuss a few additional ways to try to reduce the shortfall amount in a bit more depth.
- SPT asked the HA to email a list of the PHA numbers and names for the receiving HAs, so that SPT can check on their shortfall status and HUD can follow up with those receiving HAs not at risk for a shortfall and encourage them to absorb the ports to help AHA's status.
- We reviewed several reports that may help us discover any fraud or mistakes that could be causing HAP overpayments. AHA staff will review the reports and supply responses to the SPT within the next month

#### Section 8 Moderate Rehabilitation Single Room Occupancy (SRO) Budget Award

On July 12, 2018, AHA received 2018 FY award notification of \$289,230 to administer the Bessie Coleman Court SRO program. Bessie Coleman Court provides 30 units of transitional housing for homeless families housed at Alameda Point Collaborative. Staff are pleased to continue servicing families at this site.

#### Family Self-Sufficiency (FSS) SS Graduates

The FSS program is a program, which assists families receiving federal rental assistance move to economic independence so they are free of any governmental assistance. While working the program families receive case management support, have an opportunity to network, and receive information about community services and current job openings.

AHA celebrates the accomplishments of three FSS participants graduating after five years in the program. These graduates secured employment and accumulated large escrow balance they can now utilize to assist them in their next steps of independence. The three graduates of the FSS program are graduating with escrow balances totaling \$27,732.00. Recruitment continues to keep the program at 25-30 participants. While in shortfall, our goal was not to grow the program.

#### FSS Recruitment Efforts:

- July 2018 recruitment- FSS flyers were given to all residents attending the AHA Town Hall meetings
- August 21, 2018- FSS Staff will attend the Town Hall meeting at our large family site Esperanza to give a short presentation on the program from 5:30 – 6:30 pm

#### Book Drive for Children of the World Reading Room

AHA staff are hosting a book drive to replace and update the books in the Esperanza Reading Room the book drive began in July and information was posted in Alameda Patch on July 5, 2018, and on the bulletin board in our offices. Staff contacted area businesses, spiritual communities, and Alameda Free Library with flyers requesting



Honorable Chair and  
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August 15, 2018

donations. The book drive runs through August 31, 2018 and books accepted at the AHA lobby.

\$500 Owner Incentive

The Landlord Incentive Program was reinstated effective July 1, 2018. One bonus will be paid for the first new housing unit (apartment, duplex, condominium, single-family residence) that a landlord rents to a family receiving rental assistance from the Housing Authority of the City of Alameda. The bonus will be paid after the 12-month lease and Housing Assistance Contract are executed and received by AHA.

HPD STATISTICS

Statistics	May	June	July
Annual Re-examinations Processed	Due: 116 Completed: 116	Due: 116 Completed: 115	Due: 121 Completed: 109
Rent Increases	84	102	51
Interim Re-examinations Processed	29	33	41
HQS Inspections Conducted	55	43	42
Pass rate %	62%	73%	48%
HQS in AHA Owned units	0 AHA	0 AHA	0 AHA

Voucher Issuance and Lease Up Data:

Statistics	May	June	July
Section 8 Continued Movers seeking housing	10	13	12
Port-in seeking housing	4	4	6
Voucher holders ported out and seeking elsewhere	7	11	10
<b>Total voucher holders seeking housing</b>	<b>21</b>	<b>28</b>	<b>28</b>
Non-Port Leased	6	2	2
Port Move-In Leased Up	2	0	0
<b>Total vouchers leased up in month in Alameda</b>	<b>8</b>	<b>2</b>	<b>2</b>
New Vouchers Issued	0	0	0

RECOMMENDATION

For information only.

Respectfully submitted,

  
Lynette Jordan

Director of Housing Programs







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To: Honorable Chair and Members of the Board of Commissioners

From: Vanessa M. Cooper, Executive Director

Prepared By: Lynette Jordan, Director of Housing Programs

Date: August 15, 2018

RE: Approve the Addition of Waitlist Applicants to Replenish Site-Based Waitlists from Applications Received in 2016

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### BACKGROUND

The Housing Program Department opened 7 Site-Based waitlists on June 22, 2016 and stopped accepting applications on June 27, 2016. During the one week opening, 21,952 applications were received. After the lottery process, those applicants selected were notified of their placement on the various waitlists. The public notice of the waitlist opening stated that additional names from this opening would be added to the waitlist if all households placed on the waitlist had been housed or removed within 3 years. In order to add more waitlist applicants, the addition would need to be announced on our website and then selection notices to the new applicants would need to be sent.

Staff also created grouped waitlists rather than individual waitlists for each project. After exhausting the original site-based waitlists for each property, staff began selecting applicants from the new grouped waitlists as vacancies became available. Over the past two-year period, staff made a significant amount of selections from the newly grouped waitlists. Additionally, as the lists become older, the information becomes outdated and more applicants need to be selected to fill vacancies. Multiple waitlist selections have to be made in order to fill units due to non-response by applicants on the waitlists as information is no longer current.

### DISCUSSION

In May 2018, staff purged all site-based waitlists and all grouped waitlists to determine the amount of viable applicants still interested in remaining on the waitlists. After completing the waitlist purges, staff determined there may be a need to add additional

applicants to several of the waitlists in the near future to ensure staff has a large enough pool of applicants to fill upcoming vacancies. At this point, staff is recommending replenishing each waitlist to a maximum of the original post lottery numbers. Then staff



will replenish all lists at the same time to reduce the costs of data upload to the Yard system. Additionally, though staff are not recommending adding new applicants to the HCV waitlist at this time, we are requesting to extend the use of the list an additional 2 years to 2020, and reserve the option to replenish the list at that time using the back-up waitlist applicants.

The chart below shows the number of applicants on all waitlists after the waitlist openings and after the recent purge, including the seven site-based waitlists opened in 2016 with the proposed additions:

WAITLIST	TOTAL ADDED AFTER WAITLIST OPENING	COUNT PRIOR TO PURGE	REMOVALS	APPLICANTS REMAINING	PROPOSED ADDITIONS
JACK CAPON VILLA		224	116	108	N/A
STANFORD HOUSE*		20	10	10	N/A
LINCOLN/WILLOW*		46	25	19	N/A
BREAKERS*		26	25	1	N/A
THE PARK ALAMEDA	100	67	37	30	70
PARROT VILLAGE*		130	48	82	N/A
ESPERANZA*		137	46	91	N/A
IP MARKET**		1	0	1	N/A
IP AFFORDABLE	400	366	146	220	70
APC	120	842	462	380	119
HOUSING CHOICE VOUCHER	750	595	293	302	N/A
HOME AFFORDABLE	100	87	80	7	93
0-2 BEDROOM PBV	220	216	120	96	125
3+ BEDROOM FAMILY	350	502	137	365	50
SENIOR	350	350	125	225	175

\*Starred waitlists will not be renewed as the waitlist has been merged with another waitlist in the grouped waitlists.

\*\*Independence Plaza is currently housing people off the affordable waitlist.



Honorable Chair and  
Members of the Board of Commissioners

August 15, 2018<sup>Page 16</sup>

FINANCIAL IMPACT

The cost to upload the applicant data into the Yardi system is \$3,000 per upload. This would not require any waitlists to be opened, if there are additional applications.

RECOMMENDATION

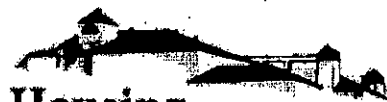
Approve the Addition of Waitlist Applicants to Replenish Site-Based Waitlists from Applications Received in 2016.

Respectfully submitted,



Vanessa M. Cooper  
Executive Director





## Housing Authority of the City of Alameda

PHONE (510) 747-4300  
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TDD (510) 522-8467

701 Atlantic Avenue • Alameda, California 94501-2161

To: Honorable Chair and  
Members of the Board of Commissioners

From: Jennifer Kauffman, Management Analyst

Date: August 9, 2018

Re: Monthly Overview Report to the Board – Rent Stabilization Program

### DATA

The monthly reports for the Rent Stabilization Program are available at [www.alamedarentprogram.org](http://www.alamedarentprogram.org). For outcomes of submissions reviewed, please see the full report available online.

The following submissions were filed with our office for review:

Submission Type	Apr	May	Jun	Jul
Rent Increases	11	13	18	57
Rent Increases Reviewed by the RRAC	1	1	1	1
Terminations of Tenancy	7	16	11	11
Capital Improvement Plans	0	0	0	0

### CITY COUNCIL UPDATES

On September 4, 2018, the City Council will review the Rent Stabilization Program Annual Report. Staff will provide a copy of the complete report to the Board when it becomes available.

On November 6, 2018, the residents of Alameda will vote on an initiative ballot measure that would amend the City Charter by incorporating the Rent Stabilization Ordinance no. 3148 into the City Charter, precluding the City Council from amending the law and eliminating the sunset clause. On July 10, 2017, City Council voted 4-1 for the ballot argument against the initiative measure.

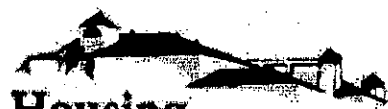
### RECOMMENDATION

For information only.

Respectfully submitted,

Jennifer Kauffman  
Management Analyst, Rent Stabilization Program





## Housing Authority of the City of Alameda

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To: Honorable Chair and  
Members of the Board of Commissioners

From: Lisa Caldwell, Director of Property Operations

Date: August 15, 2018

Re: Monthly Overview Report to the Board for Property Operations

---

### **BACKGROUND**

This memo provides a high-level overview of the property operations activities in the prior month.

### **DISCUSSION**

#### **VACANCY – June and July**

Lease up coordination between the Property Management and Housing Programs departments continues in order to fill vacancies as soon as possible. Applicants from waitlists have been outreached or are in process for all vacant units. Three applicants are processed at a time for each vacancy.

#### **June**

Property	Unit #	Vacancies end of June	Rate
Anne B. Diamant Plaza	65	0	0%
China Clipper Plaza	26	0	0%
Eagle Village	36	1	2%
Esperanza	120	1	1%
Independence Plaza	186	9	5%
Parrot Village	50	3	6%
Combined Smaller Sites *	40	1	3%
<b>Total</b>	<b>523</b>	<b>15</b>	<b>3%</b>

\*Lincoln House (4), Lincoln/Willow (5), Parrot Gardens (8), Senior Condos (7), Sherman Street (9), Stanford House (4), Paru Street (1) and Mulberry Townhomes (2).



Honorable Chair and  
Members of the Board of Commissioners

August 15, 2018

July

Property	Unit #	Vacancies end of July	Rate
Anne B. Diament Plaza	65	0	0%
China Clipper Plaza	26	0	0%
Eagle Village	36	1	2%
Esperanza	120	1	1%
Independence Plaza	186	10	5%
Parrot Village	50	2	4%
Combined Smaller Sites *	40	1	3%
<b>Total</b>	<b>523</b>	<b>15</b>	<b>3%</b>

\*Lincoln House (4), Lincoln/Willow (5), Parrot Gardens (8), Senior Condos (7), Sherman Street (9), Stanford House (4), Paru Street (1) and Mulberry Townhomes (2).

The total unit count above includes the six (6) manager units located at Anne B. Diament Plaza, Esperanza, Parrot Village, Independence Plaza, China Clipper and Eagle Village.

Effective November 1, 2017 all upcoming vacant units at Independence Plaza will not be filled from the waitlist in order to accommodate upcoming ADA capital improvements to 20 units. At the end of June there was six (9) vacant unit at Independence Plaza and these units are included in the vacancy numbers for June listed above. At the end of July there was ten (10) vacant unit at Independence Plaza and these units are included in the vacancy numbers for July listed above. Three (3) of the current vacant units are units that will go through the ADA rehabilitation and will be vacant for the next few months. Two (2) units were used temporarily by CGI for the annual income recertification process. AHA received possession of both units on July 31<sup>st</sup>. The remainder of the units are being used to relocate current residents either as a onetime permanent move or as a hospitality unit.

Rosefield Village is not included above as The John Stewart Company (JSCO) is handling the leasing of vacant units. At the end of July, there were ten (10) units at Rosefield that were permanently offline due to the upcoming rehabilitation of the property. As vacancies come up at other AHA owned sites, residents at Rosefield will be offered these units, where eligible, in order to accommodate as many current residents that want to remain housed in Alameda.

#### RENT COLLECTIONS – June

Most rents for June were collected. Legal proceedings will be started on the households who did not pay if agreements cannot be reached for the past due payments.

All properties had a collection rate of 95% or above in June.



Honorable Chair and  
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August 15, 2018

GPR - Budget vs. Collected

Property	ABD	China Clipper	Eagle Village	ESP	IP	Parrot Village	*All Other Sites	Total
					Tenant Rent Only			
Budgeted GPR	80,199	33,246	72,022	280,153	134,390	123,076	56,242	779,328
Collected	92,823	34,771	76,803	295,231	138,803	120,160	66,168	824,759
Collection Rate	116%	105%	107%	105%	103%	98%	118%	106%

\*Lincoln House (4), Lincoln/Willow (5), Parrot Gardens (8), Senior Condos (7), Sherman Street (9), Stanford House (4), Paru Street (1) and Mulberry Townhomes (2).

RENT COLLECTIONS – July

Most rents for July were collected. Legal proceedings were started on two households who did not pay. We are currently working through the legal process on both cases.

All properties had a collection rate of 95% or above in July with the exception of Independence Plaza. In the month of July Independence Plaza had 10 vacant units. July is also the first month of the FY2018-19 new property budgets and rent increases budgeted for the increases in the GPR should be reflected in the upcoming months.

GPR - Budget vs. Collected

Property	ABD	China Clipper	Eagle Village	ESP	IP	Parrot Village	*All Other Sites	Total
					Tenant Rent Only			
Budgeted GPR	87,405	35,475	74,206	292,985	145,222	129,303	60,264	824,860
Collected	100,045	34,491	72,867	303,934	133,482	123,851	57,192	825,862
Collection Rate	114%	97%	98%	104%	92%	96%	95%	100%

\*Lincoln House (4), Lincoln/Willow (5), Parrot Gardens (8), Senior Condos (7), Sherman Street (9), Stanford House (4), Paru Street (1) and Mulberry Townhomes (2).

Below are the collection rates for Rosefield Village for the months of May and June. The financial reporting for Rosefield is one month behind AHA managed sites due to JSCO providing financial packets the middle of each month for the prior month.

For the month of May, the collection rate was above 95%.

GPR - Budget vs. Collected

Rosefield	May
Budgeted GPR	79,531
Collected	87,502
Collection Rate	110%



Honorable Chair and  
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For the month of June, the collection rate was above 95%.

GPR - Budget vs. Collected

Rosefield	June
Budgeted GPR	79,531
Collected	86,009
Collection Rate	108%

Rent increase notices for 2018 are issued monthly. The rent increase notices are provided 60 days prior to the effective date. Rent increase notices have and will continue to be mailed out monthly. Many of the increases are to the contract rent for voucher holders and should not affect the tenant's portion. The exception will be to the households that are over housed and paying for an extra bedroom outside of the voucher size. Rent increases are still below the current payment standards as they were last year. Rent increases at Independence Plaza for 2018 were issued and effective February 1, 2018. Staff will be providing plenty of advance notice to Independence Plaza starting in September of 2018 for rent increases effective February 2019.

MAINTENANCE

Annual HQS inspections for FY2017-2018 have been completed for all AHA managed sites. Staff is working on corrections for three (3) units that did not pass and required follow up at Independence plaza due to balcony repairs. All other inspections at all other sites passed for this fiscal year. The HQS inspection process for FY2018-2019 will start in August. The maintenance staff is currently working on preventive maintenance at Eagle Village.

The work order report below shows the work orders completed through July.





Honorable Chair and  
Members of the Board of Commissioners

August 15, 2018

**Work Order Summary by Month**

Property Name	Units	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
AHA OFFICE	N/A	9	5	8	15	16	13	9						75
SHERMAN STREET	9	16	6	6	4	1	1	1						35
LINCOLN HOUSE	4	1	4	1	2	5	2	2						17
ESPERANZA	120	113	132	104	55	51	48	23						526
PARROT VILLAGE	50	42	26	36	25	23	29	9						190
Detached Homes	3	4		2	1	2	1							10
ANNE B DIAMENT PLAZA	65	26	16	16	15	18	11	11						113
PARROT GARDENS	8	3	4	5	1	1	2							16
STANFORD HOUSE	4	7	2	1	1	1								12
LINCOLN/WILLOW	5	9	3	3	5	1	3	1						25
SENIOR CONDOS	7	9		5	1	2		1						18
CHINA CLIPPER PLAZA	26	14	5	4	12	12	7	9						63
EAGLE VILLAGE	36	11	12	10	15	9	12	18						87
INDEPENDENCE PLAZA	186	57	56	162	135	68	37	29						544
<b>Total</b>	<b>523</b>	<b>321</b>	<b>271</b>	<b>363</b>	<b>287</b>	<b>210</b>	<b>166</b>	<b>113</b>						<b>1,731</b>

**CAPITAL PROJECTS**

Upcoming capital improvement work at Independence Plaza includes ADA upgrades to 20 units and will take place over the upcoming year. The first tenant meeting for the units impacted took place in December and tenants were briefed again at their March resident council meeting. Staff is currently working on meeting with households in the 1<sup>st</sup> two phases (6 units) to schedule one time permanent moves within the property and to arrange offsite or temporary relocation as necessary. Residents will be able to access LifeSTEPS and a personal organizer to prepare for the moves. Construction is scheduled to start at the end of August.

The attached table (Attachment 1) summarizes Housing Authority capital project work recently completed, currently underway and those planned to begin within the coming period. For the immediate future the capital projects work and staffing has been transferred to report to the Director of Property Operations.



Honorable Chair and  
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August 15, 2018

**FINANCIAL IMPACT**

Report only, no financial impact.

**RECOMMENDATION**

For information only.

Respectfully submitted,



Lisa Caldwell  
Director of Property Operations

ATTACHMENT 1 – FY 2017-18 Capital Projects Update



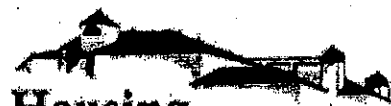
Attachment 1 - FY 2018-2019 Capital Projects Update

Per CIP Schedule

Property	Description	Original Contract or Budget Amount	Approved Change Orders	Current or Revised Budget Amount	% Complete	Original Substantial Completion	Expected or Actual Substantial Completion	Notes
AHA	ADA Door Installation	13,279	1	18,514	100	1/2018	3/2018	Complete (FY2017-2018)
IP	504 Upgrades	2,000,000	0	3,500,000	4	6/2018	6/2019	Currently in contract administration
RV	Roof Repair/Tree Removal	11,783	0	11,783	100	4/2017	4/2017	Complete (FY2017-2018)
CC	Pool Fill	52,136	0	52,136	100	12/2017	2/2018	Complete (FY2017-2018)
CC	Soft Story Assessment	19,850	0	19,850	100	7/2017	7/2017	Assessment complete, no imminent risk but rehab will include reinforcement
Portfolio	Roof Assessments	33,000	0	33,000	20	4/2018	7/2018	Inspections complete, reports pending
AHA	Office Building Roof Installation	40,000	0	40,000	0	6/2018	10/2018	Soliciting estimates
ABD	Roof Repairs	120,000	0	120,000	0	6/2018	12/2018	Inspection report gives life up to 5 years, will be combined with major rehab project
SHM	Roof Replacement	150,000	0	150,000	0	10/2018	10/2018	Soliciting estimates

Additional Projects

Property	Description	Original Contract or Budget Amount	Approved Change Orders	Current or Revised Budget Amount	% Complete	Original Substantial Completion	Current Substantial Completion	Notes
RV	738 Eagle Sub Rehab	618,614	9	752,192	100	5/2017	3/2018	Complete, units leased Complete (FY2017-2018)
EV	Sub-Meter Install	22,382	0	22,382	100	4/2017	4/2017	Installation complete, expect to implement after IT system test
ESP	Groundwater Investigation	8,800	0	8,800	100	5/2017	5/2017	Complete Complete (FY2017-2018)
AHA	Main Office Emergency Generator and Switch Panel	65,000	0	41,617	50	12/2017	4/2108	Complete Complete (FY2017-2018)
ABD, ESP, IP	Install Transfer Switches	23,500	0	23,500	0	6/2018	9/2018	Permits secured, switches on order, installation pending delivery



## Housing Authority of the City of Alameda

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701 Atlantic Avenue • Alameda, California 94501-2161

To: Honorable Chair and Members of the Board of Commissioners  
From: Kathleen Mertz, Interim Director of Housing and Community Development  
Date: August 15, 2018  
Re: Monthly Overview Report – Housing and Community Development

### **BACKGROUND**

This memo provides an overview of the Housing and Community Development departmental activities in the prior month.

#### Community Development Block Grant (CDBG) and HOME Program

Staff submitted the Annual Action Plan for FY18-19 to HUD. Staff is preparing the Consolidated Annual Performance and Evaluation Report (CAPER) for FY17-18. Staff completed file review and monitoring of the sub-grantees. Staff has participated in the demolition bid development for Carmel Partners at North Housing. Staff is working on file review and documentation for the prior three years in preparation for a potential HUD audit. Staff attended a day long San Francisco Regional Office All Grantee Meeting on August 1, 2018.

