



# Housing Authority of the City of Alameda

PHONE (510) 747-4300  
FAX (510) 522-7848  
TTY/TRS 711

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701 Atlantic Avenue • Alameda, California 94501-2161

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## 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 3 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 (TTY/TRS: 711) or [jpolar@alamedahsg.org](mailto:jpolar@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, September 16, 2020 –**

**Closed Session – 6:00 p.m.**

**Regular Meeting – 7:00 p.m.**

**Closed Session Continued – 7:01 p.m. (Additional Time If Needed)**

## **LOCATION**

Pursuant to Executive Order Numbers N-29-20 and N-35-20 signed by Governor Gavin Newsom and guidance provided by legal counsel, a local legislative body, such as the Board of Commissioners is authorized to hold public meetings via teleconferencing and to make public meetings accessible telephonically or otherwise electronically to all members of the public seeking to observe and to address the local legislative body. All requirements in the Brown Act expressly or impliedly requiring the physical presence of members, the clerk or other personnel of the body, or the public as a condition of participation in or a quorum for a public meeting have been waived.

Public access to this meeting is available as follows:

### **Join Zoom Meeting:**

<https://zoom.us/j/93407679443?pwd=RStpdmR5VTVrejRob29FejBYRE8vUT09>



Meeting ID: 934 0767 9443

Passcode: 637803

One tap mobile

+16699009128,,93407679443#,,,,,0#,,637803# US (San Jose)

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Meeting ID: 934 0767 9443

Passcode: 637803

Find your local number: <https://zoom.us/j/93407679443>

Persons wishing to address the Board of Commissioners are asked to submit comments for the public speaking portion of the agenda as follows:

Send an email with your comment(s) to [jpolar@alamedahsg.org](mailto:jpolar@alamedahsg.org) and [vcooper@alamedahsg.org](mailto:vcooper@alamedahsg.org) prior to or during the Board of Commissioners meeting.

Call and leave a message at (510) 871-7435

### 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. Closed Session – 6:00 p.m. – Adjournment to Closed Session to Consider:
  - 3-A. Closed Session: Purpose: Executive Director evaluation for 2019-20
  - 3-B. Closed Session pursuant to Government Code Section 54956.8, Conference with Real Property Negotiators. Property: Assessor's Parcel Numbers 74-451-1-8; Authority Negotiators: Vanessa Cooper, Sylvia Martinez, and Cynthia Alvarez; Negotiating Parties Lincoln Avenue Capital LLC; Under Negotiation: Price and Terms of Payment.
  - 3-C. Closed Session: Purpose: Conference with legal counsel – anticipated litigation. Significant exposure to litigation pursuant to Government Code Section 54956.9(b): one potential case
4. Adjournment of Closed Session



5. RECONVENE REGULAR MEETING – 7:00 p.m.
6. Announcement of Action Taken in Closed Session, if any.
7. Public Comment (Non-Agenda)
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.
- 8-A. Approve Minutes of the Board of Commissioners Meeting held August 19, 2020 – **Page 1**
- 8-B. Accept the Monthly Overview Report for Operations/H.R./I.T. – **Page 7**
- 8-C. Accept the Monthly Overview Report for the Housing Programs Department – **Page 12**
- 8-D. Accept the Monthly Overview Report for the Alameda Rent Program – **Page 17**
- 8-E. Accept the Monthly Overview Report for Property Operations – **Page 20**
- 8-F. Accept the Monthly Overview Report for Housing Development – **Page 27**
- 8-G. Accept the Monthly Development Report for Rosefield Village – **Page 29**
- 8-H. Accept the Monthly Development Report for North Housing – **Page 32**
- 8-I. Accept the Monthly Overview Report on Procurement – **Page 35**
- 8-J. Accept the Finance and Budget Variance Report for July 1, 2020 – **Page 38**
- 8-K. Authorize the Executive Director to negotiate and sign the agreement with ATMA – **Page 58**
- 8-L. Authorize the Executive Director to Execute One or More Contracts and Expenditures for Temporary and Recruiting Services with the total Not to Exceed amount of \$300,000 with Robert Half International – **Page 67**
- 8-M. Authorize the Executive Director to Negotiate and Sign a Contract Extension with the John Stewart Company (JSCo) for Property Management Services for a Not to Exceed Amount of \$1,497,500 for a 5-Year Contract (3 Years with Two Optional 1-Year Renewals) – **Page 69**
- 8-N. Accept the Executive Director's update on the Delegation of Authority to the Executive Director, or Designee, to Exercise Emergency Powers During the Local Public Health Emergency – **Page 71**
- 8-O. Authorize the Executive Director or Designee to Negotiate and Enter into a Technology Consulting Services Agreement Between the Housing Authority and Techordia, LLC in the Amount Not To Exceed \$800,000 for 3 Years (Plus Two One-Year Renewal Options) – **Page 73**
- 8-P. Accept an Update of the 2018 Housing Authority Strategic Plan to September 1, 2020 and the Goals for 2020-21 – **Page 86**
9. AGENDA
- 9-A. Annual presentation by LifeSTEPS (10 min. presentation) – **N/A**
- 9-B. Adopt a Resolution to Adopt the Revised Schedule of Authorized Positions – **Page 107**
- 9-C. Approve Payment Standard Increases for the Section 8 Housing Choice Voucher program and for Project Based Vouchers effective December 2, 2020 – **Page 111**



- 9-D. Adopt the Resolution to Revise the Housing Authority's Conflict of Interest Code – **Page 114**
- 9-E Approve 2020-21 Goals for the Executive Director Previously Agreed Upon by the Board and Executive Director; Approve Minor Addition to the 2014 Contract with the Executive Director; Approve Pay Increase for Executive Director to Step 2 of Approved Pay Schedule – **Page 121**
10. ORAL COMMUNICATIONS, Non-Agenda (Public Comment)
11. COMMISSIONER COMMUNICATIONS, (Communications from the Commissioners)
12. CONTINUATION OF CLOSED SESSION OF HOUSING AUTHORITY BOARD OF COMMISSIONERS – IF NEEDED
13. Announcement of Action Taken in Closed Session, if any.
14. 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.