#### Inclusionary and Below Market Rate Programs

On July 10, City Council approved the amendment to the Inclusionary Housing Program Guidelines to modify the preference points and revise the underwriting standards. The Inclusionary Housing program was adopted in 2003. This revision is the first time the guidelines have been amended since inception. The preference point changes include adding a point for qualified AUSD employees for the moderate income units which relates to the anticipated \$30 M in AUSD pass through funding that this program receives. The underwriting standards were not previously published in detail. Now the Operations Handbook will be updated to include the underwriting criteria to provide transparency for applicants, improve program administration and facilitate financial analysis for purchase price calculations.

Buyers for two of the three moderate-income BMR units at the Mulberry Community have closed. The third and final unit is under contract and expected to close by mid-August.



Honorable Chair and  
Members of the Board of Commissioners

August 15, 2018

### Island City Development Loans

The Housing Authority has made two predevelopment loans to Island City Development (ICD) on behalf of two development projects: North Housing and Rosefield. The loan balance and project details are discussed in the attached project specific reports. Additionally, AHA made a \$250,000 working capital loan to ICD in April 2017. These funds are used for short term project costs related to timing mismatches for the monthly construction draws. This operating capital loan matures in 2022, at which time it is anticipated that ICD will have sufficient capital earned from developer fee to cover these costs of doing real estate business.

### Affordable Housing Project Pipeline

*Littlejohn Commons* – A separate report on the project is attached.

*Everett Commons* – A separate report on the project is attached.

*Rosefield Village* – A separate report on the project is attached.

*North Housing* – A separate report on the project is attached.

Staff has submitted a proposal to the Alameda County Tax Collector for purchase of a single family home on Haight Avenue through the Chapter 8 program. The owner of a potential donated property between Broadway and Santa Clara Avenue has decided to sell the property for market value. Staff performed a final punch walk and new Home Owner orientation for the 3<sup>rd</sup> townhome purchase at the Mulberry Community. Staff expects final acquisition in mid-August. The final Mulberry townhome is not expected to be complete until December 2018. Staff continues to evaluate potential real estate development and acquisition opportunities throughout Alameda as they become available.

### Asset Management

Staff continues to oversee lease up coordination of 1301 Buena Vista Avenue with The John Stewart Company (JSC) and other AHA staff. The first move-ins are expected in early August. Staff renewed the property and liability insurance package for the AHA and AAHC owned portfolio. Staff is preparing 2<sup>nd</sup> quarter reporting to lenders and investors for the calendar period ending June 30. Staff continues to provide audit support for Island City Development. A draft audit is anticipated by mid-August.

### Other Activities

Staff continues to work with the two interns on a large variety of projects, some of which include an educational Brown Bag lunch series about AHA programs, a breakroom renovation project, preparing for CDBG program file review, real estate development project management activities, and rent program outreach.



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August 15, 2018

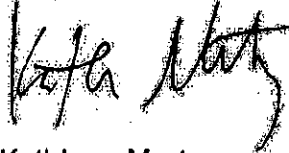
Staff continues to move forward with transportation initiatives. Staff are reviewing a Memorandum of Understanding for implementation of the EasyPass funding, in partnership with the City and AC Transit. LimeBike has implemented their accessibility program for greater access by low-income residents to their bike share program. All AHA residents are eligible for discount bicycle rides – residents have been notified of the program at the recent Town Halls and LifeSTEPS staff are available to assist with program sign-up.

Staff continues to participate on the Homelessness Outreach Team with City staff and other community partners to address homelessness strategies within the City.

**RECOMMENDATION**

For information only.

Respectfully submitted,



Kathleen Mertz  
Interim Director of Housing and Community Development





**Housing  
Authority of the City of Alameda**

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To: Honorable Chair and Members of the Board of Commissioners

From: Kathleen Mertz, Interim Director of Housing and Community Development

Prepared By: Tobi Liebermann, Senior Project Manager

Date: August 15, 2018

RE: Monthly Development Report - Littlejohn Commons

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### BACKGROUND

The Housing and Community Development Department provides monthly reports on projects under construction where either AHA or Island City Development (ICD) is acting as developer and provides performance guarantees.

The Littlejohn Commons project includes the new construction of 31 units located at 1301 Buena Vista Ave. Construction funds were secured at the financial closing on December 14, 2016. ICD is the developer. BBVA Compass is the construction lender and California Community Reinvestment Corporation is the permanent lender. SGPA is the architect of record. Brown Construction is the General Contractor.

Bedroom Size	1	2	3	4	Total
# Units	30	1			31

Total Development Budget: \$19.2 MM

Financing Sources: Low-Income Housing Tax Credits, HOME funds, AHA Loan, bank loan, Project Based Vouchers

### DISCUSSION

Construction of the project started on December 27, 2016 and staff received the Final Certificate of Occupancy on August 2, 2018. A Grand Opening will be schedule for early October. The site infrastructure work that was to be performed by Tim Lewis is now completed but final landscaping of is ongoing. Current construction activities include only final punch list items. All Project Based Voucher units pass the HQS inspection.

The construction contract totals \$11,834,167 including approved Change Orders. The

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development budget includes a 5% hard cost construction contingency in the amount of \$557,401. Approved change orders now total \$686,139 including both added costs and credits. Change Order #9, which is pending, includes credits for \$67,803. Owner contingency funds are held separately from the contract and as change orders are approved, the original construction contract value will increase accordingly as shown in the table below.

<b>Contingency Utilization</b>				
	Original Budget	Current Revisions	Previous Revisions	Current Budget
Construction Contract	11,148,028	168,436	517,703	11,834,167
Construction Contingency	557,401	-168,436	-517,703	-128,738*
Soft Cost Contingency	143,686	-134,340	-304	9,042

\*This hard cost overage will be absorbed by other line items in the overall budget that is expected to keep costs within the board approved master development budget

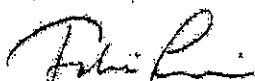
<b>General Construction Contract Utilization</b>				
Contract Total	Value of Work Completed	Retention Withheld	Payments to Date	Balance to Finish
11,834,167	11,750,055	587,503	11,162,552	671,615

### FINANCIAL IMPACT

The overall budget disbursements are summarized below. The land line item is shown as disbursed but is a deferred payment. The "\$ Disbursed" column includes the current draw amount. The cost certification process is just now beginning with the auditor. Any line item cost overruns will be either absorbed by other line items in the board approved master development budget or will come back to the board for approval.

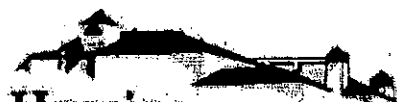
	\$ Budget	\$ Disbursed	% Disbursed	\$ Balance
Land	3,435,000	3,435,000	100%	-
Hard Costs	11,834,167	10,955,012	94%	750,417
Soft Costs	3,931,136	2,672,415	66%	1,387,459
<b>Total</b>	<b>19,200,303</b>	<b>17,062,427</b>	<b>89%</b>	<b>2,137,876</b>

Respectfully submitted,



Tobi Liebermann  
Senior Project Manager





# Housing Authority of the City of Alameda

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To: Honorable Chair and Members of the Board of Commissioners

From: Kathleen Mertz, Interim Director of Housing and Community Development

Prepared by: Tobi Liebermann, Senior Project Manager

Date: August 15, 2018

Re: Monthly Development Report - Everett Commons

---

## BACKGROUND

The Housing and Community Development Department provides monthly reports on projects under construction where either AHA or Island City Development (ICD) is acting as developer and provides performance guarantees.

The Everett Commons project includes the new construction of 20 units located at 2437 Eagle Ave. Construction funds were secured at the financial closing on June 29, 2017. ICD is the developer. JPMorgan Chase is the construction and permanent lender. Anne Philips Architecture is the architect of record. J.H. Fitzmaurice, Inc. is the General Contractor.

Bedroom Size	1	2	3	4	Total
# Units	4	11	5		20

Total Development Budget: \$16.6 MM

Financing Sources: Low-Income Housing Tax Credits, HOME funds, AHA Loan, bank loan, Alameda County A1 bonds, Project Based Vouchers

## DISCUSSION

Construction of the Project started on July 7, 2017. The current percent complete as of the end of July billing is approximately 63%. Current GC activities include sheetrock, interior paint, roofing, exterior stairs, and joint trench utilities.



Honorable Chair and  
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August 15, 2018

The construction contract totals \$11,822,952 including 11 approved contract change orders for a total of \$266,686. The development budget includes a 5% hard cost construction contingency in the amount of \$577,813. Owner contingency funds are held separately from the contract and as change orders are approved, the original construction contract value will increase accordingly as shown in the table below.

<b>Contingency Utilization</b>				
	Original Budget	Current Revisions	Previous Revisions	Current Budget
Construction Contract	11,556,266	12,313	254,373	11,822,952
Construction Contingency	577,813	-12,313	-254,373	311,127
Soft Cost Contingency	148,371	8,659	-144,346	12,684

<b>General Construction Contract Utilization</b>				
Contract Total	Value of Work Completed	Retention Withheld	Payments to Date	Balance to Finish
11,822,952	7,487,649	748,765	6,738,884	5,084,068

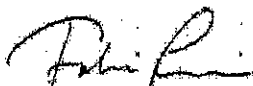
### FINANCIAL IMPACT

The overall budget disbursements are summarized below. The "\$ Disbursed" column includes the current draw amount.

	<b>\$ Budget</b>	<b>\$ Disbursed</b>	<b>% Disbursed</b>	<b>\$ Balance</b>
<b>Land</b>	34,900	15,833	45%	19,067
<b>Hard Costs</b>	12,134,079	6,738,884	56%	5,395,195
<b>Soft Costs*</b>	4,440,826	2,273,147	82%	486,795
<b>Total</b>	16,609,805	9,027,864	60%	5,901,057

\*Previous versions included an error on soft costs reporting that left out financing fees and reserves

Respectfully submitted,



Tobias Liebermann  
Senior Project Manager





**Housing  
Authority of the City of Alameda**

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701 Atlantic Avenue • Alameda, California 94501-2161

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To: Honorable Chair and Members of the Board of Commissioners

From: Kathleen Mertz, Interim Director of Housing and Community Development

Prepared By: Danielle Thoe, Management Analyst

Date: August 15, 2018

Re: Monthly Development Report – Rosefield Village

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### BACKGROUND

Since early 2015 staff has been working to prepare a redevelopment plan for the buildings at Rosefield Village. It was initially expected that the site could be preserved through substantial rehabilitation but two separate structural reports indicated that the nine 1979 pre-fabricated buildings have reached the near-end of their useful life. Staff adjusted the project scope to include redevelopment of the property rather than rehabilitation of the existing buildings.

In October 2016, the Board authorized staff to proceed with a plan to construct approximately 60 new units to replace the existing pre-fabricated buildings and approved the selection of Dahlin Group Architecture to design the project. Two Board workshops were held, and the Board provided direction to the design team to identify a preferred site plan and design genre. In September 2017, the Planning Board approved the proposed site plan and encouraged staff to return for Design Review approval for a project that includes up to 80 new units.

In December 2017, the Board approved a loan of \$5.7 million of AHA funds to support the project, and authorized staff to apply for Alameda County bond funds. AHA applied for and was awarded \$1.67 million of County Bond funds from the City base allocation.

### DISCUSSION

This project will be developed by Island City Development. The overall project scope includes both rehabilitation of existing structures and construction of a new building in the middle of the site where the existing 40 pre-fabricated buildings are located. The new building includes 78 units, (a mix of 1-, 2-, and 3-bedroom apartments) onsite laundry, property management offices, social service coordination offices, community room, and central courtyard with play structures. The thirteen existing units on the east

Honorable Chair and  
Members of the Board of Commissioners

August 15, 2018

and west sides of the new building will be renovated. There will be a lot line adjustment to create one large parcel instead of having two separate parcels.

#### *Design Review*

On July 9, 2018 staff and the design team presented the Rosefield redevelopment to the Planning Board for design review approval. By decision of City staff, the design review application also requested a change to the City's zoning code related to project open space. The project meets the City's total requirement for open space but distributes the space differently between public and private open space than currently required by code. The zoning text amendment allows staff to consider public open space be allowed to substitute for required private open space when it benefits the feasibility of project. The Planning Board voted unanimously to both approve the Rosefield project design as well as the zoning code amendment. The zoning code amendment still has to be approved by City Council but the project design does not. City staff anticipates the amendment on the September City Council agenda and does not expect opposition.

#### *Financing Plan*

With the newly approved design, staff is working to update the preliminary project budget. Staff continues to work with our financial consultant on a financing plan that will position the project for funding in 2019. Potential sources include Low-Income Housing Tax Credits, AHA Loan, County A1 Bond funds, HOME funds, AUSD-CIC Pass Through Funds (former redevelopment agency), No Place Like Home, and Federal Home Loan Bank Affordable Housing Program funds. Many of these funding sources may be tied to addressing homelessness, which staff is evaluating. Staff will also continue to seek new VASH vouchers when they become available. When secured, each of these sources will help to fill the large 'soft funds' gap caused by high construction costs, and increase the competitiveness of the Low-Income Housing Tax Credit application.

#### *Resident Considerations*

Three of the 40 modular units were taken out of service permanently and seven additional units are now vacant. Approximately five units have been rented under short-term (six-month leases). Through attrition and prioritizing long term tenants for relocation to vacancies at other sites, it is expected that 15-20 households will remain at 2018 year end and will require additional assistance to be relocated. All of these households have Housing Choice Vouchers and all reasonable moving costs, including costs required by applicable state and federal relocation laws, will be paid by the Housing Authority. Paragon Partners, a professional relation firm, has been selected to provide the necessary services. Five tenant meetings have been held in 2016 and 2017 and the next meeting will be scheduled in fall 2018.

#### **FINANCIAL IMPACT**

The Board has previously authorized a \$1 million loan to Island City Development for pre-development expenses. Predevelopment costs incurred include application fees, professional services for reports and studies, plus architecture and engineering fees. The chart below summarizes expenses through July.

Honorable Chair and  
Members of the Board of Commissioners

August 15, 2018

**Rosefield Village**

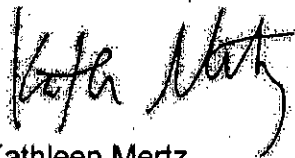
Pre-development Loan from AHA	\$	1,000,000
Usage through July 2018	\$	<u>393,393</u>
Balance	\$	606,607

In December the Board committed \$5.7 million in AHA loan funds that will be repaid through net cash flow over time. The source of funds is \$2 million fee received in December 2017 from the Alameda Landing project, and \$3.7 million from Esperanza loan proceeds now held in the LAIF account.

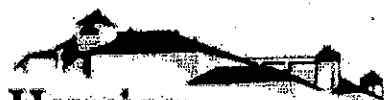
**RECOMMENDATION**

This report is for information only.

Respectfully submitted,



Kathleen Mertz  
Interim Director of Housing and Community Development



## Housing Authority of the City of Alameda

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To: Honorable Chair and Members of the Board of Commissioners

From: Kathleen Mertz, Interim Director of Housing and Community Development

Prepared By: Danielle Thoe, Management Analyst

Date: August 15, 2018

Re: Monthly Development Report – North Housing

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### BACKGROUND

In 2012, the Navy approved the transfer of 13 acres of land from the Navy to the Housing Authority at the former Coast Guard housing site known as North Housing. The approved public benefit conveyance is based on the proposal submitted by AHA, Alameda Point Collaborative (APC) and Building Futures with Women and Children (BFWC) to develop 90 units of permanent supportive housing. Habitat for Humanity has applied separately to HUD and the Navy to receive a two-acre parcel that is also a part of the North Housing area.

The General Services Administration (GSA) sold the remaining parcel, through a public bid, to Carmel Partners. On July 2, 2018 the U.S. Navy and Carmel partners closed on the sale of the public bid parcel at North Housing. The City negotiated and executed a Memorandum of Understanding (MOU) with Carmel Partners to define Carmel's obligations with respect to infrastructure improvements on the public benefit conveyance. The MOU was executed on March 30, 2018.

On June 5, 2018 City Council approved the final reading of the resolution for transfer of the North Housing site to the Housing Authority. This approval also adjusted the boundary of the proposed North Housing site to allow Carmel Partners to retain the building at 2005 Mayport Circle which otherwise would have been required to be demolished. This reduces AHA's parcel by 11,000 sf and in return releases AHA from any obligations related to the demolition of the three buildings that fall within the Singleton right-of-way.

### DISCUSSION

The Navy has recently indicated that it would like to close on the AHA parcel by September 30, 2018 – the end of the federal fiscal year. As this conveyance will first

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Members of the Board of Commissioners

August 15, 2018

transfer the property from the Navy to City, the City and City Attorney are engaged with the Navy, with AHA staff in the loop of any movement and timelines.

Carmel Partners is responsible for construction of extensions of Mosley and Singleton streets through and adjacent to the future AHA property. Carmel Partners will demolish the Singleton buildings while the Navy owns the site rather than wait until conveyance to AHA. Staff worked with Carmel Partners and the City's attorney to finalize bid documents for the demolition. The bid was posted and advertised by Carmel Partners. There was a mandatory pre-bid conference on July 25 and all bids were due August 3, 2018. There was only one bidder and the work came in at approximately \$433,000. This work is assisted with CDBG funds. AHA staff will administer the grant funds.

Staff continues to coordinate with development partners Alameda Point Collaborative and Building Futures to continue planning for the redevelopment of the overall 12-acre site. In late August project teams from all three groups will meet for a half-day session to discuss the requirements and timeline for the development plan as well as division of responsibilities. City staff continues to advise AHA staff on requirements of the development plan process as necessary.

AHA staff continues to work with consultant Structure Development on the overall development planning process, schedules, and partner coordination. Island City Development is managing the feasibility and predevelopment activities.

#### FISCAL IMPACT

In the prior fiscal year CDBG funds of approximately \$150,000 were approved to pay for surveys, environmental assessments and related costs. Incurred costs to CDBG total to approximately \$85,000 and are not included below. The Board has previously authorized a \$300,000 loan to ICD be used to pay for planning, engineering and other related services. The chart below summarizes expenses through July.

#### North Housing

Pre-development Loan from AHA	\$	300,000
Usage through July 2018	\$	85,801
Balance	\$	214,199

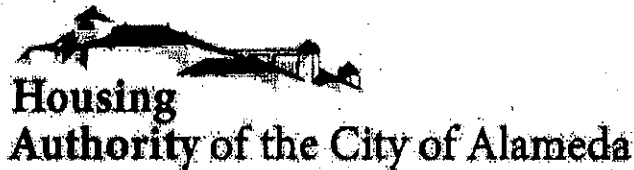
#### RECOMMENDATION

This report is for information only.

Respectfully submitted,



Kathleen Mertz  
Interim Director of Housing and Community Development



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701 Atlantic Avenue • Alameda, California 94501-2161

To: Honorable Chair and  
 Members of the Board of Commissioners

From: Vanessa M. Cooper, Executive Director

Date: August 15, 2018

RE: Budget Variance Report for May and June 2018

### BACKGROUND

On May 18, 2016 the Board of Commissioners approved a two-year operating budget for all programs covering the fiscal years July 1, 2016 through June 30, 2018. A revision was approved by the Board of Commissioners for 2016-17 at the May 2017 meeting for 2017-18. This high-level, year-end Budget Variance Report covers preliminary unaudited financial operating results compared to the revised 2017-18 budget. Although the year-end financial data is accrued, the month-to-month financials are on a cash basis. The numbers are subject to change based on the final audit report.

### DISCUSSION

#### Overview

The financial reports are separated between the AHA programs and the properties. Period to Date (PTD) includes both May and June 2018. Year-to-date variances are as follows: revenue is over budget by \$4,497,260 (11%), operating expenses are under budget by \$2,082,233 (16%), and net income (before depreciation) is over budget by \$4,089,749 (338%). See explanations below.

#### Housing Program Department (HPD), Housing & Community Development (HCD), and Rent Program

#### Revenue

Total revenue is higher than the year-to-date budget by \$3,112,853 (11%).

Other income is \$1,687,922 (90%) more than the year-to-date budgeted revenue. This is mainly due to other miscellaneous revenue, which includes \$2,000,000 for in lieu fee for Alameda Landing from TriPointe. Professional service revenue is under budget \$439,102 (24%) and includes developer fees, the Rent Program,





Honorable Chair and  
Members of the Board of Commissioners

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and HCD grants. Developer fees are over budget due to receipt of \$24,000 from Sherman and Buena Vista LP, \$100,000 from Stargell Commons and \$100,000 from Island Community Development (ICD) to pay for real estate development staff costs. The total Sherman and Buena Vista LP developer fee was \$240,000. Per Board approved policy ICD received 90% and AHA received 10% of the developer fee. The Rent Program is under budget \$514,438 mainly due to understaffing. A new Rent Program Director started in May 2018. A Program Assistant has been hired and will start in August 2018. HCD grants are under budget \$148,624 because actual staff salaries and benefits are less than the budgeted salary rate and benefit percentage.