**Housing  
Authority of the City of Alameda**

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### **DRAFT MINUTES**

#### **REGULAR MEETING OF THE BOARD OF COMMISSIONERS HELD WENDESDAY, AUGUST 19, 2020**

Due to temporary changes in the Brown Act, a Zoom meeting link and call-in number were provided to the public.

The Board of Commissioners Meeting was called to order at 6:00 p.m. via a Zoom online conference call.

#### **PLEDGE OF ALLEGIANCE**

Did not take place as the Board of Commissioners Meeting took place via Zoom conference call.

#### **1. ROLL CALL - Board of Commissioners**

Present: Chair Kurrasch, Vice-Chair Tamaoki, Commissioner Grob, Commissioner Hadid, Commissioner Rickard

Absent: Commissioner Kay and Commissioner Weinberg

#### **2. Public Comment (Non-Agenda)**

None.

Chair Kurrasch announced that the Board of Commissioners will take the Closed Session items in the following order:

Closed Session Item, 3-A

Closed Session Item, 3-B

Closed Session Item, 3-C

#### **3. Closed Session – 6:00 p.m. – Adjournment to Closed Session to Consider:**

- 3-A. Closed Session: Purpose: Conference with legal counsel – anticipated litigation. Significant exposure to litigation pursuant to Government Code Section 54956.9(b): two potential cases.



3-B. Closed Session pursuant to Government Code Section 54956.8, Conference with Real Property Negotiators. Property: Assessor's Parcel Numbers 74-451-1-8; Authority Negotiators: Vanessa Cooper, Sylvia Martinez and Cynthia Alvarez; Negotiating Parties Lincoln Avenue Capital LLC; Under Negotiation: Price and Terms of Payment.

3-C. Closed Session pursuant to Government Code Section 54956.8, Conference with Real Property Negotiators. Property: Assessor's Parcel Numbers 70-184-15; Authority Negotiators: Vanessa Cooper, Sylvia Martinez and Cynthia Alvarez; Negotiating Parties: David Garfinkle Trust and Diana Garfinkle Trust, respectively; Under Negotiation: Price and Terms of Payment.

4. Adjournment of Closed Session

Adjourned 7:01 p.m.

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

Regular Meeting reconvened at 7:02 p.m.

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

Chair Kurrasch stated that during the Closed Session, the Board of Commissioner received reports concerning items 3-A, (only one case was heard) 3-B, and 3-C, and the Board gave direction to staff concerning these items.

7. Public Comment (Non-Agenda)

None.

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.**

Vice-Chair Tamaoki commented that while there is no immediate concern regarding the meeting delays mentioned at the bottom of page 3, there may come a point where meeting delays, with the partners, may put a crunch at the back end of the project. So, he requested that AHA keep a consistent record of the efforts to communicate with the partners; as there may come a time that we must make decisions without their input due to time constraints.

Vanessa Cooper, Executive Director acknowledged Vice-Chair Tamaoki's concerns and advised him that currently, the next meeting with the partners is scheduled to take place in September.

Vice-Chair Tamaoki commented that on page 22 there's a note that twenty-one (21) of the VASH seniors have moved in to their new units and twenty-two (22) seniors with



vouchers have moved in to Independence Plaza. Having people move in to homes with affordable rents is what our work is all about, so this is great news.

Vice-Chair Tamaoki commented that on page 32 there is a comment about finding ways to deal with households that have health needs or other needs that go beyond what AHA is designed to provide and about the amount of resources and staff time that it takes to provide these services. Recognizing that there is no easy solution to these issues, he thanked AHA staff for doing all that they can to help the tenants while we try to find longer term solutions.

- \*8-A. Approve Minutes of the Special Board of Commissioners Meetings held on June 24, 2020 and July 9, 2020 – **Page 1**
- \*8-B. Accept the Monthly Overview Report for Operations/H.R./I.T. – **Page 16**
- \*8-C. Accept the Monthly Overview Report for the Housing Programs Department – **Page 21**
- \*8-D. Accept the Monthly Overview Report for the Alameda Rent Program – **Page 26**
- \*8-E. Accept the Monthly Overview Report for Property Operations – **Page 30**
- \*8-F. Accept the Monthly Overview Report for Housing & Community Development – **Page 38**
- \*8-G. Accept the Monthly Development Report for Rosefield Village – **Page 41**
- \*8-H. Accept the Monthly Development Report for North Housing – **Page 44**
- \*8-I. Accept the Monthly Overview Report on Procurement – **Page 46**
- \*8-J. Accept the Finance and Budget Variance Report for July 1, 2019 through June 30, 2020 – **Page 49**
- \*8-K. Accept the Quarterly Investment Report for Period Ending June 30, 2020 – **Page 67**
- \*8-L. Authorize the Executive Director or Designee to Negotiate and Enter into a Flooring Services Contract Between the Housing Authority and Bay Area Contract Carpets in the Amount Not To Exceed \$700,000 for 3 Years, Plus Two One-Year Renewal Options – **Page 74**
- \*8-M. Authorize the Executive Director to Negotiate and Sign a Contract with HB Restoration for Cycle Paint Services for a Not to Exceed Amount of \$370,000 for a 5-Year Contract (3-Year Initial Term with Two Optional 1-Year Renewals) – **Page 93**
- \*8-N. Authorize the Executive Director or designee to Negotiate and Sign a Contract with Nova for Janitorial and Cleaning Services for a Not to Exceed Amount of \$1,100,000 for a 5-year Contract (3 Years with Two Optional 1-Year Renewals) – **Page 112**
- \*8-O. Accept a Report from the Executive Director on the Delegation of Authority to the Executive Director, or Designee, to Exercise Emergency Powers During the Local Public Health Emergency, the October 15 Council Referral, and the Housing Services Agreement with the City – **Page 126**

Vice-Chair Tamaoki moved to accept the consent calendar and Commissioner Grob seconded the motion. This meeting took place via Zoom, so a roll call vote was taken and the motion passed unanimously.