Administrative Fee income in the HPD is over the year-to-date budget by \$2,559 (0%). The factors that affect how much Administrative fee we receive are the proration percentage and the number of units leased. Administrative Fees from HUD have for many years now not fully funded the Housing Programs Department and the Section 8 program has been subsidized by income from the Property Management Department. It will be important to review options for reducing these costs, which may include freezing hires in the HPD department, accelerating streamlining options such triennial recertification and transferring staff to open positions that come available in other departments. Closing the front door to the public every Friday as opposed to every other Friday could facilitate, over time a reduction in staff costs since fewer receptionist staff would be needed.

#### Expenses

Total operating expenses are lower than the year-to-date budget by \$1,042,465 (3%). This is mainly due to the lower salary and benefit expenses savings. Please note the use of temporary staff or contractors to fill permanently budgeted positions. There are currently a small number of budgeted but unfilled positions. Liability insurance is under budget \$208,082 (94%). The budgeted number overestimated the actual costs because it anticipated an earlier transfer of North Housing. Please note a capital grant of \$836,215 from the Successor Housing funds used to purchase the Mulberry Townhouses.

Net income from operations (before depreciation) is \$115,054. This is \$2,070,388 (106%) over budget.

#### Properties

##### Revenue

Total revenue is higher than the year-to-date budget by \$1,384,406 (12%).

The net rental income (total tenant revenue) is \$326,170 (3%) higher than budget due to low vacancy rates in the very tight housing market in the Bay Area, especially for low-income tenants and Housing Choice Voucher (HCV) holders. See the Property Operations overview for details on vacancies and rent collection. Included in are a capital grant of \$836,215 from the Successor Housing funds used to purchase the Mulberry Townhouses.



Honorable Chair and  
Members of the Board of Commissioners

August 15, 2018

Expenses

Total expenses are lower than the year-to-date budget by \$634,954 (9%). This is mainly due to the lower salary and benefit expenses and maintenance expense savings. Please note the use of temporary staff or contractors to fill permanently budgeted positions. Also note that maintenance expenses tend to increase in the second half of the year as staff complete preventative maintenance and work orders from inspections.

Net income from operations (before depreciation) is \$5,184,805. This is \$2,019,360 (64%) over budget.

Housing Assistance Payments (HAP) Pass-through

The Housing Assistance Payments (HAP) pass-through budget includes all the Housing Choice Voucher/Section 8, Shelter Plus and Bessie Coleman (SRO) programs. Year-to-date HAP revenue is \$1,577,407 (6%) above the budget. HAP payments to landlords are \$1,728,296 (6%) more than the year-to-date budget, net of \$485,753 of port-in HAP payments to landlords that will be reimbursed by other Housing Authorities. With AHA now in shortfall, HUD provided \$971K in additional budget authority and of that paid \$690K to the Housing Authority through May 2018. Staff is working closely with HUD to monitor the HAP revenue and expenditure, and the federal budget process to ensure a sufficient cash flow for the program.

OTHER ISSUES IMPACTING FINANCE DEPARTMENT

Over the next year additional reporting will be developed that includes balance sheet reports and additional budget to actual reports.

One approved position is still vacant in accounting. A temporary staff person is currently assisting in accounting. The Finance Director, Joyce Boyd CPA, attended the Public Housing Authority Conference in June 2018. Nan McKay and Associates continues to provide consulting and training services.

HUD is scheduled to perform a five year review of the program in August 2018. The ICD 12/31/17 audit is in progress. Our new auditors, Rubino & Company are scheduled for on-site interim fieldwork at the end of August 2018.

RECOMMENDATION

For information only.

Respectfully submitted,

*Vanessa Cooper*

Vanessa M. Cooper  
Executive Director



**ALAMEDA HOUSING AUTHORITY**  
**HOUSING PROGRAM DEPARTMENT, HOUSING & COMMUNITY DEVELOPMENT, AND RENT PROGRAM**  
**BUDGET COMPARISON**  
 For the Twelve Months Ended June 30, 2018

	PTD Actual	PTD Budget	Variance	% Var	YTD Actual	YTD Budget	Variance	% Var
<b>REVENUE</b>								
<b>TOTAL TENANT REVENUE</b>				N/A	31		31	N/A
<b>FEDERAL GRANTS</b>								
Shelter Plus Care Revenue	25,467	62,433	(36,966)	(59)	266,724	374,583	(107,859)	(29)
<b>TOTAL FEDERAL GRANTS</b>	25,467	62,433	(36,966)	(59)	266,724	374,583	(107,859)	(29)
<b>OTHER INCOME</b>								
Investment Income - Unrestricted	12,841	-	12,841	N/A	28,566	-	28,566	N/A
Interest Income	28,964	81	28,883	35,658	80,185	491	79,694	16,231
Interest on Equip. Reserve	145	-	145	N/A	516	-	516	N/A
Mortgage Interest Income	-	-	-	N/A	264	-	264	N/A
Interest - Replacement Reserve	1,235	-	1,235	N/A	4,397	-	4,397	N/A
Other - Income	-	-	-	N/A	7	-	7	N/A
Other Miscellaneous Revenue	80	-	80	N/A	2,000,610	-	2,000,610	N/A
Professional Service Revenue	239,835	311,123	(71,288)	(23)	1,427,571	1,866,673	(439,102)	(24)
Fraud Recovery	-	-	-	N/A	12	-	12	N/A
Miscellaneous Other Revenue	-	-	-	N/A	135	-	135	N/A
Gain/Loss on Sale of Fixed Assets	-	-	-	N/A	6,622	-	6,622	N/A
Administrative Fee	323	2,188	(1,865)	(85)	19,329	13,128	6,201	47
<b>TOTAL OTHER INCOME</b>	283,423	313,392	(29,969)	(10)	3,568,214	1,880,292	1,687,922	90
<b>HUD GRANT</b>								
HUD Operating Grants	4,910,069	4,510,414	399,655	9	28,639,891	27,062,484	1,577,407	6
Administrative Fees from HUD	282,299	262,589	19,710	8	1,578,088	1,575,529	2,559	0
PORT-In Administrative Fees	7,103	-	7,103	N/A	37,312	-	37,312	N/A
Administrative Fees Paid (PORT-Outs)	11,028	-	(11,028)	N/A	64,519	-	(64,519)	N/A
<b>TOTAL HUD GRANT</b>	5,188,443	4,773,003	415,440	9	30,170,772	28,638,013	1,532,759	5
<b>TOTAL REVENUE</b>	5,497,333	5,148,828	348,505	7	34,005,741	30,892,888	3,112,853	10
<b>EXPENSES</b>								
<b>ADMINISTRATIVE</b>								
Administrative Salaries	582,262	477,243	105,019	20	2,379,901	2,863,308	(483,407)	17
Temporary Help - Administrative	5,522	13,694	(8,172)	60	60,917	82,148	(21,231)	26
Auditing Fees	4,503	1,832	(2,671)	(146)	8,577	10,941	(2,364)	22
Admin Employee Benefits - Medical/Dental	74,365	129,422	(55,057)	43	437,328	776,428	(339,100)	44
Admin Employee Benefits - PERS/PARS	34,480	40,883	(6,403)	16	191,498	245,094	(53,596)	22
Admin Employee Benefits - FICA	5,476	6,908	(1,432)	21	34,070	41,299	(7,229)	18
Admin Employee Benefits - SUI	780	1,729	(949)	55	14,338	10,216	(4,122)	(40)
Admin Employee Benefits - Life/LTD	2,852	3,155	(303)	10	16,412	18,225	(1,813)	13
Admin Employee Benefit - WC	3,148	3,508	(360)	10	12,157	20,938	(8,781)	42
Office Supplies/Equipment	4,340	7,270	(2,930)	40	44,362	43,564	798	(2)
Dues & Subscriptions Publications	(546)	684	(1,230)	180	173	4,108	(3,935)	96
Postage	15	7,202	(7,187)	100	4,453	43,213	(38,760)	90
Telephone	4,371	2,370	(2,001)	(84)	20,477	14,227	(6,250)	(44)
Bank Charges and Check Supplies	462	2,370	(1,908)	81	2,730	14,222	(11,492)	81
Forms and Copies/Printing	2,945	-	(2,945)	N/A	12,536	-	(12,536)	N/A
Classified Ads and Public Notices/outreach material	8,065	3,562	(4,503)	(126)	42,350	21,339	(21,011)	(98)
Legal Expense	35,129	13,732	(21,397)	(156)	133,059	82,350	(50,709)	(62)
Payroll charge	583	382	(201)	(53)	4,517	2,298	(2,219)	(97)
Survey/Title Fee	-	-	-	N/A	3,450	-	(3,450)	N/A
Office Rent	10,403	25,040	(14,637)	58	48,237	150,200	(101,963)	68
Administrative Support	-	-	-	N/A	1,505	-	(1,505)	N/A
Organization Cost	(1,575)	-	(1,575)	N/A	(1,327)	-	(1,327)	N/A
Training/Conferences and Travel	20,996	16,510	(4,486)	(27)	72,874	98,952	(26,078)	26
Membership Dues and Fees	2,086	-	(2,086)	N/A	5,870	-	(5,820)	N/A
Contracts - Accounting Services	1,382	-	(1,382)	N/A	1,815	-	(1,815)	N/A
Contracts - Administrative Services/Consultant	29,198	41,693	(12,495)	30	101,825	250,142	(148,317)	59
Contracts - Application Service Provider - Yard	6,337	12,968	(6,631)	51	34,442	77,815	(43,373)	56
Contracts - Computer/Telephone Maintenance/Email	17,342	19,542	(2,200)	11	58,629	117,213	(58,584)	50
Contracts - Housing Program Services	-	-	-	N/A	3,651	-	(3,651)	N/A
Contracts - Human Resource Services	10,732	4,266	(6,466)	(152)	47,662	25,559	(22,103)	(86)
Contracts - Housing Inspection Services	8,073	6,818	(1,255)	(18)	49,373	40,914	(8,459)	(21)
Contracts - Office Machine Maintenance	-	1,644	(1,644)	100	-	9,871	(9,871)	100

Contracts - Office Machine Lease	1,135	-	(1,135)	N/A	7,147	-	(7,147)	N/A
Contracts - Web Hosting/Maintenance/Web Ads	2,828	1,850	(978)	(53)	5,423	11,082	5,659	51
<b>TOTAL ADMINISTRATIVE</b>	<b>677,688</b>	<b>846,277</b>	<b>(168,589)</b>	<b>20</b>	<b>1,854,330</b>	<b>5,076,266</b>	<b>(1,221,936)</b>	<b>24</b>
<b>TOTAL TENANT SERVICES</b>	<b>47</b>	<b>208</b>	<b>(161)</b>	<b>77</b>	<b>1,052</b>	<b>1,198</b>	<b>(146)</b>	<b>12</b>
<b>TOTAL UTILITIES</b>	<b>(3,632)</b>	<b>2,458</b>	<b>6,090</b>	<b>248</b>	<b>2,862</b>	<b>14,767</b>	<b>(11,905)</b>	<b>81</b>
<b>TOTAL MAINTENANCE</b>	<b>5,030</b>	<b>4,695</b>	<b>(335)</b>	<b>(7)</b>	<b>21,267</b>	<b>28,221</b>	<b>6,954</b>	<b>25</b>
<b>GENERAL EXPENSES</b>								
Mortgage Financial Service Charge	-	-	-	N/A	2,312	-	(2,312)	N/A
Insurance - Liability	2,654	36,806	34,152	93	12,724	220,806	208,082	94
Insurance - Property	90	-	(90)	N/A	550	-	(550)	N/A
Insurance - Vehicle	-	732	732	100	-	4,397	(4,397)	100
Insurance - Other	487	-	(487)	N/A	2,438	-	(2,438)	N/A
Other General Expenses	-	-	-	N/A	12,348	-	(12,348)	N/A
<b>TOTAL GENERAL EXPENSES</b>	<b>3,230</b>	<b>37,538</b>	<b>34,308</b>	<b>91</b>	<b>30,373</b>	<b>225,203</b>	<b>(194,830)</b>	<b>87</b>
<b>TOTAL OPERATING EXPENSES</b>	<b>669,519</b>	<b>891,176</b>	<b>(221,657)</b>	<b>25</b>	<b>3,898,376</b>	<b>5,345,655</b>	<b>(1,447,279)</b>	<b>27</b>
<b>MOD REHAB AND SPC EXPENSES</b>								
Rent to Owners - Bessie Coleman	31,340	30,610	(730)	(2)	179,750	183,660	3,910	2
PORT-In (A/R Billings)	(155,541)	-	155,541	N/A	(485,753)	-	485,753	N/A
<b>TOTAL MOD REHAB AND SPC EXPENSES</b>	<b>(124,201)</b>	<b>30,610</b>	<b>154,811</b>	<b>506</b>	<b>(306,003)</b>	<b>183,660</b>	<b>489,663</b>	<b>267</b>
<b>EXTRAORDINARY EXPENSES</b>								
Pre-development Cost	17,265	16,670	(595)	(4)	29,143	100,000	70,857	71
<b>TOTAL EXTRAORDINARY EXPENSES</b>	<b>17,265</b>	<b>16,670</b>	<b>(595)</b>	<b>(4)</b>	<b>29,143</b>	<b>100,000</b>	<b>70,857</b>	<b>71</b>
<b>GRANTS</b>								
Capital Grants from Successor Housing	836,215	-	836,215	N/A	836,215	-	836,215	N/A
<b>TOTAL CAPITAL GRANTS</b>	<b>836,215</b>	<b>-</b>	<b>836,215</b>	<b>N/A</b>	<b>836,215</b>	<b>-</b>	<b>836,215</b>	<b>N/A</b>
<b>HOUSING ASSISTANCE PAYMENTS (VOUCHER)</b>								
Housing Assistance Payments - Landlords	4,981,425	4,536,487	(444,938)	(10)	29,327,014	27,218,907	(2,108,107)	(8)
Housing Assistance Payments - FSS	13,810	-	(13,810)	N/A	73,087	-	(73,087)	N/A
Utility Allowance to Tenants	5,362	-	(5,362)	N/A	32,855	-	(32,855)	N/A
<b>TOTAL HOUSING ASSISTANCE PAYMENTS (VOUCHER)</b>	<b>5,000,597</b>	<b>4,536,487</b>	<b>(464,110)</b>	<b>(10)</b>	<b>29,432,956</b>	<b>27,218,907</b>	<b>(2,214,049)</b>	<b>(8)</b>
<b>TOTAL EXPENSES</b>	<b>6,399,395</b>	<b>5,474,943</b>	<b>(924,452)</b>	<b>(0)</b>	<b>33,890,687</b>	<b>32,848,222</b>	<b>(1,042,465)</b>	<b>-3%</b>
<b>NET INCOME FROM OPERATIONS</b>	<b>(902,062)</b>	<b>(326,115)</b>	<b>(575,947)</b>	<b>(177)</b>	<b>115,054</b>	<b>(1,955,334)</b>	<b>2,070,388</b>	<b>106</b>
Depreciation Expense	10,549	-	(10,549)	N/A	95,003	-	(95,942)	N/A
<b>NET INCOME AFTER DEPRECIATION</b>	<b>(912,611)</b>	<b>(326,115)</b>	<b>(586,496)</b>	<b>(180)</b>	<b>20,052</b>	<b>(1,955,334)</b>	<b>1,975,386</b>	<b>101</b>

**ALAMEDA HOUSING AUTHORITY  
PROPERTIES  
BUDGET COMPARISON  
For the Twelve Months Ended June 30, 2018**

	PTD Actual	PTD Budget	Variance	% Var	YTD Actual	YTD Budget	Variance	% Var
<b>REVENUE</b>								
<b>TENANT REVENUE</b>								
Vacancy Loss		(77,514)	77,514	100	(464,999)	464,999		100
Rent Free Unit		(19,072)	19,072	100	(114,432)	114,432		100
Write Off		(14,688)	14,688	100	(88,084)	88,084		100
Tenant Rental Revenue	609,979	581,616	28,363	5	3,579,935	3,489,696	90,239	3
Maintenance Charges	147	2,204	(2,057)	(93)	7,027	13,150	(6,123)	(47)
Late Charges	230	-	230	N/A	1,180	-	1,180	N/A
Tax Increment Payments from the City of Alameda	294,736	340,567	(47,831)	(14)	1,878,207	2,043,377	(165,170)	(8)
Tenant HAP Subsidy	1,023,283	1,016,160	7,123	1	5,895,323	6,096,960	(201,637)	(3)
Rent Free Unit		10,380	(10,380)	(100)		62,280	(62,280)	(100)
Commercial Rents	5,548	4,651	897	19	30,361	27,911	2,450	9
<b>TOTAL TENANT REVENUE</b>	<b>1,931,923</b>	<b>1,844,304</b>	<b>87,619</b>	<b>5</b>	<b>11,392,029</b>	<b>11,065,859</b>	<b>326,170</b>	<b>3</b>
<b>GRANTS</b>								
Capital Grants from Successor Housing	836,215	-	836,215	N/A	836,215	-	836,215	N/A
<b>TOTAL CAPITAL GRANTS</b>	<b>836,215</b>	<b>-</b>	<b>836,215</b>	<b>N/A</b>	<b>836,215</b>	<b>-</b>	<b>836,215</b>	<b>N/A</b>
<b>OTHER INCOME</b>								
Investment Income - Unrestricted	36,649	-	36,649	N/A	114,345	-	114,345	N/A
Interest Income	31,774	11,749	20,025	170	148,671	70,459	78,212	111
Interest on Equip. Reserve	950	-	950	N/A	3,383	-	3,383	N/A
Mortgage Interest Income	-	-	-	N/A	9,777	-	9,777	N/A
Interest - Replacement Reserve	4,175	-	4,175	N/A	19,888	-	19,888	N/A
Other - Income	-	-	-	N/A	2,335	-	2,335	N/A
Laundry Commission	867	4,319	(3,452)	(80)	18,043	25,870	(7,827)	(30)
Other - Income from Other Programs	2,467	-	2,467	N/A	6,759	-	6,759	N/A
Miscellaneous Other Revenue	150	-	150	N/A	150	-	150	N/A
<b>TOTAL OTHER INCOME</b>	<b>77,031</b>	<b>16,068</b>	<b>60,963</b>	<b>379</b>	<b>318,350</b>	<b>96,329</b>	<b>222,021</b>	<b>230</b>
<b>TOTAL REVENUE</b>	<b>2,645,169</b>	<b>1,860,372</b>	<b>784,797</b>	<b>53</b>	<b>12,546,594</b>	<b>11,162,188</b>	<b>1,384,406</b>	<b>12</b>
<b>EXPENSES</b>								
<b>ADMINISTRATIVE</b>								
Administrative Salaries	164,951	194,653	(29,702)	15	906,366	1,159,310	(252,944)	22
Temporary Help - Administrative	6,007	17,252	(11,245)	54	161,025	102,840	58,185	(57)
Auditing Fees	17,140	4,280	(12,860)	(300)	47,082	25,487	(21,595)	(85)
Admin Employee Benefits - Medical/Dental	25,399	48,505	(23,106)	27	186,254	289,647	(103,393)	36
Admin Employee Benefits - PERS/PARS	15,441	16,470	(1,029)	6	75,411	98,147	(22,736)	23
Admin Employee Benefits - FICA	2,374	2,819	(445)	16	13,126	16,746	(3,620)	22
Admin Employee Benefits - SUI	312	613	(301)	49	1,080	3,548	(2,468)	(43)
Admin Employee Benefits - Life/LTD	3,137	1,233	1,904	8	6,577	7,287	(710)	10
Admin Employee Benefit - WC	1,678	1,198	(480)	(40)	6,750	7,162	(412)	6
Employer Benefit Contribution - WC	-	12	(12)	100	-	82	(82)	100
Office Supplies/Equipment	6,081	4,242	(1,839)	(91)	28,548	25,163	(3,385)	(13)
Dues & Subscriptions Publications	456	1,448	(992)	68	1,378	8,557	(7,179)	84
Postage	34	3,296	(3,262)	99	9,202	19,777	(10,575)	53
Telephone	7,423	4,737	(2,686)	(57)	35,851	28,302	(7,549)	(27)
Bank Charges and Check Supplies	4,429	2,792	(1,637)	(59)	19,135	16,626	(2,509)	(15)
Forms and Copies/Printing	-	-	-	N/A	622	-	622	N/A
Classified Ads and Public Notices/outreach material	1,196	668	(528)	(79)	3,475	4,066	(640)	(138)
Legal Expense	55,100	23,110	(31,990)	(138)	240,567	137,936	(102,631)	(74)
Payroll charge	621	791	(170)	47	3,094	4,679	(1,585)	34
Survey/Title Fee	3,301	-	3,301	N/A	21,401	-	21,401	N/A
Organization Cost	20	-	(20)	N/A	20	-	(20)	N/A
Training/Conferences and Travel	9,802	10,234	(432)	4	41,834	60,469	(18,635)	31
Membership Dues and Fees	8,399	-	8,399	N/A	11,711	-	11,711	N/A
Taxes & Government Fees	1,381	-	(1,381)	N/A	16,186	-	(16,186)	N/A
Collection Loss	(59)	-	59	N/A	(1,049)	-	1,049	N/A
Contracts - Accounting Services	3,118	-	(3,118)	N/A	3,118	-	(3,118)	N/A
Contracts - Administrative Services/Consultant	25,725	14,300	(11,425)	(78)	213,803	85,368	(128,435)	(150)
Contracts - Application Service Provider - Yard	14,344	11,129	(3,215)	(29)	78,328	66,181	(12,147)	(18)
Contracts - Computer/Telephone Maintenance/Email	29,970	7,575	(22,395)	(296)	104,948	45,171	(59,777)	(132)
Contracts - Housing Program Services	-	-	-	N/A	1,147	-	(1,147)	N/A
Contracts - Human Resource Services	18,820	2,955	(15,865)	(537)	118,564	17,491	(99,663)	(569)
Contracts - Housing Inspection Services	1,729	1,999	(270)	14	19,181	11,851	(7,330)	(62)
Contracts - Office Machine Maintenance	-	1,351	(1,351)	100	-	8,102	(8,102)	100
Contracts - Office Machine Lease	2,427	-	(2,427)	N/A	16,133	-	(16,133)	N/A
Contracts - Web Hosting/Maintenance/Web Ads	2,140	2,059	(81)	(4)	12,259	12,383	(124)	1
Association Dues	7,988	4,868	(3,120)	(64)	15,163	29,248	(14,085)	(20)