Yes

5

Chair Kurrasch, Vice-Chair Tamaoki,  
Commissioner Grob, Commissioner Hadid,  
Commissioner Rickard

## 9. AGENDA



9-A. Resolution to Approve Implementing Waiver 11(b) SEMAP from PIH Notice 2020-05 to Allow HUD to Carry Forward the Most Recent SEMAP Score on File – **Page 128**

Ms. Cooper informed the Board that pursuant to PHI Notice 2020-05, AHA is recommending adoption of the Resolution that will allow AHA to carry forward the most recent SEMAP score on file.

Commissioner Grob moved to adopt the Resolution and Vice-Chair Tamaoki seconded the motion. This meeting took place via Zoom, so a roll call vote was taken and the motion passed unanimously.

Yes	5	Chair Kurrasch, Vice-Chair Tamaoki, Commissioner Grob, Commissioner Hadid, Commissioner Rickard
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9-B. 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 – **Page 133**

Ms. Basta explained that each August staff comes before the Board with a request to grant a COLA increase to AHA Staff, as well as review health and dental insurance contributions for the upcoming year. As in previous years, AHA referred to the Bay Area Consumer Price Index (CPI) when determining the recommended COLA. For the period of June 2019 through June 2020, the CPI increased 1.6%. As AHA management believes that providing a salary adjustment allow staff to keep up with the increase in the cost of goods and services, as well as help ensure salaries stay competitive for recruiting purposes, a 3% increase was budgeted for the current FY budget and funds are available to provide for up to a 3% COLA should the Board wish to provide this to staff.

Ms. Basta added that if approved, the COLA increase would go in to effect on August 30, 2020.

Vice-Chair Tamaoki recommending providing a COLA at the same percentage rate of the CPI increase (1.6%).

Commissioner Grob questioned whether it would be possible to round up the COLA, as recommended by Vice-Chair Tamaoki from 1.6% to 2%, in order to establish a middle ground COLA.

Ms. Cooper explained that, if desired, AHA could formulate an alternative option for the COLA, however, the alternative option would have to be voted on in the September meeting.

Ms. Basta clarified that although the recommended COLA could be amended and pushed out for voting, open enrollment for health care begins before the September



meeting. Therefore, the Board would still need to vote on the recommended health care package during this meeting.

Commissioner Rickard stated that although the CPI increase is calculated at 1.6%, the environment suggests that the increase is much higher. Therefore, he supports approving a 3% COLA. This will help to reward the AHA staff for their dedicated work during this time.

Commissioner Hadid stated that he is also supports approving the suggested 3% COLA.

Commissioner Stuart moved to approve the Resolution with Option #1 (3%) and Commissioner Grob seconded the motion. This meeting took place via Zoom, so a roll call vote was taken and the motion passed.

Yes	4	Chair Kurrasch, Commissioner Grob, Commissioner Hadid, Commissioner Rickard
No	1	Vice-Chair Tamaoki

9-C. Accept Board Appointments to Elect a Chair and Vice Chair of the Board of Commissioners – **Page 147**

Ms. Cooper informed the Board that as a result of the May 2020 solicitation for nominations, staff received recommendations for the following Board positions, for FY 202-2020:

Chair: Kenji Tamaoki  
Vice-Chair: Carly Grob

Board Members and Ms. Cooper expressed their gratitude for Chair Kurrasch's leadership, dedication, and his serving as an outstanding example of a Board Chair.

Vice-Chair Tamaoki moved to accept the motion and Commissioner Hadid seconded the motion. This meeting took place via Zoom, so a roll call vote was taken and the motion passed unanimously.

Yes	5	Chair Kurrasch, Vice-Chair Tamaoki, Commissioner Grob, Commissioner Hadid, Commissioner Rickard
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10. ORAL COMMUNICATIONS, Non-Agenda (Public Comment)

11. COMMISSIONER COMMUNICATIONS, (Communications from the Commissioners)

Commissioner Kurrasch welcomed Sylvia Martinez and Jasmine Polar to the AHA team and congratulated the AHA staff on the success of receiving approval from the Planning Commission, during the August 17, 2020 Planning Commission Meeting, for the Rosefield project.



12. CONTINUATION OF CLOSED SESSION OF HOUSING AUTHORITY BOARD OF COMMISSIONERS – IF NEEDED

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

14. ADJOURNMENT 7

There being no further business, Chair Kurrasch adjourned the meeting at 7:35 p.m.

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Note

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701 Atlantic Avenue • Alameda, California 94501-2161

To: Honorable Chair and Members of the Board of Commissioners

From: Janet Basta, Director of Human Resources and Operations

Date: September 16, 2020

Re: Accept the Monthly Overview Report for Operations, H.R., and I.T

## **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**

A summary of unfilled positions that are on the Schedule of Authorized positions is presented below. Positions are listed by department, and information about current and recent recruitments is included.

<b><u>Department</u></b>	<b><u>Position</u></b>	<b><u>Number of Vacant Positions</u></b>	<b><u>Recruitment Status</u></b>	<b><u>Other Updates</u></b>
Administration	Management Analyst	1 FTE	Ongoing recruitment	
	Communications Manager	1 FTE	Outside recruiter assisting with recruitment; interviews in process	
	Risk Manager	1 FTE	Outside recruiter assisting with recruitment; interviews in process	
Finance		0 FTE		Department is fully staffed





Honorable Chair and  
Members of the Board of Commissioners

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Housing Programs	Program Assistant	1 FTE	Applications in process of being reviewed	Shared position with Housing Development
Property Operations	Director of Portfolio Management	1 FTE	Outside recruiter conducting recruitment; interviews in process	
	Assistant Resident Manager: IP	.13 FTE	Initial postings not successful	On hold; using security to cover after hours
Housing Development	Senior Project Manager	1 FTE	Outside recruiter conducting recruitment	Director position filled
Rent Program	Rent Program Specialist	1 FTE	Position posted	Position open due to internal promotion

Summary:    Total FTE's approved for FY 2021:        53.63  
                   Number of vacancies:                                7.13  
                   Number of active recruitments:                7.00

Recruitment has proven to be particularly challenging over the last several months. While the unemployment rate is high, experienced staff have been reluctant to leave their current employment due to loss of leave benefits and seniority, particularly when the position would be at a comparable salary to current earnings. Others that are now working remotely full-time have opted to stay with that arrangement, rather than accepting a position with full or part-time in-office work. AHA is continuing to work with a variety of recruiters to support recruiting; as a result, recruitment costs are likely to be higher than anticipated though costs are offset by savings from vacant positions.

Staff are continuing to utilizing the new EFMLA leave for child care/school closure issues though the number of staff on leave has reduced somewhat; during August, three staff (7% of positions) were on full-time or intermittent EFMLA leaves. In total in August, including medical/family care leaves, a total of ten staff (22%) were on some type of full-time or intermittent leave of absence.



Honorable Chair and  
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A summary of paid leave and protected leave benefits is below for information purposes. As has been shared prior, AHA's paid leave benefits are comparable to other public agencies with the exception of not offering administrative/management leave, which is often provided to exempt employees. Additionally, there are a number of unpaid leave options available to staff who qualify.

Paid leave benefits available to regularly employed staff

1. 10-25 days of vacation (depending on seniority)
2. 11-12 days of sick leave (depending on schedule)
3. 10 days of paid holiday
4. 3.5 days of floating holiday leave

Protected unpaid leaves, including state and federal leaves: These apply to almost all full time staff and there are varying rules for waiting periods and running these concurrently. The most common are:

1. Up to 12 weeks (in a 12 month period) for Family and Medical Leave Act (FLMA)
2. Up to 12 weeks (in a 12 month period) for California Family Rights Act leave (CFRA)
3. Up to 4 months of Pregnancy Disability Leave per pregnancy

Special leaves for COVID: Applies to all eligible full time staff through December 31, 2020

1. 2 weeks of emergency paid sick leave (EPSL) for medical (own or family care) or childcare/school closure needs due to COVID
2. 12 weeks of leave for childcare/school closure reasons (EFLMA) – 12 weeks in total EFLMA/FMLA; the first two weeks are unpaid, weeks 3-12 are paid
3. 5 extra days of sick leave were provided by AHA for COVID in March
4. Employees who have exhausted all other leaves may request an advance of up to two weeks of sick or vacation leave

In August, a staff training on Diversity, Equity, and Inclusion was held via Zoom. This was part one of a two-part series that will conclude in September. The presenter, DeAngela Cooks of the Mosaic Collaborative, had worked with AHA in the past and was re-engaged to provide a refresher on the last work she did with us, which was important as a number of staff have joined AHA since the last workshops were held. The September session will build and expand on the concepts introduced at the first session.

Exempt staff also attended a training on procurement, specifically the revised procurement policy, provided by Jhaila Brown from Goldfarb Lipman, again conducted via Zoom. Additionally, the policy has been adapted into an online training in the e-learning platform, and is assigned to all new exempt staff at the time of hire.



Honorable Chair and  
Members of the Board of Commissioners

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### Information Technology/Policy/Administration

The table below provides a summary of monthly and year-to-date statistics on Reasonable Accommodation (RA) processing and a status report on the processing of the requests as of August 19, 2020.

	Number of new submissions in the month	Number still in process	Number closed out (letter sent)	Running total of new submissions	Running total of RAs closed out
January	18	0	18	18	18
February	10	0	10	28	28
March	11	0	11	39	39
April	6	0	6	45	45
May	9	0	9	54	54
June	4	0	4	58	58
July	12	3	9	70	67

There was a decrease in requests during the shelter-in-place. July requests increased from the shelter-in-place low. The requests for July covered a variety of needed accommodations and did not fall into one category; however, a couple of the requests were related to shortfall and the restrictions from shortfall on moves to higher cost areas or units; however, during August 2020, HUD changed its rules on this restriction. Staff continue to accept requests via e-mail, fax, in person, and phone along with accepting a paper form submitted through the drop box or by mail, so, if a request is needed, participants and tenants can still make requests in a variety of methods.

The IT service tickets for July fell primarily into two (2) categories: routine desktop support and onboarding and off-boarding for several new arrivals and departures. We had one (1) ticket where the response time was not correctly measured, which spiked the average response time to 4.84 hours. Disregarding this outlier, the average response time for July tickets was only about 0.88 hours.