**ALAMEDA HOUSING AUTHORITY  
PROPERTIES  
BUDGET COMPARISON  
For the Twelve Months Ended June 30, 2018**

	PTD Actual	PTD Budget	Variance	% Var	YTD Actual	YTD Budget	Variance	% Var
<b>TOTAL ADMINISTRATIVE</b>	448,583	384,589	(64,094)	(17)	2,445,563	2,291,626	(153,937)	(7)
<b>TENANT/SOCIAL SERVICES/POLICE</b>								
Tenant Services - Salaries	24,324	36,868	11,944	32	136,090	220,227	84,134	38
Police Services	32,445	32,408	(37)	(0)	194,670	193,866	(804)	(0)
<b>TOTAL TENANT/SOCIAL SERVICES/POLICE</b>	57,369	69,276	11,907	17	330,760	414,093	83,330	20
<b>RELOCATION</b>								
Tenant-Relocation Costs		1,290	1,290	100		7,721	7,721	100
<b>TOTAL RELOCATION</b>		1,290	1,290	100		7,721	7,721	100
<b>TENANT SERVICES EMPLOYEE BENEFITS AND INSUR</b>								
Tenant Svcs Employee Benefits - Medical/Dental	6,752	-	(6,752)	N/A	36,690	-	(36,690)	N/A
Tenant Svcs Employee Benefits - PERS/PARS	7,633	-	(7,633)	N/A	12,317	-	(12,317)	N/A
Tenant Svcs Employee Benefits - FICA	359	-	(359)	N/A	1,953	-	(1,953)	N/A
Tenant Svcs Employee Benefits - SUI	49	-	(49)	N/A	710	-	(710)	N/A
Tenant Svcs Employee Benefits - Other		15,106	15,106	100	994	90,651	90,651	100
Tenant Svcs Employee Benefit - WC	1,386	-	(1,386)	N/A	12,182	-	(12,182)	N/A
<b>TOTAL TENANT SRV EMPLOYEE BENEFITS AND INS</b>	16,179	15,106	(1,073)	(7)	69,150	90,651	21,501	24
<b>TENANT SERVICES</b>								
Tenant/Social Services - Supplies				N/A	130	-	(130)	N/A
Tenant Service Activities - Contracts and O/S Services	43,108	47,238	4,130	9	237,925	281,602	43,677	16
Tenant/Social Services - Resident Participation				N/A	219	-	(219)	N/A
<b>TOTAL TENANT SERVICES</b>	43,108	47,238	4,130	9	238,154	281,602	43,448	15
<b>UTILITIES</b>								
Water	43,309	38,348	(4,961)	(39)	253,670	229,301	(24,369)	(11)
Electricity	28,456	20,418	(8,038)	(39)	132,407	122,507	(9,900)	(8)
Gas	15,726	7,413	(8,313)	(112)	77,371	44,409	(32,962)	(74)
Sewer	31,770	48,924	17,154	(6)	260,895	291,582	30,687	11
Garbage	94,580	75,267	(19,313)	(26)	393,370	450,149	56,779	13
<b>TOTAL UTILITIES</b>	243,841	190,370	(53,471)	(28)	1,117,714	1,137,948	20,234	2
<b>MAINTENANCE</b>								
<b>MAINTENANCE SALARIES</b>								
Maintenance - Salaries	87,665	119,124	31,459	26	593,930	711,062	117,132	16
Facilities - Salaries		32,949	32,949	100		197,599	197,599	100
Maintenance - Temporary Help				N/A	320	-	(320)	N/A
<b>TOTAL MAINTENANCE SALARIES</b>	87,665	152,073	64,408	42	594,250	908,661	314,411	35
<b>MAINTENANCE MATERIALS</b>								
Maintenance Materials	26,829	37,699	10,870	29	118,086	224,370	106,284	47
Vehicle - gasoline	3,193	-	(3,193)	N/A	7,825	-	(7,825)	N/A
<b>TOTAL MAINTENANCE MATERIALS</b>	30,022	37,699	7,677	20	125,911	224,370	98,459	44
<b>MAINTENANCE CONTRACTS</b>								
Maintenance Contracts - Unit Turnaround	49,232	46,225	2,608	58	93,283	277,376	184,093	56
Maintenance Contracts - Tree Trimming				N/A	4,410	-	(4,410)	N/A
Maintenance Contracts - Cycle Painting		5,068	5,068	100	8,825	30,439	21,614	71
Maintenance Contracts - Floor Covering	4,530	11,549	7,019	61	64,431	69,220	(4,789)	(22)
Maintenance Contracts - Services	49,339	25,132	(24,207)	(99)	153,356	150,716	(2,640)	(3)
Maintenance Contracts - Painting	23,125	2,866	(20,259)	(707)	69,659	17,017	(52,642)	(251)
Maintenance Contracts - Plumbing	685	4,812	4,127	86	27,852	28,874	1,022	3
Maintenance Contracts - Landscape, Pool, Pond Maintena	56,631	21,177	(35,454)	(167)	130,448	125,329	(5,119)	(4)
Maintenance Contracts - HVAC Maintenance	5,406	4,631	(775)	(17)	23,027	27,697	4,670	17
Maintenance Contracts - Hazardous Substances Testing				N/A	650	-	(650)	N/A
Maintenance Contracts - Elevator Maintenance	5,283	6,159	906	15	31,581	36,888	5,307	14
Maintenance Contracts - Extermination	8,875	7,522	(1,353)	35	25,540	45,185	19,645	43
Maintenance Contracts - Electrical Maintenance	8,600	3,714	(4,886)	(129)	22,039	22,330	291	1
Maintenance Contracts - Security and Nurse Call Systems	10,474	4,206	(6,268)	(149)	28,922	25,065	(3,857)	(15)
Maintenance Contracts - Gutter Cleaning Services	7,702	1,717	(5,985)	(349)	14,557	10,218	(4,339)	(42)
Maintenance Contracts - Flooring Replmt/Cleaning Svc	3,610	1,320	(2,290)	(173)	7,547	7,932	385	5
Maintenance Contracts - Other	6,315	1,102	(5,213)	(473)	21,415	5,774	(15,641)	(271)
Maintenance Contracts - Vehicle Maintenance	1,424	802	(622)	(78)	5,407	4,762	(645)	(14)
Maintenance Contracts - Janitorial	49,959	5,562	(44,397)	(798)	119,740	33,259	(86,481)	(245)
<b>TOTAL MAINTENANCE CONTRACTS</b>	257,557	153,564	(103,993)	(68)	859,669	918,081	58,412	6
<b>MAINTENANCE EMPLOYEE BENEFITS</b>								
Maint Employee Benefits - Medical/Dental	22,802	50,240	27,438	55	180,473	299,667	119,194	53

**ALAMEDA HOUSING AUTHORITY  
PROPERTIES  
BUDGET COMPARISON  
For the Twelve Months Ended June 30, 2018**

	PTD Actual	PTD Budget	Variance	% Var	YTD Actual	YTD Budget	Variance	% Var
Maint Employee Benefits - PERS/PARS	8,308	14,311	6,003	42	50,766	85,384	34,618	41
Maint Employee Benefits - FICA	1,762	2,301	539	45	8,426	13,679	5,253	38
Maint Employee Benefits - SUI	198	599	401	67	3,476	3,536	60	2
Maint Employee Benefits - Life/LTD	745	1,129	384	34	4,483	6,733	2,250	33
Maint Employee Benefits - Uniforms/Shoes	210	-	(210)	N/A	2,312	-	(2,312)	N/A
Maint Employee Benefit - WC	4,853	4,956	103	2	19,818	29,600	9,782	33
<b>TOTAL MAINTENANCE EMPLOYEE BENEFITS</b>	<b>36,376</b>	<b>73,536</b>	<b>37,160</b>	<b>48</b>	<b>229,754</b>	<b>438,599</b>	<b>208,845</b>	<b>46</b>
<b>TOTAL MAINTENANCE</b>	<b>413,673</b>	<b>416,872</b>	<b>3,199</b>	<b>1</b>	<b>1,809,583</b>	<b>2,489,711</b>	<b>680,128</b>	<b>27</b>
<b>GENERAL EXPENSES</b>								
Interest Expense	184,546	187,858	3,312	2	1,111,978	1,127,128	15,150	1
Mortgage Financial Service Charge	11,415	-	(11,415)	N/A	69,611	-	(69,611)	N/A
Other Expense	(541)	-	541	N/A	(541)	-	541	N/A
Insurance - Liability	9,950	7,767	(2,183)	(28)	58,434	46,627	(11,807)	(25)
Insurance - Property	15,497	16,635	1,138	7	92,951	99,784	6,833	7
Insurance - Vehicle	2,337	1,643	(694)	(42)	12,400	9,852	(2,548)	(26)
Insurance - Other	1,338	-	(1,338)	N/A	5,729	-	(5,729)	N/A
<b>TOTAL GENERAL EXPENSES</b>	<b>224,537</b>	<b>213,903</b>	<b>(10,634)</b>	<b>(5)</b>	<b>1,350,561</b>	<b>1,283,391</b>	<b>(67,170)</b>	<b>(5)</b>
<b>TOTAL EXPENSES</b>	<b>1,447,390</b>	<b>1,338,644</b>	<b>(108,746)</b>	<b>(12)</b>	<b>7,361,788</b>	<b>7,996,743</b>	<b>634,954</b>	<b>9%</b>
<b>NET INCOME FROM OPERATIONS</b>	<b>1,397,725</b>	<b>521,728</b>	<b>876,051</b>	<b>168</b>	<b>5,184,805</b>	<b>3,165,445</b>	<b>2,019,360</b>	<b>64</b>
Depreciation Expense	232,201	-	(232,201)	N/A	1,401,985	-	(1,401,985)	N/A
<b>NET INCOME AFTER DEPRECIATION</b>	<b>1,165,488</b>	<b>521,728</b>	<b>643,760</b>	<b>123</b>	<b>3,782,820</b>	<b>3,165,445</b>	<b>617,375</b>	<b>20</b>



**Housing  
Authority of the City of Alameda**

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701 Atlantic Avenue • Alameda, California 94501-2161

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To: Honorable Chair and  
Members of the Board of Commissioners

From: Vanessa M. Cooper, Executive Director

Date: August 15, 2018

Re: Accept Report on Quarterly Investment Report for Period Ending June 30, 2018

**BACKGROUND**

California Government Code Sections 53600 and 53646 requires that the Housing Authority Finance Director file a quarterly report with the Board of Commissioners on the status of all investments.

**DISCUSSION**

The quarter-end report reflects the investment of cash for the operating and reserve funds. Agency investments are covered by the provisions of the Housing Authority's investment policy that is approved annually by the Board.

As of June 30, 2018, AHA held \$14,898,006 (58% of investment funds) in **LAIF**. These funds are on demand and can be used for immediate needs. The prior quarter balance was \$12,520,313.

As of June 30, 2018, AHA held \$10,597,978 (42% of investment funds) in **CAMP**. These funds are on demand and can be used for immediate needs. The prior quarter balance was \$10,546,706. Interest is posted monthly to the account by CAMP.

Balances at June 30, 2018:

LAIF:	\$14,898,006
CAMP:	\$10,597,978

<b>Total Investment</b>	<b>\$23,067,019</b>
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Honorable Chair and  
Members of the Board of Commissioners

August 15, 2018

The key changes in the balance for the period are:

Independent Plaza generated operating funds for 2017-18 moved to reserves to pay for ADA Capital Improvement Project. Held in reserves until needed for project.	\$1,050,000
Everett & Eagle repayment of development loan made to the property from Successor Housing funds.	1,000,000
Littlejohn Commons repayment of development loan made to the property from Successor Housing funds.	1,000,000
Two Mulberry units purchased. Board approved use of reserves for this purpose. Purchase made with general funds. Repayment of general funds from reserves.	(416,000)
North Housing predevelopment loan. Board approved use of reserves for this purpose. Repayment of general funds from reserves.	(300,000)
<b>Total</b>	<b>\$2,334,000</b>

In order to stay in compliance with the Board policy to maintain 50% of the Housing Authorities investments in each account, a reallocation transfer from CAMP to LAIF of \$2,100,000 will be executed.

The Housing Authority's ordinary expenditure requirements for the next six months are more than sufficiently covered by two sources, namely: (1) anticipated revenues, grants and subsidies, and (2) liquidity of current investments. All investment actions executed since the last report have been made in full compliance with the Investment Policy. The Executive Director will maintain a complete and timely record of all investment transactions.

#### RECOMMENDATION

It is recommended that the Board of Commissioners accept the report on the Housing Authority's investment portfolio as of June 30, 2018.

Respectfully submitted,

*Vanessa Cooper*  
Vanessa M. Cooper  
Executive Director

Attachments: LAIF report for the quarter ending June 30, 2018.  
CAMP report for the quarter ending June 30, 2018.



Local Agency Investment Fund  
 P.O. Box 942809  
 Sacramento, CA 94209-0001  
 (916) 653-3001

[www.treasurer.ca.gov/pmia-laif/laif.asp](http://www.treasurer.ca.gov/pmia-laif/laif.asp)  
 July 20, 2018

ALAMEDA HOUSING AUTHORITY

EXECUTIVE DIRECTOR  
 701 ATLANTIC AVENUE  
 ALAMEDA, CA 94501

PMIA Average Monthly Yields

Account Number:  
 [REDACTED]

Tran Type Definitions

June 2018 Statement

Effective Date	Transaction Date	Tran Type	Confirm Number	Authorized Caller	Amount
6/28/2018	6/28/2018	RD	1573783	[REDACTED]	3,050,000.00
6/28/2018	6/28/2018	RW	1573775	[REDACTED]	-300,000.00
6/28/2018	6/28/2018	RW	1573773	[REDACTED]	-416,000.00

Account Summary

Total Deposit:	3,050,000.00	Beginning Balance:	12,564,006.15
Total Withdrawal:	-716,000.00	Ending Balance:	14,898,006.15

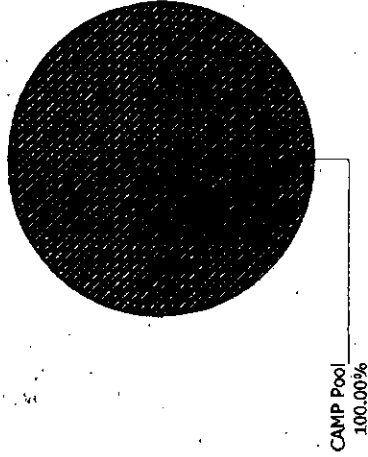


Account Statement - Transaction Summary

For the Month Ending June 30, 2018

CAMP Pool	
Opening Market Value	10,580,187.95
Purchases	17,790.13
Redemptions	0.00
Unsettled Trades	0.00
Change in Value	0.00
<b>Closing Market Value</b>	<b>\$10,597,978.08</b>
Cash Dividends and Income	17,790.13

Asset Summary		
	June 30, 2018	May 31, 2018
CAMP Pool	10,597,978.08	10,580,187.95
<b>Total</b>	<b>\$10,597,978.08</b>	<b>\$10,580,187.95</b>
Asset Allocation		





Account Statement

For the Month Ending June 30, 2018

Trade Date	Settlement Date	Transaction Description	Share or Unit Price	Dollar Amount of Transaction	Total Shares Owned
<b>CAMP Pool</b>					
06/29/18	07/02/18	Accrual Income Div Reinvestment - Distributions	1.00	17,790.13	10,580,187.95
<b>Closing Balance</b>					<b>10,597,978.08</b>

Opening Balance	10,580,187.95	Fiscal YTD July-June	13,119,966.15
Purchases	17,790.13		164,128.93
Redemptions (Excl. Checks)	0.00		(2,686,117.00)
Check Disbursements	0.00		0.00
<b>Closing Balance</b>	<b>10,597,978.08</b>		<b>10,597,978.08</b>

Opening Balance	10,580,187.95	Closing Balance	10,597,978.08
Purchases	17,790.13	Average Monthly Balance	10,581,373.96
Redemptions (Excl. Checks)	0.00	Monthly Distribution Yield	2.05%
Check Disbursements	0.00		

Closing Balance	10,597,978.08	Fiscal YTD July-June	10,597,978.08
Cash Dividends and Income	17,790.13		164,128.93



**Housing  
Authority of the City of Alameda**

PHONE (510) 747-4300  
FAX (510) 522-7848  
TDD (510) 522-8467

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701 Atlantic Avenue • Alameda, California 94501-2161

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To: Honorable Chair and Members of the Board of Commissioners  
From: Vanessa M. Cooper, Executive Director  
Date: August 15, 2018  
RE: Executive Director's Performance Evaluation and Goal Setting for 2018-19

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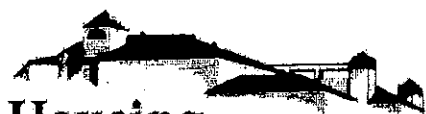
The next steps for 2017-8 evaluation of the Executive Director are as follows:

- **By September 4** – Executive Director will provide self-evaluation against goals and the evaluation package.
- **By September 11** – Commissioners are to submit their written comments (using the form provided) to the Board to the Chair and Vice Chair by email or in writing. The Chair and Vice Chair (or their designees) will review and create a synopsis for the closed session meeting.
- **On September 19** – During closed session: Commissioners to review and discuss performance evaluation. Open session to follow; Chair reports on whether the Executive Director had satisfactory performance, and the Board of Commissioners votes on any changes to the pay and contract, if known at that time. If changes to pay and contract are not known at that time, any changes would be brought to the October meeting.

Respectfully submitted,

Vanessa Cooper  
Executive Director





# Housing Authority of the City of Alameda

PHONE (510) 747-4300  
FAX (510) 522-7848  
TDD (510) 522-8367

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701 Atlantic Avenue • Alameda, California 94501-2161

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To: Honorable Chair and  
Members of the Board of Commissioners

From: Vanessa M. Cooper  
Executive Director

Prepared By: Janet Basta, Director of Human Resources and Operations

Date: August 15, 2018

Re: Adopt the Resolution to Revise the Employer's Contributions for Eligible Employees' Health and Dental/Vision Care, to Provide a Cost of Living Wage Increase for All Eligible Regular and Contract Resident Employees, and to Adopt the Corresponding Pay Schedule and Salary Schedule

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## BACKGROUND

The last cost of living salary increase for line staff and managers was 4.0% effective July 1, 2017.

At the August 17, 2016 Board of Commissioners meeting the Board approved a resolution to adopt a flat rate employer contribution to health insurance premiums for calendar year 2017 to align with the Kaiser health plan rate, which the Housing Authority has used as the benchmark plan. The flat rate was set at the employee+2 or more premium level, and included both the minimum Public Employees' Medical and Hospital Care Act (PEMHCA) contribution and an additional contribution to the agency Section 125 (Cafeteria) plan for active employees. The Board also approved a flat rate contribution set at the employee+2 or more dental insurance premium that can be used towards dental and vision insurance.