Techordia Service Ticket Requests - July 2020	
Type of Service Request	Number of Tickets
Access rights	12
Hardware	7
Software	16
On Boarding / Off Boarding	9
On Site Visits	0
Cyber Security	1
<b>TOTAL:</b>	<b>45</b>

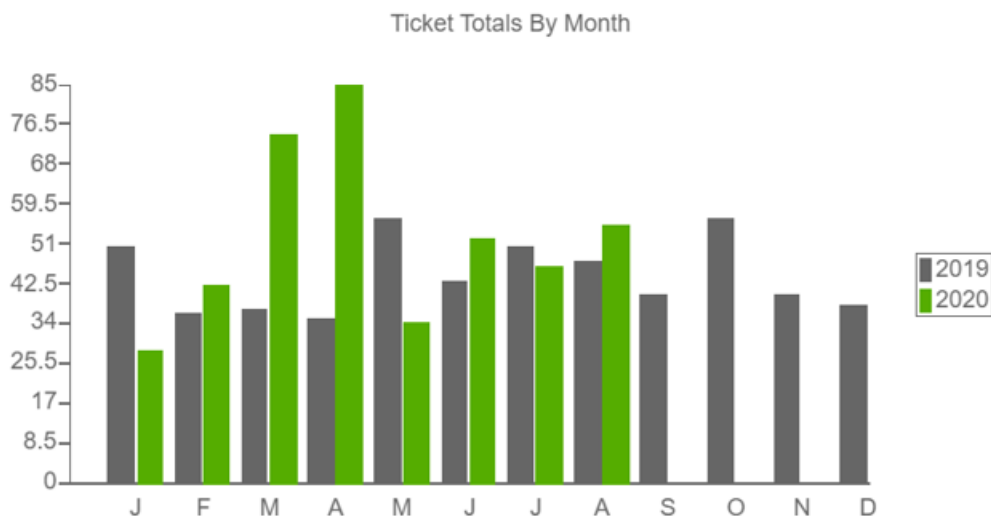
As of 8/31/2020, there have been 416 tickets this year, and, at that time, there were 35 open tickets. As can be seen in the below graph, tickets have decreased from the high in April. Below is a chart of tickets for year 2019 versus 2020. Techordia continues to



Honorable Chair and  
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support staff remotely, but the twice-a-week onsite visits have continued to be suspended and in office staff are being asked to do basic troubleshooting and take responsibility for their equipment such as changing out printer cartridges.



Staff continue to work on implementing online solutions for applicants, tenants, landlords, vendors, and staff. New ways to communicate with stakeholders without in-person meetings is a priority of staff.

A Request for Proposals was issued for IT Consultant Services. A separate memo will detail this contract.

### **RECOMMENDATION**

Accept the Monthly Overview Report for Operations, H.R., and I.T.

Respectfully submitted,

DocuSigned by:  
*Janet Basta*  
72DC869D12E247A...

Janet Basta  
Director of Human Resources and Operations

JB/tmsc





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To: Honorable Chair and Members of the Board of Commissioners

From: Lynette Jordan, Director of Housing Programs

Date: September 16, 2020

RE: Accept the Monthly Overview Report for the Housing Programs Department

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## **BACKGROUND**

This memo provides a high-level overview of Housing Programs Department (HPD) activities for the prior month.

### Shortfall Update

On May 6, 2020 AHA received the official notification of the Shortfall Prevention Team (SPT) Specialist's confirmation of a projected shortfall for the HCV Program for CY 2020. AHA was assigned a "shortfall" team to monitor monthly HAP and administrative costs. On August 8, 2020, AHA continued to meet with the Shortfall Team to monitor spending and discuss efforts to collect on debts owed to the Agency through portability and over voucher. Staff reviewed over voucher reports and met with families to review the family's income, assets, and voucher size. The Finance Department continued its collection efforts on an outstanding 150K in port billing. Though a review of the two-year tool shows AHA could be out of shortfall shortly, the decision was made to continue to monitor AHA shortfall status.

In preparation for the next meeting, which is scheduled for September 17, 2020, AHA's action plan is to complete the following items:

- Reconcile AHA Reserved Net Position (RNP).
- Update the 2-year tool with August and September HAP costs.
- Review cost savings actions that can be taken to reduce shortfall.

### Landlord Portal

On August 6, 2020, AHA launched a new web-based information center for our Landlord. Registration letters were mailed out to 548 landlords active on the Section 8 program in the past 12-months. Landlords can use this online portal to do the following:

- Review and update their contact information.
- View payment transactions on their ledger.
- View unit information.
- View inspection results.
- View caseworker's information.



Honorable Chair and  
Members of the Board of Commissioners

September 16, 2020  
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#### Online Annual Recertification

In the month of August 2020 staff completed 129 online recertifications. Of that, a total of 3 recertifications were completed through the Reasonable Accommodation process. The online process was launched over a year ago and has proven to be a convenient and efficient way to process annual recertification particularly during the current health crisis. Staff continue to help participants by phone, email or video link with registration and data entry.

#### Online Interim Process

The online interim process became available online in the month of May. Participants can now report increases/decreases in income, and household composition changes through the Rentcafe portal. This online interim process has been beneficial to participants during this COVID period due to the stay in place orders and participants' inability to submit paperwork directly to the office. In the month of August staff completed 23 interim adjustments. Of that total 9 were completed through the new online system.

#### HPD STATISTICS - See Attachment 1: Housing Programs Department Performance Report

### **RECOMMENDATION**

Accept the Monthly Overview Report for the Housing Programs Department.

Respectfully submitted,



Lynette Jordan  
Director of Housing Programs

#### Attachment:

1. Housing Programs Department Performance Report – Month of August 2020
2. HUD waiver list



Attachment 1 - Housing Programs Department Performance Report  
Month of August 2020

Item	January	February	March	April	May	June	July	August	September	October	November	December	YTD
<b>HAP spent for month</b>	<b>\$2,653,885</b>	<b>\$ 2,673,013</b>	<b>\$2,679,088</b>	<b>\$ 2,619,470</b>	<b>\$2,613,628</b>	<b>\$2,563,607</b>	<b>\$2,567,909</b>	<b>\$2,637,204</b>					<b>\$ 21,007,804</b>
Vouchers under lease at start of month	1487	1480	1497	1489	1455	1460	1470	1451					n/a
Vouchers issued during the month	3	2	19	1	0	0	0	0					25
New units leased in private market	4	1	1		3	2	1	1					13
New units leased in affordable market	0	0	0	0	3	2	1	0					6
Seeking vouchers	23	30	25	14	23	27	25	32					199
Port outs leased	0	0	2	13	0	1	1	0					17
Port ins leased	2	3	3	1	1	2	1	0					13
Annuals completed	121	117	75	97	121	140	160	129					960
Interims completed	43	42	56	145	47	41	48	36					458
Rent Increases completed	45	28	23	20	16	41	23	23					219
Inspections conducted	157	45	36	0	0	0	0	0					238
Inspections passed first time	80	13	10	0	0	0	0	0					103
Hearings requested	10	4	6	1	2	9	2	4					38
Hearings held	1	1	0	1	1	1	1	1					7
End of Participaption *	3	5	1	2	3	3	5	1					23

\* includes deaths, over income, voluntary surrender of voucher, etc.



## Attachment 2

**CORONAVIRUS AID, RELIEF AND ECONOMIC SECURITY (CARES) ACT (PUBLIC LAW 116-136) HOUSING CHOICE VOUCHER PROVISIONS****HOUSING AUTHORITY OF THE CITY OF ALAMEDA (CA062)****IMPLEMENTATION OF PIH NOTICE 2020-05 WAIVERS**

<b>Item</b>	<b>Statutory and regulatory waivers</b>	<b>Summary of alternative requirements</b>	<b>Date Implemented</b>	<b>Availability Period Ends</b>
HQS-5 Biennial Inspections	<u>Statutory Authority</u> Section 8(o)(D)  <u>Regulatory Authority</u> §§ 982.405(a), 983.103(d)	<ul style="list-style-type: none"> <li>Allows for delay in biennial inspections</li> <li>All delayed biennial inspections must be completed as soon as reasonably possible but by no later than October 31, 2020.</li> </ul>	4/10/2020	10/31/20
HQS-6 Interim Inspections	<u>Statutory Authority</u> Section 8(o)(8)(F)  <u>Regulatory Authority</u> §§ 982.405(g), § 983.103(e)	<ul style="list-style-type: none"> <li>Waives the requirement for the PHA to conduct interim inspection and requires alternative method</li> <li>Allows for repairs to be verified by alternative methods</li> </ul>	4/10/2020	7/31/20
HQS-9 HQS QC Inspections	<u>Regulatory Authority</u> § 982.405(b)	<ul style="list-style-type: none"> <li>Provides for a suspension of the requirement for QC sampling inspections</li> </ul>	4/10/2020	10/31/20
HCV-2 PHA Oral Briefing	<u>Regulatory Authority</u> § 982.301(a)(3) § 983.252(a)	<ul style="list-style-type: none"> <li>Waives the requirement for an oral briefing</li> <li>Provides for alternative methods to conduct required voucher briefing</li> </ul>	4/10/2020	7/31/20

HCV-3 Term of Voucher - Extensions of Term	<u>Regulatory Authority</u> § 982.303(b)(1)	<ul style="list-style-type: none"> <li>Allows PHAs to provide voucher extensions regardless of current PHA policy</li> </ul>	4/10/2020	7/31/20
11 b SEMAP	<u>Regulatory Authority</u> 24 CFR Part 985	<ul style="list-style-type: none"> <li>PHA to retain prior year SEMAP score unless requests otherwise</li> </ul>	SEMAP due 8/2020	



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701 Atlantic Avenue • Alameda, California 94501-2161

To: Honorable Chair and Members of the Board of Commissioners

From: Greg Kats, Rent Program Director

Date: September 16, 2020

Re: Accept the Monthly Overview for the Alameda Rent Program

### **DATA**

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

	June	July	August
Rent increase submissions*	1	2	0
Termination of tenancy submissions	1	1	0
Buyout agreement submissions	1	2	1
Capital Improvement Plan submissions	1	0	0
Number of hearing petitions submitted	1	1	0
Number of hearings held**	1	0	1

*\*Includes requests for rent adjustment hearings and for staff review of rent increase notices.*

*\*\*Hearings may not be held the same month as the petition submission, and requests may be withdrawn prior to the hearing because the parties are able to resolve the matter on their own or through staff-led mediation.*



Honorable Chair and  
Members of the Board of Commissioners

September 16, 2020  
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## **MONTHLY UPDATE**

The final deadline for the online registration process for City of Alameda residential rental properties was May 25, 2020. Alameda Rent Program staff are currently processing late submissions and updating unit data in the Rent Registry database. The Alameda Rent Program will continue to process late submissions, as they come in.

The latest registration statistics indicate the following:

- 74.23% of rental properties are registered
- 80.93% of rental units are registered
- 1172 unit exemptions requested
- 93.69% unit exemptions approved
- 262 property exemptions requested
- 79.01% property exemptions approved

In July 2020, the City of Alameda's Finance Department began mailing out invoices, to rental property owners and property managers, for the Alameda Rent Program's 2020-21 annual program fee. The deadline for FY 2020-21 payments has been deferred until September 1, 2020 and owners who do not submit payment by the deadline will be subject to penalties after September 30, 2020. This year, the annual program fee has a tiered fee structure:

- \$132 - Fully Regulated Units: Multi-unit properties built prior to February 1, 1995, which are subject to all of the provisions of Ordinance 3250.
- \$84 - Partially Regulated Units: Single-family homes, condominiums, and multi-unit properties built after February 1, 1995. This category also includes permitted accessory dwelling units on the same lot as a single-family home. These rental units are subject to all of the provisions of Ordinance 3250, except for rent control.
- \$0 - Rental units occupied by rent subsidized tenants (e.g., Housing Choice Voucher [Section 8] subsidized units).