## DISCUSSION

### COLA

The Bay Area consumer price index (CPI) for all consumers increased 3.9% for the period from June 2017 to June 2018 (the same month-to-month period used when determining last year's increase). This year's CPI increased more than in the past three years (2.3% in 2015, 2.7% in 2016 and 3.5% in 2017) due primarily to increases in the cost of energy and shelter (housing). AHA management believes we should provide a salary adjustment to allow our employees' compensation to keep up with the increase in the cost of goods, and recommends granting a minimum of a 3.0% salary increase. At present, 50% of regular employees are at the top of the



Honorable Chair and Members  
of the Board of Commissioners

August 15, 2018

range for their position and are therefore not eligible for a step increase, and resident manager staff only receive a pay rate increase if a COLA is granted, so a COLA will provide compensation for the increased cost of goods and services. Additionally, a COLA will allow the salary ranges in general to increase which will aid AHA in staying competitive when recruiting for new employees. A 3% increase was budgeted for in the current FY budget that was approved in June 2018, and funds are therefore available to provide for a 3% COLA should the Board wish to provide this to staff.

In 2015 and 2016, the Board elected to round the CPI up and provided a 3% COLA each year, and in 2017, the Board elected to round the CPI up and provided a 4% COLA. This year, management is bringing two options for the Board for consideration: a 3% COLA and a 3.9% COLA (at the CPI with no rounding). Should the Board wish to grant the 3.9% COLA, the additional cost to salary to do so is approximately \$48,196 for the fiscal year.

If a COLA is granted by the Board of Commissioners, it will be retroactive to July 1, 2018, the start of the current fiscal year. All regular (either full or part-time, though no regular AHA employees are currently part-time) employees and contract resident/assistant resident manager employees would be eligible for the COLA. Temporary and non-resident contract employees are not eligible for a COLA. Y-Rated employees are also not eligible for a COLA increase; no current AHA employees are Y-Rated, however.

Exhibits #1 and #2 include wage figures with a 3% COLA applied. Exhibit #1 is AHA's proposed Pay Schedule that shows the wage ranges assigned to all positions (titles) within the Agency, whether or not those positions are currently budgeted and included in the Schedule of Authorized Positions. Exhibit #2 is the overall Salary Schedule which shows all 60 wage ranges in the salary structure; note that many of the ranges do not have any positions assigned to them. Exhibits #3 and #4 provide the same information with a 3.9% COLA applied. Exhibit #5 is the Schedule of Authorized Positions that was approved in June with the current FY budget, and is attached for reference and information purposes only.

This year, two salary levels are shown for Resident Manager staff; the higher level is included to allow the agency to compensate those Resident Manager staff who have taken on some additional duties that Resident Manager II staff have, such as collection of rent, but are at smaller properties and/or have assumed a limited set of additional duties. Also of note, on January 1, 2019, the minimum wage in the state of California will increase from \$11.00 per hour to \$12.00 per hour; a revised Pay Schedule will be brought to the Board in late 2018 reflecting this change as it will impact Resident and Assistant Resident Manager pay rates.

The Executive Director salary is not assigned a range, as other regular positions are. This salary is shown on the Pay Schedules at two levels only: the current salary with the corresponding COLA applied, and a 5% salary increase to those levels should the Board elect to grant a salary increase at the time of the Executive Director's annual review.

#### Benefits Contributions

In 2016, the Board adopted a number of changes to the AHA benefits plan to ensure compliance with the Public Employees' Medical and Hospital Care Act (PEMHCA) as well as with other new



Honorable Chair and Members  
of the Board of Commissioners

August 15, 2018

regulations under the Affordable Care Act and various IRS guidelines regulating the use of Cafeteria (Section 125) Plans. The primary change was to adopt a flat-rate approach to the employer contribution for active, regular employees, as opposed to a contribution based on the level of dependent enrollment. This memo assumes that the Board will wish to continue with this approach, which was adopted again in 2017.

When the budget for the current fiscal year was presented to and adopted by the Board, the amounts budgeted for health and dental benefits allowed for the flat rate Employee+2 or more level of coverage with a 7.5% increase in the employer contribution (over the 2018 actual employer contribution) for all regular employees for health insurance, and 5.0% increase in the employer contribution (over the actual 2018 employer contribution) for dental insurance. PERS has announced the health insurance premiums for 2019, and the Kaiser Employee+2 or more premium decreased by 1.5%. The budgeted amount is therefore more than adequate to provide up to the Employee+ 2 or more rate of \$1997.45 per month beginning in January 2019. This employer contribution level provides employees who wish to cover two or more dependents both an HMO (Kaiser) and a PPO option that can be elected with no out-of-pocket cost; if other plans are elected, some out of pocket cost may be required depending on the number of dependents enrolled.

Management is recommending authorization for an employer contribution equivalent to up to a 7% increase in dental premiums (the same % increase approved in August 2016 and August 2017). Last year, dental rates increased 3.0%. While a 5% increase to employer contribution was budgeted, allowing for a slightly higher increase in premiums will afford the Agency some flexibility should rates come in slightly above the projected 5% increase, without requiring employees to make small monthly contributions. The difference in premium between a 5% and a 7% increase is approximately \$60.00 per employee per year, or less than \$3500.00 in total costs per year. This increase can also be accommodated within the approved budget as described below. Additionally, as in past years, if actual 2019 premiums are less than the approved amount, the employer contribution is set at a maximum of the actual 2019 Employee+2 or more dependent rate.

The accompanying resolution outlines the 2019 PEMHCA minimum contribution AHA is required to contribute towards health costs for employees and annuitants, plus proposed employer Cafeteria Plan contributions and cash back alternative payments for 2019. No change in the cash back alternative health coverage payment of \$230.00/month is proposed for the 2019 calendar year.

### FINANCIAL IMPACT

#### COLA

An overall cost of living (COLA) salary increase for all eligible staff and managers of 3.0% would cost approximately \$155,973 for the fiscal year. This amount was budgeted for in the 2018/19 budget. A COLA of 3.9% would add an additional \$48,196 for a total of \$204,169. The additional 0.9% is not budgeted for but likely can be accommodated in the budget due to the anticipated period of position vacancies (i.e. positions that are budgeted for but not yet filled).





Honorable Chair and Members  
of the Board of Commissioners

August 15, 2018

### Benefits Contributions

In the current budget, the flat rate approach was included for all employees (with the exception of Resident Manager contract employees who receive an employee-level contribution only) for both health and dental insurance. Additionally, an increase of 7.5% over the prior year contribution was incorporated for health insurance, and a 5% increase was incorporated for dental insurance. Health insurance rates have been received from CalPERS and, due to the reduction in Kaiser premiums, are less than the budgeted amount so a reduction in actual expenditures for health insurance is anticipated.

Last year, the Employer contribution to dental and/or vision insurance was set at a maximum of \$243.15/month, and the actual premium was \$234.06/month, so the full approved Employer contribution amount was not utilized. While a 5% overall increase was budgeted for in the current FY budget, allowing for an increase of up to 7% to the premium/employer contribution is able to be accommodated in the budget as not all employees elect the employee+2 dependent level or elect vision insurance (which can also be paid for with any unused dental contribution), and there will be savings in the benefits budget due to the lower than anticipated cost of health insurance. Please note that the actual dental insurance rates for 2019 will not be available until October or November, but management is requesting approval for the contribution to the Cafeteria Plan now for ease of administration. When rates are received, the actual contribution will be set at the 2019 dental premium as long as that level does not exceed 107% of the 2018 rate. AHA has traditionally paid the full cost of dental care, up to the full employee+2 or more level premium, and this is consistent with that approach.

### RECOMMENDATION

Adopt the Resolution to accept the 2019 employer contribution levels for eligible employees' health and dental care, to provide a cost of living wage increase for all eligible employees holding regular positions and contract Resident employees effective July 1, 2018, and to adopt the corresponding Pay Schedule and Salary Schedule.

Respectfully submitted,



Vanessa M. Cooper  
Executive Director

### Attachments: Exhibits

- Exhibit 1 Pay Schedule (based on a 3% COLA)
- Exhibit 2 Salary Schedule (based on a 3% COLA)
- Exhibit 3 Pay Schedule (based on a 3.9% COLA)
- Exhibit 4 Salary Schedule (based on a 3.9% COLA)
- Exhibit 5 Schedule of Authorized Positions approved in FY18-19 Budget
- Exhibit 6 Resolution



**HOUSING AUTHORITY OF THE CITY OF ALAMEDA  
PAY SCHEDULE FY 2018-2019 (with 3% COLA)**

Position Title	Salary Range	Effective Date	MONTHLY SALARY				
			Step 1	Step 2	Step 3	Step 4	Step 5
Custodian****	7	7/1/2018	\$ 4,132	\$ 4,338	\$ 4,556	\$ 4,783	\$ 5,023
Housing Assistant	8	7/1/2018	\$ 4,233	\$ 4,444	\$ 4,667	\$ 4,900	\$ 5,144
Accounting Technician	10	7/1/2018	\$ 4,444	\$ 4,667	\$ 4,900	\$ 5,144	\$ 5,402
Program Assistant	12	7/1/2018	\$ 4,667	\$ 4,900	\$ 5,144	\$ 5,402	\$ 5,672
Housing Specialist I	14	7/1/2018	\$ 4,900	\$ 5,144	\$ 5,402	\$ 5,672	\$ 5,956
Maintenance Technician I****	14	7/1/2018	\$ 4,900	\$ 5,144	\$ 5,402	\$ 5,672	\$ 5,956
Facilities Project Specialist	15	7/1/2018	\$ 5,023	\$ 5,273	\$ 5,537	\$ 5,814	\$ 6,104
Accounting Specialist (aka Senior Accounting Technician)	15	7/1/2018	\$ 5,023	\$ 5,273	\$ 5,537	\$ 5,814	\$ 6,104
Housing Specialist II	18	7/1/2018	\$ 5,402	\$ 5,672	\$ 5,956	\$ 6,253	\$ 6,567
Rent Stabilization Program Specialist	18	7/1/2018	\$ 5,402	\$ 5,672	\$ 5,956	\$ 6,253	\$ 6,567
Maintenance Specialist	18	7/1/2018	\$ 5,402	\$ 5,672	\$ 5,956	\$ 6,253	\$ 6,567
Maintenance Technician II****	20	7/1/2018	\$ 5,672	\$ 5,956	\$ 6,253	\$ 6,567	\$ 6,894
Executive Assistant	22	7/1/2018	\$ 5,956	\$ 6,253	\$ 6,567	\$ 6,894	\$ 7,240
Housing Specialist III	24	7/1/2018	\$ 6,253	\$ 6,567	\$ 6,894	\$ 7,240	\$ 7,601
Lead Maintenance Technician****	24	7/1/2018	\$ 6,253	\$ 6,567	\$ 6,894	\$ 7,240	\$ 7,601
Property Management Supervisor	26	7/1/2018	\$ 6,567	\$ 6,894	\$ 7,240	\$ 7,601	\$ 7,982
Housing Programs Supervisor	26	7/1/2018	\$ 6,567	\$ 6,894	\$ 7,240	\$ 7,601	\$ 7,982
Maintenance Supervisor	26	7/1/2018	\$ 6,567	\$ 6,894	\$ 7,240	\$ 7,601	\$ 7,982
Accounting Officer	28	7/1/2018	\$ 6,894	\$ 7,240	\$ 7,601	\$ 7,982	\$ 8,380
Management Analyst	32	7/1/2018	\$ 7,601	\$ 7,982	\$ 8,380	\$ 8,799	\$ 9,239
Project Manager	33	7/1/2018	\$ 7,791	\$ 8,181	\$ 8,589	\$ 9,019	\$ 9,471
Asset Manager	33	7/1/2018	\$ 7,791	\$ 8,181	\$ 8,589	\$ 9,019	\$ 9,471
Controller	36	7/1/2018	\$ 8,380	\$ 8,799	\$ 9,239	\$ 9,701	\$ 10,186
Program Manager	37	7/1/2018	\$ 8,589	\$ 9,019	\$ 9,471	\$ 9,944	\$ 10,441
Senior Project Manager	37	7/1/2018	\$ 8,589	\$ 9,019	\$ 9,471	\$ 9,944	\$ 10,441
Senior Management Analyst	37	7/1/2018	\$ 8,589	\$ 9,019	\$ 9,471	\$ 9,944	\$ 10,441
Director of Housing Programs	43	7/1/2018	\$ 9,944	\$ 10,441	\$ 10,963	\$ 11,511	\$ 12,087
Director of Property Operations	43	7/1/2018	\$ 9,944	\$ 10,441	\$ 10,963	\$ 11,511	\$ 12,087
Director of Rent Stabilization	43	7/1/2018	\$ 9,944	\$ 10,441	\$ 10,963	\$ 11,511	\$ 12,087
Director of HR and Operations	47	7/1/2018	\$ 10,963	\$ 11,511	\$ 12,087	\$ 12,691	\$ 13,325
Director of Housing and Community Development	47	7/1/2018	\$ 10,963	\$ 11,511	\$ 12,087	\$ 12,691	\$ 13,325
Director of Finance	50	7/1/2018	\$ 11,792	\$ 12,382	\$ 13,001	\$ 13,651	\$ 14,333
Deputy Executive Director	54	7/1/2018	\$ 13,001	\$ 13,651	\$ 14,333	\$ 15,049	\$ 15,802
Executive Director**	N/A	7/1/2018	\$ 20,413	\$ 21,434			
Resident Manager II****	N/A	7/1/2018	\$ 27.85/hour				
Resident Manager****	N/A	7/1/2018	\$ 11.36/hour	\$15.00/hour			
Assistant Resident Manager****	N/A	7/1/2018	\$ 11.36/hour				
Resident Custodian***	N/A	7/1/2018	\$ 11.36/hour				

\*Two rates are applicable depending on assigned duties

\*\*Salary authorized by Board of Commissioners per Employment Agreement

\*\*\*\*Resident and Resident Custodian staff are paid a flat hourly rate; no range is applied

\*\*\*\*\*Indicates classification with 40 hour work week; other positions are based on 37-1/2 hour work week

Housing Authority of the City of Alameda
Salary Schedule
FY 2018-2019

Table with columns: FY 2019, 3% COLA, Salary Range #, Monthly Salary Range (Steps 1-5), Biweekly Salary Range (Steps 1-5), Hourly Salary Range (40) (Steps 1-5), Hourly Salary Range (37.5) (Steps 1-5). Rows 1-60.

**HOUSING AUTHORITY OF THE CITY OF ALAMEDA  
PAY SCHEDULE FY 2018-2019 (with 3.9% COLA)**

Position Title	Salary Range	Effective Date	MONTHLY SALARY				
			Step 1	Step 2	Step 3	Step 4	Step 5
Custodian****	7	7/1/2018	\$ 4,168	\$ 4,376	\$ 4,596	\$ 4,825	\$ 5,067
Housing Assistant	8	7/1/2018	\$ 4,270	\$ 4,483	\$ 4,708	\$ 4,943	\$ 5,189
Accounting Technician	10	7/1/2018	\$ 4,483	\$ 4,708	\$ 4,943	\$ 5,189	\$ 5,449
Program Assistant	12	7/1/2018	\$ 4,708	\$ 4,943	\$ 5,189	\$ 5,449	\$ 5,722
Housing Specialist I	14	7/1/2018	\$ 4,943	\$ 5,189	\$ 5,449	\$ 5,722	\$ 6,008
Maintenance Technician I****	14	7/1/2018	\$ 4,943	\$ 5,189	\$ 5,449	\$ 5,722	\$ 6,008
Facilities Project Specialist	15	7/1/2018	\$ 5,067	\$ 5,319	\$ 5,585	\$ 5,865	\$ 6,158
Accounting Specialist (aka Senior Accounting Technician)	15	7/1/2018	\$ 5,067	\$ 5,319	\$ 5,585	\$ 5,865	\$ 6,158
Housing Specialist II	18	7/1/2018	\$ 5,449	\$ 5,722	\$ 6,008	\$ 6,308	\$ 6,624
Rent Stabilization Program Specialist	18	7/1/2018	\$ 5,449	\$ 5,722	\$ 6,008	\$ 6,308	\$ 6,624
Maintenance Specialist	18	7/1/2018	\$ 5,449	\$ 5,722	\$ 6,008	\$ 6,308	\$ 6,624
Maintenance Technician II****	20	7/1/2018	\$ 5,722	\$ 6,008	\$ 6,308	\$ 6,624	\$ 6,955
Executive Assistant	22	7/1/2018	\$ 6,008	\$ 6,308	\$ 6,624	\$ 6,955	\$ 7,303
Housing Specialist III	24	7/1/2018	\$ 6,308	\$ 6,624	\$ 6,955	\$ 7,303	\$ 7,668
Lead Maintenance Technician****	24	7/1/2018	\$ 6,308	\$ 6,624	\$ 6,955	\$ 7,303	\$ 7,668
Property Management Supervisor	26	7/1/2018	\$ 6,624	\$ 6,955	\$ 7,303	\$ 7,668	\$ 8,052
Housing Programs Supervisor	26	7/1/2018	\$ 6,624	\$ 6,955	\$ 7,303	\$ 7,668	\$ 8,052
Maintenance Supervisor	26	7/1/2018	\$ 6,624	\$ 6,955	\$ 7,303	\$ 7,668	\$ 8,052
Accounting Officer	28	7/1/2018	\$ 6,955	\$ 7,303	\$ 7,668	\$ 8,052	\$ 8,453
Management Analyst	32	7/1/2018	\$ 7,668	\$ 8,052	\$ 8,453	\$ 8,876	\$ 9,320
Project Manager	33	7/1/2018	\$ 7,859	\$ 8,252	\$ 8,664	\$ 9,098	\$ 9,554
Asset Manager	33	7/1/2018	\$ 7,859	\$ 8,252	\$ 8,664	\$ 9,098	\$ 9,554
Controller	36	7/1/2018	\$ 8,453	\$ 8,876	\$ 9,320	\$ 9,786	\$ 10,275
Program Manager	37	7/1/2018	\$ 8,664	\$ 9,098	\$ 9,554	\$ 10,031	\$ 10,532
Senior Project Manager	37	7/1/2018	\$ 8,664	\$ 9,098	\$ 9,554	\$ 10,031	\$ 10,532
Senior Management Analyst	37	7/1/2018	\$ 8,664	\$ 9,098	\$ 9,554	\$ 10,031	\$ 10,532
Director of Housing Programs	43	7/1/2018	\$ 10,031	\$ 10,532	\$ 11,059	\$ 11,612	\$ 12,192
Director of Property Operations	43	7/1/2018	\$ 10,031	\$ 10,532	\$ 11,059	\$ 11,612	\$ 12,192
Director of Rent Stabilization	43	7/1/2018	\$ 10,031	\$ 10,532	\$ 11,059	\$ 11,612	\$ 12,192
Director of HR and Operations	47	7/1/2018	\$ 11,059	\$ 11,612	\$ 12,192	\$ 12,802	\$ 13,442
Director of Housing and Community Development	47	7/1/2018	\$ 11,059	\$ 11,612	\$ 12,192	\$ 12,802	\$ 13,442
Director of Finance	50	7/1/2018	\$ 11,895	\$ 12,490	\$ 13,115	\$ 13,770	\$ 14,458
Deputy Executive Director	54	7/1/2018	\$ 13,115	\$ 13,770	\$ 14,458	\$ 15,181	\$ 15,940
Executive Director**	N/A	7/1/2018	\$ 20,591	\$ 21,621			
Resident Manager II****	N/A	7/1/2018	\$ 28.09/hour				
Resident Manager * ****	N/A	7/1/2018	\$ 11.46/hour	\$15.00/hour			
Assistant Resident Manager****	N/A	7/1/2018	\$ 11.46/hour				
Resident Custodian****	N/A	7/1/2018	\$ 11.46/hour				

\*Two rates are applicable depending on assigned duties

\*\*Salary authorized by Board of Commissioners per Employment Agreement

\*\*\*Resident and Resident Custodian staff are paid a flat hourly rate; no range is applied

\*\*\*\*Indicates classification with 40 hour work week; other positions are based on 37-1/2 hour work week

Housing Authority of the City of Alameda
Salary Schedule
FY 2018-2019

Exhibit #4

Table with columns for Salary Range #, Monthly Salary Range (Steps 1-5), Biweekly Salary Range (Steps 1-5), Hourly Salary Range (40) (Steps 1-5), and Hourly Salary Range (37.5) (Steps 1-5). Rows represent salary ranges from 1 to 60.