Reminder notices were sent to landlords, who have not paid their annual program fees, in the first week of September 2020.

Alameda Rent Program staff continues to remotely engage in extensive community outreach to help the public, both tenants and landlords, better understand the amendments to the program regulations stemming from the passage of Ordinance 3250 in September 2019. Although the Rent Program has had to cancel its monthly informational workshops, staff continues to address questions and concerns from community stakeholders via phone and email. Staff has also developed informational workshop videos, which have been posted on the program website,



Honorable Chair and  
Members of the Board of Commissioners

September 16, 2020  
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for tenants and landlords to access remotely instead of attending public meetings. Staff continues to work with the City Attorney's Office (CAO) on developing regulations for the new ordinance. It is expected that this will include regulations that impact the Section 8 Program. This work is currently in progress with the CAO.

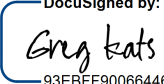
On April 21, 2020, the Alameda City Council adopted an urgency ordinance imposing a freeze on rent increases for residential rent-controlled units in Alameda (generally, multi-family units built before 1995). The freeze on rent increases does not apply to rental units exempt from local rent control (generally, single-family homes, condominiums, and privately owned rental units participating in the Housing Choice Voucher Section 8 Program). Landlords of rental units subject to the rent increase freeze are now prohibited from increasing rents until January 1, 2021. Once the freeze on rent increases is lifted landlords will be able to impose a 1% rent increase, per the Annual General Adjustment (AGA) that became effective on September 1, 2020.

The Rent Program will be presenting its FY 2019-20 Annual Report at the October 6, 2020 City Council meeting. This will be the first Annual Report produced by the program since the broad programmatic changes, stemming from the passage of Ordinance 3250, were implemented. A copy of the FY 2019-20 Annual Report will be provided to the Board as soon as a final draft is available.

### **RECOMMENDATION**

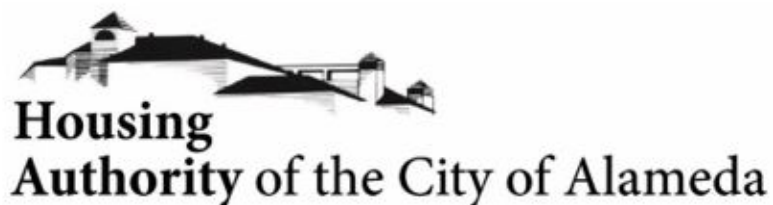
Accept the Monthly Overview for the Alameda Rent Program.

Respectfully submitted,

DocuSigned by:  
  
93EBFF900664467...

Greg Kats  
Rent Program Director





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FAX (510) 522-7848  
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To: Honorable Chair and Members of the Board of Commissioners

From: Cynthia Alvarez, Deputy Executive Director

Date: September 16, 2020

Re: Accept the Monthly Overview Report for Property Operations

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### **BACKGROUND**

This memo provides a high-level overview of the Property Operations Department's activities for the month of August 2020.

### **DISCUSSION**

The attached table (Attachment 1) summarizes property performance of all sites AHA owned and managed, affiliate owned, and managed by The John Stewart Company (JSCo). It excludes performance for Rosefield Village as that property is under construction.

AHA continues to directly manage Independence Plaza, Anne B Diamant and China Clipper. The remainder of the properties have transferred to JSCo with staff paying close attention to rent reports, ledger updates and vacancy applicant information.

Staff absences as well as position vacancies during the month of August continued to impact property operations and required reallocation of staff time to ensure rent collection, applicant processing and life and safety items were prioritized.

### **VACANCY**

The attached table (Attachment 1) reflects fifteen (15) vacancies out of five hundred seventy-six (576) units for all properties including: AHA owned and managed; affiliate owned; and third party managed by The John Stewart Company (JSCo), as of the end of July. Of these three (3) are off-line for rehab at the scattered sites including 2 units at Sherman Street and one at Lincoln Avenue. One unit that underwent extensive work at Sherman Street is now back online and being marketed. It is anticipated the remaining 3 scattered vacant units under rehab will be ready for occupancy by October 30. Progress is taking place in filling the remaining 15 vacancies.

Of the 15 vacant units, nine are turned and ready for occupancy as of August 31 with continued work with the remaining six existing vacancies and newly vacated units. It is worth pointing out that three out of four 3-bedroom units at Esperanza were due to staff



Honorable Chair and  
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September 16, 2020

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right sizing households to 2 bedroom and 1-bedroom vacant units within AHA's portfolio because the family size had decreased significantly since move in. Staff continues to market these 3 bedroom units. Of the 15 vacant units, seven are to be filled by AHA and the remainder by JSCo.

Lease up coordination between AHA Property Management, JSCo, and AHA Housing Programs continues with a common goal to fill vacancies as expeditiously as possible. Applicants from waitlists have been either outreached or are in process for applicable vacant units. To the extent possible, and with the exception of Esperanza as discussed above, three to five applicants are processed for all vacancies, respectively. Vacancies that do not have a waitlist are posted on the AHA website and applications are available through the security guard seated outside the AHA office, as well as, GoSection 8, the Section 8 online search engine as well as on Craig's List.

### RENT COLLECTIONS

The attached table (Attachment 1) provides the collection rate versus budget for all AHA owned and managed, affiliate owned, and managed by The John Stewart Company (JSCo).

An explanation for properties with a collection rate below 98% or above 100% is provided below. Independence Plaza and Anne B Diamant and rental income reflects a time issue at this time and staff anticipates this variance will be flattened at the next board report.