**Housing Authority of the City of Alameda**  
**Schedule of Authorized Positions**  
**July 1, 2018**

Exhibit 5

Department/Position Title	Approved 8/16/17	2018-19 Approved 6/20/18	Year on Year
	Approved FTE 2018	Approved FTE 2019	Difference
<b>Administration Department</b>			
Executive Director	1.00	1.00	
Deputy Executive Director	1.00	1.00	
Director of HR and Operations	1.00	1.00	
Executive Assistant	1.00	1.00	
Senior Management Analyst	1.00	1.00	
Management Analyst	2.00	2.00	
Program Assistant	1.00	1.00	
Sub-total	8.00	8.00	0.00
<b>Finance Department</b>			
Director of Finance	1.00	1.00	
Controller	1.00	1.00	
Accounting Officer (See Note C)	1.00	1.00	
Accounting Specialist (See Note E)	2.00	2.00	
Sub-total	5.00	5.00	0.00
<b>Housing Programs Department</b>			
Director of Housing Programs	1.00	1.00	
Housing Programs Supervisor	2.00	2.00	
Housing Specialist III	1.00	1.00	
Housing Specialist I & II (See Note B)	8.00	7.00	
Housing Assistant	2.00	2.00	
Sub-total	14.00	13.00	-1.00
<b>Property Operations Department</b>			
Director of Property Operations	1.00	1.00	
Property Management Supervisor	1.00	1.00	
Housing Specialist I/II (See Note B)	1.00	2.00	
Maintenance Supervisor	1.00	1.00	
Lead Maintenance Technician	0.00	0.00	
Maintenance Technician I & II (See Note B)	6.00	6.00	
Maintenance Specialist	1.00	1.00	
Custodian	1.00	0.00	
Resident Manager I and II (See Notes A and B)	5.20	4.13	
Assistant Resident Manager (See Note A)	1.00	0.50	
Sub-total	18.20	16.63	-1.57
<b>Housing and Community Development Department</b>			
Director of Housing and Community Development	1.00	1.00	
Senior Project Manager	1.00	1.00	
Project Manager	2.00	2.00	
Asset Manager	1.00	1.00	
Management Analyst (See Note F)	1.00	2.00	
Facilities Project Specialist	1.00	0.00	
Program Assistant	0.00	1.00	
Sub-total	7.00	8.00	1.00
<b>Rental Stabilization Department (See note D)</b>			
Director of Rent Stabilization	1.00	1.00	
Management Analyst	2.00	1.00	
Rental Stabilization Program Specialist	3.00	3.00	
Program Assistant	1.00	1.00	
Sub-total	7.00	6.00	-1.00
<b>Total</b>	<b>59.20</b>	<b>56.63</b>	<b>-2.57</b>

Note A: Resident employees are contracted employees and are required to reside on-site at assigned Housing Authority complexes. Each Resident employee has an individual at will employment contract.

Note B: Positions at the I and II levels are combined as a total count to allow for flexibility in staffing.

Note C: Position may be renamed or filled at a lower level.

Note D: Second Management Analyst moved to HCD. Minor title changes were made in this department.

Note E: Title change to reflect internal and market norms.

Note F: This position was moved from Rent Program to HCD.

## HOUSING AUTHORITY OF THE CITY OF ALAMEDA

*Resolution No. \_\_\_\_\_*

TO REVISE THE EMPLOYER CONTRIBUTION FOR  
HOUSING AUTHORITY EMPLOYEES' HEALTH CARE BENEFIT  
EFFECTIVE JANUARY 1, 2019, AND  
THE EMPLOYER CONTRIBUTION FOR EMPLOYEES' DENTAL/VISION BENEFIT  
EFFECTIVE JANUARY 1, 2019, AND  
PROVIDE A COST OF LIVING WAGE INCREASE EFFECTIVE JULY 1, 2018, AND  
ADOPT THE CORRESPONDING PAY AND SALARY SCHEDULES

**WHEREAS**, the Housing Authority of the City of Alameda desires to establish a benefits package for all employees that will attract and retain competent staff; and

**WHEREAS**, it is the intent of the Housing Authority to continue to provide the PEMHCA minimum contribution to employees and retirees for health care, with additional contributions for active employees contributed to the Agency Cafeteria Plan; and

**WHEREAS**, the Consumer Price Index for San Francisco Bay Area has increased by 3.9 percent;

**NOW, THEREFORE, BE IT RESOLVED**, that effective January 1, 2019, the Housing Authority will contribute a monthly dollar amount towards employees' health care as follows:

For all enrolled employees and annuitants: The 2019 PEMHCA minimum contribution of \$136.00.

In addition to the PEMHCA statutory minimum contribution, the Housing Authority will contribute the following amounts to the Agency Cafeteria Plan:

General, management and confidential employees receive the following contributions, which are designated as health flex contributions, no portion of which may be taken in cash or directed to other non-health benefits:

A flat amount based on the Employee+2 or more dependents level of coverage with the maximum Employer contribution to the Cafeteria Plan set at \$1861.45.

Employees with proof of Alternative Group Health Coverage may opt out and receive cash back in the amount of \$230 per month. Employees eligible for any cash-in-lieu benefit, must provide the following in order to receive the cash-in-lieu: (1) proof that the employee and all individuals for whom the employee intends to claim a personal exemption deduction ("tax family"), have or will have minimum essential coverage through another source (other than coverage in the individual market, whether or not obtained through Covered California) for the plan year to which the opt out arrangement applies ("opt out period"); and (2) the employee must sign an attestation that the employee and his/her tax family have or will have such minimum essential coverage for the opt out period. An employee must provide the attestation every plan year at open

enrollment or within 30 days after the start of the plan year. The opt-out payment cannot be made and AHA will not in fact make payment if the employer knows that the employee or tax family member doesn't have such alternative coverage, or if the conditions in this paragraph are not otherwise satisfied.

**NOW, THEREFORE, BE IT FURTHER RESOLVED**, that effective January 1, 2019, the Housing Authority will contribute a maximum monthly dollar amount to the Agency Cafeteria Plan for general, management and confidential employees of:

A Flat amount of up to \$250.44 regardless of dependent enrollment status for dental and/or vision insurance, or the actual 2019 dental premium for Employee+2 or more dependents coverage, whichever is less.

**NOW, THEREFORE, BE IT FURTHER RESOLVED**, that effective July 1, 2018, all Housing Authority regular employees (positions) and contracted Resident employees (positions) will receive a: 3.0 percent wage increase (Option #1) OR a 3.9 percent wage increase (Option #2) as outlined on the attached pay and salary schedules.

Board Approved Option: \_\_\_\_\_ #1 (3%) or \_\_\_\_\_ #2 (3.9%)

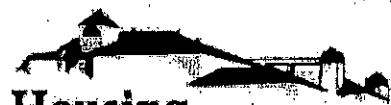
**NOW, THEREFORE, BE IT FURTHER RESOLVED**, that on August 15, 2018, the Housing Authority will adopt the revised Pay Schedule and Salary Schedule effective July 1, 2018 that corresponds to the COLA option selected above.

ATTEST:

\_\_\_\_\_  
Vanessa M. Cooper  
Secretary

\_\_\_\_\_  
John McCahan, Vice Chair  
Board of Commissioners





# Housing Authority of the City of Alameda

PHONE (510) 747-4300

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701 Atlantic Avenue • Alameda, California 94501-2161

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To: Honorable Chair and  
Members of the Board of Commissioners

From: Vanessa M. Cooper  
Executive Director

Prepared By: Tonya Schuler-Cummins, Senior Management Analyst

Date: August 15, 2018

Re: Resolution Certifying the Data Submitted for the Section 8 Management  
Assessment Program for FY 2017-2018

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## BACKGROUND

The U.S. Department of Housing and Urban Development (HUD) has instituted the Section 8 Management Assessment Program (SEMAP) to measure housing authorities' performance in key program areas.

The Housing Authority is required to submit an annual SEMAP certification online after the Board of Commissioners has adopted a resolution certifying that the data to be submitted is accurate. The online certification must be submitted within 60 days of the end of its fiscal year. The information contained in this report covers fiscal year July 1, 2017 to June 30, 2018. This report provides information on the Housing Authority's performance, mirroring the online certification form, and provides assurance that there is no evidence of serious deficiencies. HUD will use the information and other data to assess the Authority's management capabilities and deficiencies, and to assign an overall performance rating for the Housing Authority's Section 8 Housing Choice Voucher program.

HUD will independently assess the Housing Authority's performance using annual audit reports, monthly Multi-Family Tenant Characteristics System (MTCS) reports sent to HUD online, other certifications provided by the Housing Authority, and other sources. HUD will provide written notification of the Authority's rating on each SEMAP indicator, the overall score, and the overall performance rating. HUD rates all housing authorities according to the following systems:

90 percent or higher	=	High Performer
61 to 89 percent	=	Standard Performer
60 percent or lower	=	Troubled Performer



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**For Fiscal Year 2017-2018, the Housing Authority expects to receive a rating as a High Performer.**

Any indicator receiving a rating of zero is considered to be a SEMAP deficiency. The Housing Authority must correct any such deficiency within 45 days. If the deficiency is not corrected as required, the Housing Authority must submit a written corrective action plan to HUD within 30 days.

#### DISCUSSION

The Housing Authority of the City of Alameda has completed its annual SEMAP Self-Certification for the fiscal year beginning July 1, 2017, and ending June 30, 2018, as required by 24 CFR 985.101. The review process was started in May 2018, but was primarily performed in June and July by the management of the Housing Programs Department (Director of Housing Programs and two Housing Programs Supervisor) who reviewed documentation. All work was then reviewed by a contract employee. The Senior Management Analyst randomly selected the required sample files for each indicator. The utility allowance, payment standard, and lease-up indicators were completed by the Management Analyst team. Data for indicators 9-12 is based upon HUD's PIC/Multi-Family Tenant Characteristic System as of June 30, 2018.

#### Indicator 1: Selection from the Waiting List

This indicator addresses whether the Housing Authority has written policies in its Administrative Plan for selecting applicants from the waiting list and whether these policies are followed. During the past fiscal year, the Housing Authority processed 22 new admissions to the Housing Choice Voucher program (17 project-based, 3 mod rehab, and 2 Family Unification Program). The reviewer randomly selected and reviewed five files of applicants who were selected and admitted to determine that all preferences were verified, all were selected properly, and all were admitted or denied in accordance with the Administrative Plan. Then the reviewer pulled a sample which included applicants who reached the top of the waiting list and were either admitted or not admitted (five files reviewed) to determine if all preferences were correctly given and verified in accordance with the Administrative Plan. **The Authority expects to receive all 15 rating points for this indicator.**

#### Indicator 2: Reasonable Rent

This indicator measures whether the Housing Authority has developed and implemented a written procedure to determine and document that the rent to the owner for each unit is reasonable, based on current rents for comparable unassisted units: (1) at the time of initial leasing; (2) when there is an increase in rent to the owner; and (3) at the Housing Assistance Payment (HAP) contract anniversary if there is a decrease of five percent in the published fair market rent (FMR) in effect 60 days before the HAP contract anniversary. During this audit period, there was not a decrease to any of the FMRs.



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To review and document rent reasonableness, staff uses the EZ-RRD program from the Nelrod Company, a national Housing Choice Voucher and Public Housing program consultant, which compiles and utilizes rent comparables on an ongoing basis, taking into account location, size, type, quality and age of the units and the amenities, housing services, maintenance and utilities provided by property owners. For AHA-owned units under a Housing Assistance Payment contract, rent reasonableness must be established by an independent entity; AHA contracts with Oakland Housing Authority for this service.

The reviewer's quality control sample of 26 files that needed a rent reasonableness review determined that required rent reasonableness documentation was present in 96% of the files. **The Authority expects to receive 15 of the 20 possible points for this indicator.**

#### Indicator 3: Determination of Adjusted Income

This indicator shows whether, at the time of admission and annual reexamination, the Housing Authority verifies and correctly determines adjusted annual income for each assisted family and uses the appropriate utility allowance for the unit in determining gross rent where the family is responsible for utilities under the lease.

The reviewer randomly selected and reviewed a quality control sample of 26 files and determined that annual income, utility allowance and HAP amount were correctly calculated and verified in at least 80% of the sample. **The Housing Authority expects to receive 15 of 20 possible points for this indicator.**

#### Indicator 4: Utility Allowance Schedule

This indicator measures whether the Housing Authority maintains an up-to-date utility allowance schedule. The Housing Authority contracts annually with the Nelrod Company to review and update utility rate data. The Nelrod Company prepared and provided updated data in February 2018 and as a result a new utility schedule was adopted for actions completed effective June 1, 2018. **The Housing Authority expects to receive all five points for this indicator.**

#### Indicator 5: Housing Quality Control Inspections

This indicator shows whether the Director of Housing Programs or other qualified person re-inspected a sample of units under contract during the fiscal year. The Housing Authority was required to re-inspect a sample of 26 or more units. Qualified staff from the Housing Authority conducted 44 quality control inspections. **The Housing Authority expects to receive all five points for this indicator.**



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Indicator 6: Housing Quality Standards Enforcement

This indicator measures whether, for units that fail a Housing Quality Standards inspection, life-threatening deficiencies are corrected within 24 hours of inspection and all other cited deficiencies are corrected within 30 calendar days of the inspection, or, if not corrected, Housing Assistance payments (HAP) are abated no later than the first day of the month following the correction period in the case of property owner-caused deficiencies, or program assistance is terminated in the case of tenant-caused deficiencies or repeated no-shows. Based on the number of failed inspections (652), a sample of 17 units was required for random selection and review. The reviewer selected and reviewed 17 sample files from among failed HQS inspections. In all samples deficiencies were corrected, HAP was abated, and/or clients were processed for program termination in accordance with HUD regulations. **The Housing Authority expects to receive all 10 points for this indicator.**

Indicator 7: Expanding Housing Opportunities

This indicator, for PHAs within metropolitan FMR areas, shows whether the Housing Authority has adopted and implemented a written policy to encourage participation of owners of units located outside of areas of poverty or minority concentration. The Housing Authority's Administrative Plan includes such a policy. Based on the most recent Census data, taken as a whole, Alameda can be characterized as an area of low-poverty and low minority concentration, and program participants are widely dispersed throughout the community.

Housing Authority staff vigorously pursue ways to attract new property owners and to retain current property owners with units in all areas of the city to the Housing Choice Voucher program. Staff is trained to handle phone calls from prospective new landlords, and interested property owners are sent a "New Landlord Packet" that includes information about the Housing Choice Voucher program and the Housing Authority. The voucher issuance briefing session covers general information and property owner-provided unit listings for all areas of Alameda. The Housing Authority continues to expand the number and range of units made available to eligible families through the Project Based Voucher program to provide additional opportunities for low income families receiving housing assistance and through the landlord incentive program.

The reviewer reviewed support documentation for each section applicable under this indicator and affirmed that the documentation supports the Housing Authority's affirmative certifications for this indicator. **The Housing Authority expects to receive all five points for this indicator.**

Indicator 8: Fair Market Rents and Payment Standards

This indicator shows whether the PHA has adopted a payment standard schedule that establishes voucher payment standard amounts by unit size for each FMR area in the PHA jurisdiction and, if applicable, separate payment standard amounts by unit size for a PHA-designated part of an FMR area, which do not exceed 110% of the current



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applicable published FMRs and which are not less than 90% of the current applicable published FMRs (unless a higher or lower payment standard amount is approved by HUD).

During this fiscal year, there were two different payment standards in effect at different times for the project-based voucher program. From July 1, 2017 to November 1, 2017, the payment standards established May 2, 2017 were in effect. Payment standards were changed effective November 2, 2017 for the project-based voucher program. For the Housing Choice Voucher program, the payment standards established October 2, 2016 were in effect. These payment standards were reviewed with the new 2017 FMRs; however, the FMRs did not require any changes to the payment standards.

During the fiscal year being reviewed, all Payment Standards for the different unit sizes were within HUD's acceptable range of 90 to 110 percent of the standard 40<sup>th</sup> percentile FMRs. **The Housing Authority expects to receive all five points for this indicator.**

*[Ratings for the next five indicators will be determined by the Multi-Family Tenant Characteristic System (MTCS) based on regular reports submitted to HUD by the Housing Authority.]*

#### Indicator 9: Annual Reexaminations

A HUD report available in the Multi-Family Tenant Characteristic System indicates that 98 percent of annual re-certifications were reported on time. **The Housing Authority expects to receive all 10 points for this indicator.**

#### Indicator 10: Correct Tenant Rent Calculations

This indicator examines whether the family's share of rent to owner was calculated correctly. MTCS shows that 100 percent of tenant rents were calculated correctly. **The Authority expects to receive all five points for this indicator.**

#### Indicator 11: Pre-contract HQS Inspections

This indicator shows whether newly leased units passed Housing Quality Standards inspections prior to the execution date of the Housing Assistance Contract. The MTCS report shows that 100 percent of units leased passed inspection prior to lease-up. **The Authority expects to receive all five points.**

#### Indicator 12: Annual HQS Inspections

This indicator shows whether the Housing Authority inspected each unit under contract at least annually. MTCS indicates that 100 percent of annual inspections were conducted within the required time frame. The HUD field office did notify the Housing Authority that "annually" in this question is now expanded to include "biennially." The certification form has not yet been updated, but the regulation contained on the form has been updated. The actual certification is "The PHA inspects each unit under



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contract at least annually. (24 CFR 982.405(a))." The regulation at 24 CFR 982.405(a) only requires a biennial inspection. **The Housing Authority expects to receive all ten points for this indicator.**

#### Indicator 13: Lease-Up

This indicator determines if the Housing Authority has executed Housing Assistance Contracts on behalf of eligible families for the number of units the Housing Authority has under budget for at least one year. In order to receive the full 20 points for this indicator, the Housing Authority must achieve a lease-up rate of 98 percent and/or expend over 98% of its HAP budget authority under the ACC during the prior calendar year which ended on or before the fiscal year being reported. If the Housing Authority achieves 95% on either of the above benchmarks, the Housing Authority could obtain partial points of 15 points. The Housing Authority expended 115.3% of its HAP budget under the ACC during the fiscal year. **The Housing Authority expects to receive 20 of the 20 possible points for this indicator.**

#### Indicator 14: Family Self-Sufficiency

This indicator applies only to housing authorities required to administer the mandatory Family Self-Sufficiency (FSS) program. The Housing Authority has re-established an FSS program on a voluntary basis, and therefore this indicator does not apply to the Housing Authority.

#### Indicator 15: Deconcentration Bonus

This indicator does not currently apply to the Housing Authority as a requirement. This is required starting with the second full fiscal year following initial use of payment standards based on the FMR set at the 50<sup>th</sup> percentile rent. The Housing Authority only used payment standards above 100 percent of the 50<sup>th</sup> percentile from September 2, 2015 to April 1, 2016. This indicator is based upon the number of families with children living in or moving to low-poverty census tracts. In order to claim these points, one of three conditions must be met. The first condition is that at least half of Section 8 families with children must live in a census tract identified as low-poverty (below 10 percent of families are below the poverty level). As of June 30, 2018, only 49 percent of families with children lived in a census tract identified as low-poverty. The second condition is that the percent of families with children moving within the jurisdiction is at least two percentage points higher than the percent of all families with children who reside in low poverty census tracts. The percentage of families with children who moved into a low poverty census tract was only 42 percent. The third condition is if the percentage of families with children who have moved over the last two years is at least two percentage points higher than the percent of families at the end of FY2016 who lived in low poverty census tracts. The percentage of moving families who relocated in a low poverty census tract was only 34%, which was not two percentage points higher than the FY2016 total of 37%. A review of the data available indicates that in Alameda,



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11 of 16 census tracts are defined as "low-poverty." This number is down from 12 the year before. **The Housing Authority expects to not receive any bonus points.**

Total Points:

**For Fiscal Year 2017-2018, the Housing Authority expects to receive 125 of 135 possible points (92.6%) for a rating of High Performer.**

FINANCIAL IMPACT

There is no direct financial impact, but failing to submit the report could result in sanctions and other actions by HUD.

RECOMMENDATION

Adopt the resolution certifying the Section Eight Management Assessment Program data contained in this report and authorize the Executive Director to submit the data, resolution, and supporting documentation to HUD.

Respectfully submitted,



Vanessa M. Cooper  
Executive Director

Attachments:      Resolution  
                         HUD Form 52648



# Section 8 Management Assessment Program (SEMAP) Certification

U.S. Department of Housing and Urban Development  
Office of Public and Indian Housing

OMB Approval No. 2577-0215- (exp. 02/29/2020)

Public reporting burden for this collection of information is estimated to average 12 hours per response, including the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. This agency may not conduct or sponsor, and you are not required to respond to, a collection of information unless it displays a currently valid OMB control number.

This collection of information is required by 24 CFR sec 985.101 which requires a Public Housing Agency (PHA) administering a Section 8 tenant-based assistance program to submit an annual SEMAP Certification within 60 days after the end of its fiscal year. The information from the PHA concerns the performance of the PHA and provides assurance that there is no evidence of seriously deficient performance. HUD uses the information and other data to assess PHA management capabilities and deficiencies, and to assign an overall performance rating to the PHA. Responses are mandatory and the information collected does not lend itself to confidentiality.

**Instructions** Respond to this certification form using the PHA's actual data for the fiscal year just ended.

PHA Name	For PHA FY Ending (mm/dd/yyyy)	Submission Date (mm/dd/yyyy)
Housing Authority of the City of Alameda	06/30/2018	08/16/2018

Check here if the PHA expends less than \$300,000 a year in Federal awards

Indicators 1 - 7 will not be rated if the PHA expends less than \$300,000 a year in Federal awards and its Section 8 programs are not audited for compliance with regulations by an independent auditor. A PHA that expends less than \$300,000 in Federal awards in a year must still complete the certification for these indicators.

**Performance Indicators**

1. Selection from the Waiting List. (24 CFR 982.54(d)(1) and 982.204(a))

(a) The PHA has written policies in its administrative plan for selecting applicants from the waiting list.

PHA Response Yes  No

(b) The PHA's quality control samples of applicants reaching the top of the waiting list and of admissions show that at least 98% of the families in the samples were selected from the waiting list for admission in accordance with the PHA's policies and met the selection criteria that determined their places on the waiting list and their order of selection.

PHA Response Yes  No

2. Reasonable Rent. (24 CFR 982.4, 982.54(d)(15), 982.158(f)(7) and 982.507)

(a) The PHA has and implements a reasonable written method to determine and document for each unit leased that the rent to owner is reasonable based on current rents for comparable unassisted units (i) at the time of initial leasing, (ii) before any increase in the rent to owner, and (iii) at the HAP contract anniversary if there is a 5 percent decrease in the published FMR in effect 60 days before the HAP contract anniversary. The PHA's method takes into consideration the location, size, type, quality, and age of the program unit and of similar unassisted units, and any amenities, housing services, maintenance or utilities provided by the owners.

PHA Response Yes  No

(b) The PHA's quality control sample of tenant files for which a determination of reasonable rent was required shows that the PHA followed its written method to determine reasonable rent and documented its determination that the rent to owner is reasonable as required for (check one):

PHA Response  At least 98% of units sampled  80 to 97% of units sampled  Less than 80% of units sampled

3. Determination of Adjusted Income. (24 CFR part 5, subpart F and 24 CFR 982.516)

The PHA's quality control sample of tenant files shows that at the time of admission and reexamination, the PHA properly obtained third party verification of adjusted income or documented why third party verification was not available; used the verified information in determining adjusted income; properly attributed allowances for expenses; and, where the family is responsible for utilities under the lease, the PHA used the appropriate utility allowances for the unit leased in determining the gross rent for (check one):

PHA Response  At least 90% of files sampled  80 to 89% of files sampled  Less than 80% of files sampled

4. Utility Allowance Schedule. (24 CFR 982.517)

The PHA maintains an up-to-date utility allowance schedule. The PHA reviewed utility rate data that it obtained within the last 12 months, and adjusted its utility allowance schedule if there has been a change of 10% or more in a utility rate since the last time the utility allowance schedule was revised.

PHA Response Yes  No

5. HQS Quality Control Inspections. (24 CFR 982.405(b))

A PHA supervisor (or other qualified person) reinspected a sample of units during the PHA fiscal year, which met the minimum sample size required by HUD (see 24 CFR 985.2), for quality control of HQS inspections. The PHA supervisor's reinspected sample was drawn from recently completed HQS inspections and represents a cross section of neighborhoods and the work of a cross section of inspectors.

PHA Response Yes  No

6. HQS Enforcement. (24 CFR 982.404)

The PHA's quality control sample of case files with failed HQS inspections shows that, for all cases sampled, any cited life-threatening HQS deficiencies were corrected within 24 hours from the inspection and, all other cited HQS deficiencies were corrected within no more than 30 calendar days from the inspection or any PHA-approved extension, or, if HQS deficiencies were not corrected within the required time frame, the PHA stopped housing assistance payments beginning no later than the first of the month following the correction period, or took prompt and vigorous action to enforce the family obligations for (check one):

PHA Response  At least 98% of cases sampled  Less than 98% of cases sampled



7. Expanding Housing Opportunities. (24 CFR 982.64(d)(5), 982.153(b)(3) and (b)(4), 982.301(a) and 983.301(b)(4) and (b)(12)).  
**Applies only to PHAs with jurisdiction in metropolitan FMR areas.**  
 Check here if not applicable

(a) The PHA has a written policy to encourage participation by owners of units outside areas of poverty or minority concentration which clearly delineates areas in its jurisdiction that the PHA considers areas of poverty or minority concentration, and which includes actions the PHA will take to encourage owner participation.

PHA Response Yes  No

(b) The PHA has documentation that shows that it took actions indicated in its written policy to encourage participation by owners outside areas of poverty and minority concentration.

PHA Response Yes  No

(c) The PHA has prepared maps that show various areas, both within and neighboring its jurisdiction, with housing opportunities outside areas of poverty and minority concentration; the PHA has assembled information about job opportunities, schools and services in these areas; and the PHA uses the maps and related information when briefing voucher holders.

PHA Response Yes  No

(d) The PHA's information packet for voucher holders contains either a list of owners who are willing to lease, or properties available for lease, under the voucher program, or a list of other organizations that will help families find units and the list includes properties or organizations that operate outside areas of poverty or minority concentration.

PHA Response Yes  No

(e) The PHA's information packet includes an explanation of how portability works and includes a list of neighboring PHAs with the name, address and telephone number of a portability contact person at each.

PHA Response Yes  No

(f) The PHA has analyzed whether voucher holders have experienced difficulties in finding housing outside areas of poverty or minority concentration and, where such difficulties were found, the PHA has considered whether it is appropriate to seek approval of exception payment standard amounts in any part of its jurisdiction and has sought HUD approval when necessary.

PHA Response Yes  No

8. Payment Standards. The PHA has adopted current payment standards for the voucher program by unit size for each FMR area in the PHA jurisdiction and, if applicable, for each PHA-designated part of an FMR area, which do not exceed 110 percent of the current applicable FMR and which are not less than 90 percent of the current FMR (unless a lower percent is approved by HUD). (24 CFR 982.503)

PHA Response Yes  No

Enter current FMRs and payment standards (PS)

0-BR FMR	1540	1-BR FMR	1855	2-BR FMR	2329	3-BR FMR	3219	4-BR FMR	3946
PS	1578	PS	1895	PS	2390	PS	3318	PS	3824

If the PHA has jurisdiction in more than one FMR area, and/or if the PHA has established separate payment standards for a PHA-designated part of an FMR area, attach similar FMR and payment standard comparisons for each FMR area and designated area.

9. Annual Reexaminations. The PHA completes a reexamination for each participating family at least every 12 months. (24 CFR 982.516)

PHA Response Yes  No

10. Correct Tenant Rent Calculations. The PHA correctly calculates tenant rent in the rental certificate program and the family rent to owner in the rental voucher program. (24 CFR 982, Subpart K)

PHA Response Yes  No

11. Precontract HQS Inspections. Each newly leased unit passed HQS inspection before the beginning date of the assisted lease and HAP contract. (24 CFR 982.305)

PHA Response Yes  No

12. Annual HQS Inspections. The PHA inspects each unit under contract at least annually. (24 CFR 982.405(a))

PHA Response Yes  No

13. Lease-Up. The PHA executes assistance contracts on behalf of eligible families for the number of units that has been under budget for at least one year.

PHA Response Yes  No

14a. Family Self-Sufficiency Enrollment. The PHA has enrolled families in FSS as required. (24 CFR 984.105)  
**Applies only to PHAs required to administer an FSS program.**

Check here if not applicable

PHA Response

a. Number of mandatory FSS slots (Count units funded under the FY 1992 FSS incentive awards and in FY 1993 and later through 10/20/1998. Exclude units funded in connection with Section 8 and Section 23 project-based contract terminations; public housing demolition, disposition and replacement; HUD multifamily property sales; prepaid or terminated mortgages under section 236 or section 221(d)(3); and Section 8 renewal funding. Subtract the number of families that successfully completed their contracts on or after 10/21/1998.)


or, Number of mandatory FSS slots under HUD-approved exception

b. Number of FSS families currently enrolled

c. Portability: If you are the initial PHA, enter the number of families currently enrolled in your FSS program, but who have moved under portability and whose Section 8 assistance is administered by another PHA

Percent of FSS slots filled (b + c divided by a)

14b. Percent of FSS Participants with Escrow Account Balances. The PHA has made progress in supporting family self-sufficiency as measured by the percent of currently enrolled FSS families with escrow account balances. (24 CFR 984.305)  
Applies only to PHAs required to administer an FSS program.

Check here if not applicable

PHA Response Yes  No

Portability: If you are the initial PHA, enter the number of families with FSS escrow accounts currently enrolled in your FSS program, but who have moved under portability and whose Section 8 assistance is administered by another PHA

**Deconcentration Bonus Indicator** (Optional and only for PHAs with jurisdiction in metropolitan FMR areas).

The PHA is submitting with this certification data which show that:

- (1) Half or more of all Section 8 families with children assisted by the PHA in its principal operating area resided in low poverty census tracts at the end of the last PHA FY;
- (2) The percent of Section 8 mover families with children who moved to low poverty census tracts in the PHA's principal operating area during the last PHA FY is at least two percentage points higher than the percent of all Section 8 families with children who resided in low poverty census tracts at the end of the last PHA FY;
- or
- (3) The percent of Section 8 mover families with children who moved to low poverty census tracts in the PHA's principal operating area over the last two PHA FYs is at least two percentage points higher than the percent of all Section 8 families with children who resided in low poverty census tracts at the end of the second to last PHA FY.

PHA Response Yes  No  If yes, attach completed deconcentration bonus indicator addendum.

I hereby certify that, to the best of my knowledge, the above responses under the Section 8 Management Assessment Program (SEMAP) are true and accurate for the PHA fiscal year indicated above. I also certify that, to my present knowledge, there is not evidence to indicate seriously deficient performance that casts doubt on the PHA's capacity to administer Section 8 rental assistance in accordance with Federal law and regulations.

**Warning:** HUD will prosecute false claims and statements. Conviction may result in criminal and/or civil penalties. (18 U.S.C. 1001, 1010, 1012; 31 U.S.C. 3729, 3802)

Executive Director, signature

Chairperson, Board of Commissioners, signature

Date (mm/dd/yyyy) 08/15/2018

Date (mm/dd/yyyy) 08/15/2018

The PHA may include with its SEMAP certification any information bearing on the accuracy or completeness of the information used by the PHA in providing its certification.

## SEMAP Certification - Addendum for Reporting Data for Deconcentration Bonus Indicator

Date (mm/dd/yyyy) 08/15/2018PHA Name Housing Authority of the City of AlamedaPrincipal Operating Area of PHA City of Alameda  
(The geographic entity for which the Census tabulates data)

**Special Instructions for State or regional PHAs.** Complete a copy of this addendum for each metropolitan area or portion of a metropolitan area (i.e., principal operating areas) where the PHA has assisted 20 or more Section 8 families with children in the last completed PHA FY. HUD will rate the areas separately and the separate ratings will then be weighted by the number of assisted families with children in each area and averaged to determine bonus points.

1990 Census Poverty Rate of Principal Operating Area 9.6

### Criteria to Obtain Deconcentration Indicator Bonus Points

To qualify for bonus points, a PHA must complete the requested information and answer yes for only one of the 3 criteria below. However, State and regional PHAs must always complete line 1) b for each metropolitan principal operating area.

- 1) 299 a. Number of Section 8 families with children assisted by the PHA in its principal operating area at the end of the last PHA FY who live in low poverty census tracts. A low poverty census tract is a tract with a poverty rate at or below the overall poverty rate for the principal operating area of the PHA, or at or below 10% whichever is greater.
- 616 b. Total Section 8 families with children assisted by the PHA in its principal operating area at the end of the last PHA FY.
- 49.00 c. Percent of all Section 8 families with children residing in low poverty census tracts in the PHA's principal operating area at the end of the last PHA FY (line a divided by line b).
- Is line c 50% or more? Yes  No
- 2) 52.00 a. Percent of all Section 8 families with children residing in low poverty census tracts in the PHA's principal operating area at the end of the last completed PHA FY.
- 8 b. Number of Section 8 families with children who moved to low poverty census tracts during the last completed PHA FY.
- 19 c. Number of Section 8 families with children who moved during the last completed PHA FY.
- 42.00 d. Percent of all Section 8 mover families with children who moved to low poverty census tracts during the last PHA fiscal year (line b divided by line c).
- Is line d at least two percentage points higher than line a? Yes  No
- 3) 37.00 a. Percent of all Section 8 families with children residing in low poverty census tracts in the PHA's principal operating area at the end of the second to last completed PHA FY.
- 13 b. Number of Section 8 families with children who moved to low poverty census tracts during the last two completed PHA FYs.
- 38 c. Number of Section 8 families with children who moved during the last two completed PHA FYs.
- 34.00 d. Percent of all Section 8 mover families with children who moved to low poverty census tracts over the last two completed PHA FYs (line b divided by line c).
- Is line d at least two percentage points higher than line a? Yes  No

If one of the 3 criteria above is met, the PHA may be eligible for 5 bonus points.

See instructions above concerning bonus points for State and regional PHAs.

HOUSING AUTHORITY OF THE CITY OF ALAMEDA

*Resolution No.* \_\_\_\_\_

CERTIFYING THE DATA SUBMITTED  
FOR THE SECTION 8 MANAGEMENT ASSESSMENT PROGRAM

**WHEREAS**, the Section 8 Management Assessment Program (SEMAP) will enable the U.S. Department of Housing and Urban Development (HUD) to measure public housing authority performance in key Section 8 Housing Choice Voucher program areas and to ensure program integrity and accountability by identifying management capabilities and deficiencies; and

**WHEREAS**, SEMAP results may be utilized by the Board of Commissioners, to understand more comprehensively the Housing Authority's program operations; and

**WHEREAS**, the Housing Authority gathered and, hereby submits data to HUD to participate in the SEMAP process; and

**WHEREAS**, the Board of Commissioners of the Housing Authority of the City of Alameda has reviewed the data collected for submission to HUD for the fiscal year ending June 30, 2018, and has found the data to be an accurate reflection of the Housing Authority's performance.

**NOW THEREFORE, BE IT RESOLVED** by the Board of Commissioners of the Housing Authority of the City of Alameda, that it hereby certifies the accuracy of the data for the fiscal year ending June 30, 2018, and directs that the data be submitted to HUD.

ATTEST:

\_\_\_\_\_  
Vanessa M. Cooper  
Secretary

\_\_\_\_\_  
John McCahan, Vice Chair  
Board of Commissioners

Adopted: \_\_\_\_\_



**Housing  
Authority of the City of Alameda**

PHONE (510) 747-4300  
FAX (510) 522-7848  
TDD (510) 522-8467

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701 Atlantic Avenue • Alameda, California 94501-2161

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To: Honorable Chair and  
Members of the Board of Commissioners

From: Vanessa M. Cooper, Executive Director

Date: August 15, 2018

Re: Nominate and Elect Officers of the Board of Commissioners

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**BACKGROUND**

Section 4 of the Rules and Procedures of the Housing Authority state: "The Chair and Vice Chair shall be elected by the Board of Commissioners from its membership at the first meeting after July 1 of each year when the Commission is fully constituted."

**DISCUSSION**

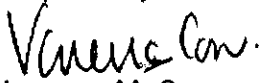
The election of new officers should take place. The nomination and election process must be open according to provisions of the Brown Act; secret ballot voting is not permitted.

The Board adopted a practice of the Housing Commission to appoint an ADHOC committee to recommend a slate of candidates for an election to be held. The Board authorized the Executive Director to appoint this committee at its May 16, 2018 meeting. The committee is prepared to announce a recommended slate of candidates for the offices of Chair and Vice Chair.

**RECOMMENDATION**

Accept the Board committee's recommendations to nominate and elect a Chair and Vice Chair of the Board of Commissioners.

Respectfully submitted,

  
Vanessa M. Cooper  
Executive Director





**Housing  
Authority of the City of Alameda**

PHONE (510) 747-4300  
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701 Atlantic Avenue • Alameda, California 94501-2161

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To: Honorable Chair and Members of the Board of Commissioners  
From: Vanessa M. Cooper, Executive Director  
Date: August 15, 2018  
RE: Review and Provide Feedback on the Draft Strategic Plan

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**BACKGROUND**

In early 2018, the Board approved the start of a strategic planning process to create a high level, 3-year strategic plan for the agency. In collaboration with senior management, staff, and community partners, the attached draft plan was produced through a series of meetings, a strategic planning committee, a Board retreat, in person interviews, and online surveys conducted by community members.

**DISCUSSION**

The attached strategic plan is in draft form and has placeholder sections for design and photographs. A full design layout will be completed once the text is finalized. The Board is asked to provide feedback on the draft report at the August 15, 2018 Board meeting.

Board members and the public may also submit written comments no later than August 31, 2018 via email to Executive Assistant Valerie Mondo at [vmondo@alamedahsg.org](mailto:vmondo@alamedahsg.org). (Board members reminded not to copy others or to engage in prohibited conversation with their fellow Board members to ensure compliance with the Brown Act.) A final version of the strategic plan will be provided for approval at a later Board of Commissioners meeting.

Once the strategic plan is approved, staff will rework our current 2-year work plan to meet the goals outlined in the strategic plan. The Board will review the success of the Housing Authority of the City of Alameda against the strategic plan at least every six months. It is important to note that the goals here are ambitious and depend on a number of factors, including the need for full agency staffing, federal, local and agency funds to finance the initiatives, and that these goals are subject to a constantly changing housing, economic and policy environment.

FINANCIAL IMPACT

The Board will be asked as part of the annual budget process to approve the required funds to fully implement the strategic plan. Staff expects to have some limited printing costs for the full color version which can be met from the 2018-19 approved budget.

RECOMMENDATION

Review and provide feedback on the Draft Strategic Plan.

Respectfully submitted,




Vanessa Cooper  
Executive Director

# Targeting Sustainability & Operational Excellence

**STRATEGIC PLAN 2019-2021**  
**THE HOUSING AUTHORITY OF THE CITY OF ALAMEDA**



  
**Housing  
Authority of the City of Alameda**

701 Atlantic Avenue • Alameda, CA 94501 • (510) 747-5300 • [www.alamedahsg.org](http://www.alamedahsg.org)





# *Strategic Plan*

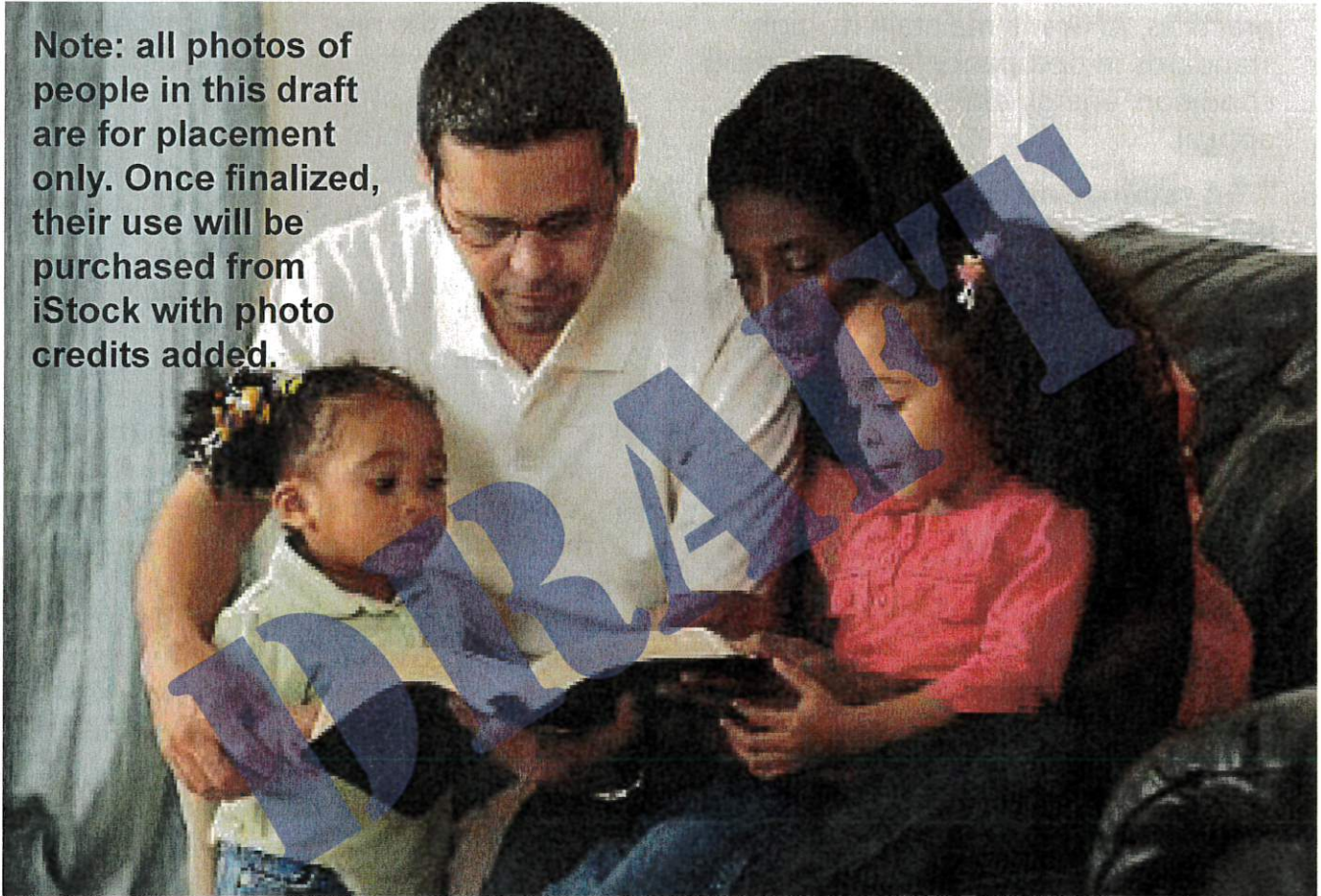
**2019-2021**

## **EXECUTIVE SUMMARY**

The Housing Authority of the City of Alameda (AHA) is a Public Housing Agency, whose work is governed by numerous internal plans to ensure that AHA operates its programs effectively in accordance with regulations and sound business practice. This Strategic Plan supplements AHA administrative plan and departmental work plans and is intended to set out overarching goals.

Affordable housing is one of the most pressing issues facing San Francisco Bay Area communities, and the City of Alameda, with AHA's help, is moving forward to address this issue. AHA's goals for the coming three years focus on themes of sustainability and operational excellence.

Note: all photos of people in this draft are for placement only. Once finalized, their use will be purchased from iStock with photo credits added.



## Specifically, AHA has four strategic goals:

1. **AHA is financially prepared for future challenges.** Over the next three years, the AHA will adopt and measure key performance metrics to track financial performance of the authority. It will review the long term operation of all of its programs to maximize support to Alameda low income families, while meeting regulatory requirements and minimizing cross-subsidy between programs. AHA will secure funding for its pipeline of affordable housing developments and complete these projects in a cost-effective and timely manner. AHA will create strategic Asset Management plans for each of its existing properties and the Board will also adopt policies and plans for pension liability and organizational reserves.
2. **AHA uses its resources efficiently.** In order to operate in a sustainable manner, AHA will make use of technology and consider contracting out some functions to make best use of available resources. Over the next three years, the authority will further automate accounting systems, and seek to implement on-line tenant and landlord services to make working with AHA as convenient as possible. AHA will review policies and procedures across programs to improve efficiencies, set common standards and adopt best

practices. AHA will maintain its high standards in occupancy levels, property condition, energy efficiency and curb appeal.

3. **AHA retains and recruits excellent staff.** Stakeholder surveys and interviews indicated an appreciation of the knowledge and abilities of AHA's current staff. To maintain this strength AHA will seek to make improvements to staff workspace, continue to provide robust training and cross-training for staff, and foster an environment of appreciation, acknowledgement, and constructive feedback. AHA will seek to hire from within where appropriate and will stay abreast of compensation standards in the field.
4. **AHA works with community partners to optimize affordable housing and services for the Alameda community.** To strengthen and expand its partner-

ships over the next three years, AHA will continue to engage stakeholders in discussion of AHA's long-term real estate development strategy, including options for addressing the housing crisis by serving households at 60-120% area median income.

AHA will collaborate with homeless housing service providers to successfully implement plans to house the formerly homeless at the North Housing site. Staff will conduct an outreach program with multiple community stakeholders to flesh out the vision for the North Housing site. The authority will recruit and retain landlords in the Housing Choice Voucher program and will explore new partners for enhanced resident services when feasible. AHA will create communication tools and evaluate strategies needed to tell AHA's story and promote AHA's mission.



**Ground breaking for Everett Commons**

## Introduction

Since its inception in 1940, the Housing Authority of the City of Alameda (AHA) has not operated in a more daunting environment. The shortage of affordable housing in the Bay Area impacts daily life on so many fronts. Young people cannot afford a home in the communities where they grew up; many employers cannot fill positions because candidates are not willing to relocate to such a high cost area. Traffic jams abound due to long commutes from home to work.

The impact of the housing shortage and climbing rents for AHA is that its exemplary Housing Choice Voucher program does not stretch as far as it used to, landlords are harder to recruit and retain, tens of thousands of applicants are clamoring to get on waiting lists for AHA's housing developments, and the docket for settling landlord-tenant disputes is more challeng-

ing than ever. The authority works hard to obtain more resources to provide housing for more people hit by the crisis and to manage the resources it has as efficiently and effectively as possible.

In this high stress environment, AHA reaffirms its commitment to excellent customer service. We strive to provide caring, professional service to all our residents, program participants, prospective residents and participants.

Our knowledgeable, dedicated staff is a critically important resource in fulfilling AHA's mission. AHA further increases its impact by partnering with the City of Alameda and with many service providers. In the next three years, AHA will continuously implement best practices to be an excellent public employer and community partner.



**Eagle Avenue Family Housing**



## Who We Are

AHA serves the island city of Alameda, a community with a population just under 80,000, adjacent to Oakland and east of San Francisco, California. The U.S. Navy had an important presence in the city until the Alameda Naval Air Station was decommissioned in 1997. Creative reuse of military buildings and plans for new construction, including affordable housing, are in progress.

The authority has a staff of over 50, manages assets of \$94 million and has an annual budget of \$40 million, \$26 million of which is for the Housing Choice Voucher

program. AHA is the city's leader in providing a comprehensive array of affordable housing solutions. Its responsibilities extend beyond those of a typical housing authority to meet the unique needs of its community.

- AHA is a well-regarded public housing authority. It is governed by federal law and follows highly structured policies and procedures to maintain its standing with the U.S. Department of Housing & Urban Development. AHA is considered to be a "medium-sized" housing authority, administering approximately

1,500 housing choice vouchers, and HUD has consistently rated AHA a "high performer." In 2017-18 AHA successfully competed to obtain 55 additional VASH vouchers specifically for supportive housing for veterans.

- AHA adeptly manages many of the City of Alameda's housing programs. Though legally separate from the city government since 2012, the city has chosen AHA to manage key housing programs such as the CDBG/HOME Programs, housing rehab programs, Rent Program, and the Inclusionary Housing/ Below Market Rate (BMR) Loan program. For example, approximately \$1.1 million dollars were awarded to service

providers, public works projects, and residential rehabs through the CDBG program this past year.

- AHA is a skilled housing developer and thoughtful long-term owner. AHA uses the Low-Income Housing Tax Credit program and other funding sources to build new affordable housing, directly and in partnership with other developers. AHA has recently expanded its role in directly developing housing, applying for and receiving funding for its first Low-Income Housing Tax Credit project in 2016; Littlejohn Commons (31 senior units) will be completed in Summer 2018. AHA's second tax credit project, Everett Commons, (20 family units) is



expected to be complete during winter 2018-19. Staff stays abreast of other funding sources, changes to program requirements, and other policy decisions that impact affordable housing development. AHA's own real estate portfolio houses approximately 600 families in fourteen properties. Over 200 more families are housed in properties developed by AHA in partnership with local nonprofits. AHA manages most of the AHA-owned sites while some are contracted to third-party management. All sites have social services provided by one or more third-party contractors, including LifeSTEPS, Boys and Girls Club of Alameda, Alameda Point Collaborative, Building Futures with Women and Children, and the Alameda Food Bank.

- AHA is collaboratively building a new neighborhood. The North Housing site gives AHA a unique opportunity to plan and develop 12.5 acres of land for much needed affordable housing. The site's 'public benefit conveyance' requires several partners —AHA, Alameda Point Collaborative, and Building Futures—to construct 90 units of permanent supportive housing on a portion of the site. Once land is transferred, AHA and its partners will undertake a master

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**Once land is transferred, AHA and its partners will undertake a master planning process to lay out the interior roads and parcels as well as envision the types and locations of housing that will be built throughout the site.**

---



planning process to lay out the interior roads and parcels as well as envision the types and locations of housing that will be built throughout the site. North

Housing presents an opportunity to develop a large parcel of land near to transportation centers like the Main St. Ferry Terminal, shopping and job opportunities at Alameda Landing, Alameda Point, and the new Estuary Park.

- AHA is broadening its role in solving the housing crisis. AHA is unique among public housing authorities nationwide in that it administers the

City of Alameda Rent Stabilization Program which provides rent increase and termination protections to approximately 15,000 rental households of all incomes in the City of Alameda.



## VISION, MISSION and GUIDING PRINCIPLES

### Our Vision

The Housing Authority of the City of Alameda shall continue to be recognized for creatively seeking ways to expand the availability of affordable housing throughout Alameda, for caring professional staff, and for excellent service provided fairly to all.

### Our Mission

The Housing Authority of the City of Alameda, in partnership with the entire community, advocates and provides quality, affordable, safe housing; encourages self-sufficiency; and strengthens community inclusiveness and diversity in housing.

### Our Guiding Principles

- Our services, policies and staff considerations shall reflect AHA's value for inclusiveness, diversity and culturally sensitive services.
- Our goals will be achieved by ongoing collaboration with customers and community partners.
- We strive to be the best medium-sized housing authority on the West Coast, learning from and measuring ourselves against our peers and our industry, and sharing our experiences.



## STRATEGIC PLANNING PROCESS

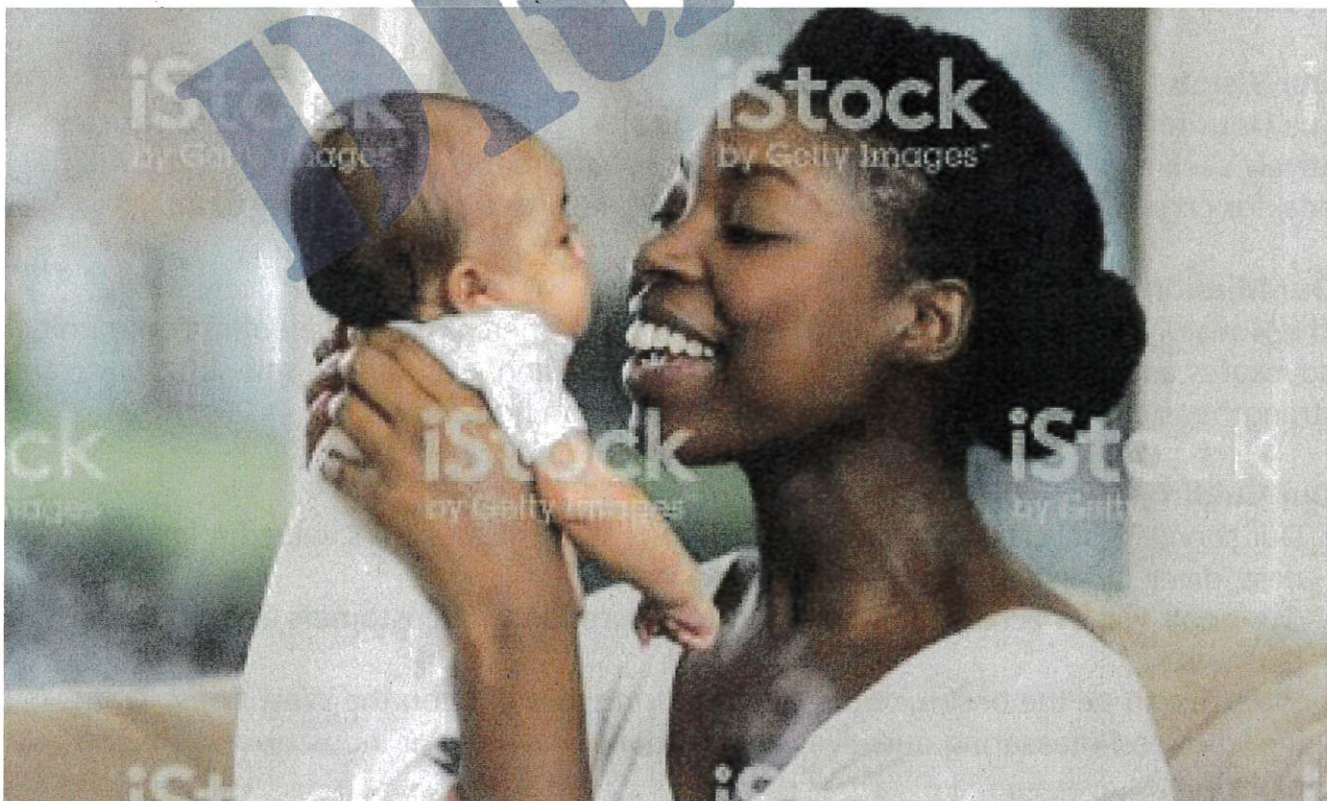
AHA undertook a strategic planning process in order to develop a roadmap with measurable objectives and outcomes to sustain AHA's current operations in a challenging operational environment. The resulting plan will direct AHA's role in meeting the growing need for affordable housing in the City over the next three years. Guidance throughout the process was provided by the Board, senior leadership, and a cross-departmental strategic planning committee.

Planning consultants Cathy Craig and Judy Weber worked with the committee to design a staff survey, plus interview and survey AHA's stakeholders to gather information about AHA's strengths, challenges, opportunities and threats. The Board of

Commissioners, senior managers, and committee members then participated in a daylong retreat to review the survey results, discuss emerging themes, and flesh out priority goals.

As a public housing authority, AHA submits Five-Year Plans and annual updates to HUD. Additionally, AHA sets out its operating policies and procedures in its Administrative Plan.

The AHA Board of Commissioners reviews two-year operating budgets and a detailed two-year work plan covering each department and program. This Strategic Plan does not replace any of the other plans, rather it is intended to set out overarching goals that guide AHA's work.





## THREE-YEAR STRATEGIC PRIORITIES

AHA's three-year goals focus on themes of sustainability and operational excellence. As one participant put it, "if we focus on sustainability and excellent operations, exemplary program services will flow from that." AHA has four strategic goals:

- Goal One:** AHA is financially prepared for future challenges
- Goal Two:** AHA uses its resources efficiently
- Goal Three:** AHA retains and recruits excellent staff
- Goal Four:** AHA works with community partners to optimize affordable housing and services for the Alameda community

**Goal One: AHA is financially prepared for future challenges.** The federal government has not increased funding for the Housing Choice Voucher program nationally, despite massive rent increases. Furthermore, regulations are continually changing. Both of these mean constant adjustments for the local program. AHA anticipates ongoing uncertainty on this front. Fortunately, AHA has other sources of revenue and is not completely dependent on federal funding. Assembling financing for AHA's new housing developments is very challenging because of escalating construction costs, and AHA is continuously challenged to provide the best, most cost-effective property

management and services for its residents. Over the next three years, AHA will assess all its potential resources and prepare for future challenges as follows:

- Adopt a dashboard of key performance metrics to track financial performance.
- Review the long term operation of the HCV program to maximize support to Alameda's low income families and meet federal regulations while reducing its dependency on subsidy from other AHA programs. Continue to manage the short-term cash flow needs of the HCV program.
- Secure funding for AHA's pipeline of affordable housing developments and complete these projects in a cost-effective and timely manner . Explore creative options for managing costs of housing

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**As one participant put it, "if we focus on sustainability and excellent operations, exemplary program services will flow from that."**

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production going forward.

- Review the long-term operations of the Property Management functions in the light of future refinancing and rehabilitation. Monitor and manage the short-term and long-term cash flow needs of the properties.
- Continue the Family Self-Sufficiency program as long as HUD provides funding.
- Prepare strategic Asset Management Plans for AHA-owned properties, including Independence Plaza .
- Create pension liabilities policy and adopt a plan for funding this liability.
- Create an organizational reserves policy.

#### **Measures of success:**

- AHA receives budgeted developer fees from completed projects.
- AHA assembles financing to redevelop Rosefield Village.
- Asset Management Plans are in place for all AHA-owned properties.
- The HCV program operates with less than 20% annual subsidy from other programs by 2020.
- Property budgets are operating within norms for similar housing authority managed properties in California.
- The Board of Commissioners adopts a pension funding policy and plan.
- The Board of Commissioners adopts an organizational reserves policy and monitors its implementation.



**Goal Two: AHA uses its resources efficiently.** This goal is also related to financial sustainability. In order to operate in a sustainable manner, AHA will make use of technology and consider outsourcing to make best use of available financial and human resources. Over the next three years, AHA will:

- Automate accounting systems, thereby freeing up staff for higher level analytical tasks.
- Implement on-line tenant and landlord services to make working with AHA as convenient as possible and reduce staff time spent on processing.
- Review policies and procedures across programs to improve efficiencies, set

common standards and adopt best practices.

- Rehabilitate AHA's properties in accordance with the Board-approved capital improvements based on portfolio capital needs assessments to maintain AHA' high standards in occupancy levels, property condition, energy efficiency and curb appeal.
- Analyze the option of applying for "Moving to Work" status as a Public Housing Agency .
- Fine tune AHA's best practices by visiting other housing authorities and affordable housing owners/managers to learn about their most innovative and impactful operating practices.

**Measures of success:**

- Staff reports effective communication across programs and departments.
- Adequate management staffing and systems are in place to manage and support staff at all levels and to operate programs effectively in accordance with regulation and mindful of relevant risks.
- AHA's residents are so satisfied in their homes that they choose not to apply to new AHA housing when it opens up.
- Properties perform successfully against balanced property budgets.

**Goal Three: AHA retains and recruits excellent staff.** Stakeholder surveys and interviews indicated an appreciation of the knowledge and abilities of AHA's current staff. They routinely attributed AHA's good reputation to these individuals. While AHA faces some limitations, it will use what methods it can to retain and recruit excellent staff over the next three

- years. Over the next three years, AHA will:
- Improve work space for staff, within certain financial and physical limitations.
  - Continue to provide robust training and cross-training for staff.
  - Foster an environment of appreciation, acknowledgement and constructive feedback.
  - Seek to hire from within where appropriate.
  - Conduct a job classification and compensation study to ensure AHA's total compensation package remains competitive in the marketplace.

**Measures of success:**

- High recruitment ratios (e.g. offer acceptance rate for candidates).
- Low non-retirement turnover rate for front-line staff.
- Low non-retirement turnover rate for management positions.
- High staff satisfaction rating.



Eagle Avenue Family Housing

**Goal Four: AHA works with community partners to optimize affordable housing and services for the Alameda community.** Affordable housing is one of the most pressing issues facing Bay Area communities, and the City of Alameda, with AHA's help, is moving forward to address this issue. The development of the North Housing site will be a high priority over the next three years and will require close collaboration with community partners. Opportunities to acquire or develop sites elsewhere on the island will be reviewed on a case by case basis. Community partners are essential to the achievement of AHA's mission. AHA will continually strengthen its relationship with the city's landlords, service providers, city government, and the general public to build support for doing more. To strengthen and expand its partnerships over the next three years, AHA will:

- Continue to engage board, staff and

community stakeholders in discussion of AHA's long-term real estate development strategy.

- Discuss options for addressing the housing crisis by serving households at 60-120% area median income.
- Collaborate with multiple partners to develop the vision for the entire North Housing site.
- Collaborate with homeless housing service providers to successfully implement a plan to house the formerly homeless at the North Housing site.
- Explore program enhancements and continue outreach to recruit and retain landlords in the HCV program.
- Assess gaps in resident services and explore new partners for enhanced services when feasible.
- Create appropriate communication tools and evaluate resources needed to tell AHA's story and promote AHA's mission.



**Measures of success:**

- Board of Commissioners reviews and adopts annual AHA Development Policy and Capital Improvement Budget.
- AHA’s Board of Commissioners and its partners approve Development Plan for North Housing homeless housing; Board of Commissioners approves asset management metrics for North Housing homeless housing.
- HCV landlords renew agreements with AHA when units become vacant.
- Staff presents a memo detailing the services available for AHA residents and program participants.
- Communications resources are included in AHA budget.

**EVALUATION AND UPDATES**

AHA’s ability to pursue all the actions outlined in this plan depends on full staffing, and in some cases, additional resources. This strategic plan will be reviewed and updated annually in the context of the resources available for the coming year.

The review will include an assessment of the accomplishments to date and discussion of lessons learned. After reviewing the strategic goals to determine if these remain the most relevant priorities, the Board of Commissioners may choose to extend the term of the plan so that it continues to have a three-year outlook.

**ACKNOWLEDGEMENTS**

Many individuals contributed their observations and ideas to this strategic plan. Along with the Executive Director Vanessa Cooper, the Board of Commissioners developed the project scope.

Thanks to:

Chair Kenji Tamaoki	Vice-Chair John McCahan	Commissioner Art Kurrasch
Commissioner Fayleen Allen	Commissioner Stuart Rickard	Commissioner Sandra Kay
Commissioner Brad Weinberg		

Thanks also to the Strategic Planning Committee. Commissioner Kay participated with Theresa Alster, Janet Basta, Joyce Boyd, Marco Calderon, Lisa Caldwell, Vanessa Cooper, Veronica Jefferson, Lynette Jordan, Gregory Kats, Kara Korbel, Tonya Schuler-Cummins, and Danielle Thoe to guide the process of information gathering, meetings, and format of the final plan. Members also lead small group discussions at the retreat.

AHA is especially grateful to its external stakeholders who responded to the on-line survey or took time to be interviewed by the planning consultants. Their input was vital to this planning process.

The Commissioners, and Strategic Planning Committee members spent a Saturday in late April taking stock of the stakeholder input, examining emerging themes and providing direction for the final strategic goals, actions and measures of success. Thank you all for your time and energy.