The Scattered Sites' 86.6% collection rate is a result of the 4 offline units. As explained above, there are four (4) units currently vacant, of which one is being offered to a transfer tenant and the other three are still undergoing extensive repairs, which is an estimated income loss of \$7,654 each month. The three remaining units have a revised expected completion and ready for occupancy date which is now anticipated to be October 30, 2020.

### RENT INCREASES

Rent increases for 2020 continued to be issued through the end of June. As staff reported previously, due to the existing health crisis and the agency's corresponding short fall, AHA will cease all rent increases, except annual PBV rent increases, through October 31, 2020, at which time this decision will be revisited.

AHA continues its process of rightsizing over housed households. All households who are over housed and have a HCV, have, or will be, offered an opportunity to move to the correct sized unit when available, provided they are in good standing with AHA.

### ADDITIONAL UPDATES

Staff continues to review and update our policies and procedures as the pandemic progresses. Staff continues to focus on mitigating risk to tenants and themselves during





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the health situation and to operate the properties as efficiently and effectively as possible within the various constraints the existing parameters require.

Tenants living through the AHA managed portfolio continue being contacted by property operations staff on a weekly basis during the Shelter in Place order. Staff is making these wellness calls to connect with tenants and provide a way to obtain their feedback. Households are encouraged to reach out to LifeSTEPS and, when deemed necessary, referrals to LifeSTEPS are made by staff.

Staff has previously discussed that, AHA's senior tenants continue to age in place, there are growing challenges to their ability to live independently and are further impacted as assisted living is rarely available to them due to the high costs associated with assisted living. During the current period, staff have identified one (1) household who has been out of their unit due to being at the hospital or a rehabilitation center for more than thirty (30) days.

Given the Shelter in Place, AHA staff are not doing annual unit inspections. There is concern that given social distancing and the prioritization of work orders that are deemed urgent or emergencies, that hoarding may be taking place unabated. To the extent possible, we continue to work with households we have already identified and refer them to LifeSTEPS. Pest control concerns have become more of an issue in recent months and there are linkages with hoarding. However, when all other avenues have been exhausted, staff engage with an AHA attorney to assist in getting cooperation from these tenants. A great amount of resources and staff time are taken when one household adversely impacts the greater community. It is an area that continues to underscore the higher level of care some tenants require in order to mitigate impact on neighbors and ensure a tenant's well-being especially given the health situation in which we are operating.

### Social Services

Staff continues to be in discussions with LifeSTEPS to ensure there is ongoing support for tenants, especially during these very trying and challenging times. LifeSTEPS is also observing social distancing and while they are onsite during their regularly scheduled hours, they do not do in-person delivery of services. LifeSTEPS has been providing assistance remotely to tenants and households and has linked them to financial service agencies, as needed, including to obtain unemployment benefits, as applicable. LifeSTEPS has started to pilot providing Zoom classes to foster greater interaction among tenants and decrease the sense of isolation many of AHA's tenants are feeling, especially those who live alone.

AHA tenants continue to avail themselves of the Food Bank during the Shelter in Place as schools have established remote learning and some tenants are impacted with a change in their income levels. AHA continues to manage the logistics and staffing to package and deliver food to 150 households every two weeks.



Honorable Chair and  
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### Maintenance

Staff continue to focus on turning vacant units and have realized savings by carrying out this work inhouse. Protocols have been established to mitigate face to face interactions with tenants and staff. Preventative interior unit inspections and HQS in occupied units have been postponed indefinitely.

Work orders continue to be entered into the system and priorities are assigned based on close review, including communication with tenants to ascertain the work requested. Work orders are prioritized based on emergency and urgent requirements. Maintenance staff are encouraged to leave or not enter a unit if social distancing is not practiced by tenants or if they observe anyone in the household who they deem may not be well.

The attached table (Attachment 1) shows the work orders completed for August.

### Capital Projects

The attached table (Attachment 2) summarizes Housing Authority budgeted Fiscal Year 2020-2021 capital projects currently underway.

### Update on Feasibility of Camera Installation at Esperanza Apartments

Staff has continued to look into the feasibility of installing cameras at Esperanza Apartments. Given the extent of the camera installation that is contemplated, electrical viability needed to also be considered. A site visit with an electrical contractor took place in August. A close examination at the existing electrical systems and the desired location of the cameras revealed there would be extensive work needed. Digging of trenches throughout the development and the addition of breakers to each individual building reflected a much greater and costly scope of work.

A camera system at this location would further need regular upkeep and maintenance and replacement of the cameras on an ongoing basis. Further, the ability to adequately capture possible critical events would still be limited by visibility, lighting, approach and viable cameras. As staff moves towards further scoping the work needed to place cameras at the property, staff will also look at the viability of installing gates to restrict vehicle access at most, if not all, entry points into the property. Staff will provide an update on both, gate installation at vehicle access points and camera installation at the November meeting.

### Financial Impact

Report only, no financial impact.



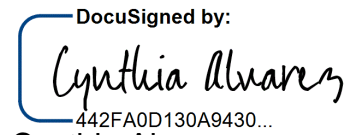
Honorable Chair and  
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September 16, 2020  
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**RECOMMENDATION**

Accept the Monthly Overview Report for Property Operations.

Respectfully submitted,

DocuSigned by:  
  
442FA0D130A9430...  
Cynthia Alvarez  
Deputy Executive Director

**ATTACHMENTS:**

1. Property Performance for the month of August
2. FY 2020-2021 Capital Projects Update



## ATTACHMENT 1

Month of August 2020

Property Name	Owned by	Managed by	Total units	Senior or Family	Manager units	Budgeted Gross Potential Rent	Tenant Rent Collected	Subsidy collected	Total Rent Collected	% collected
Independence Plaza	AHA	AHA	186	Senior	1	\$ 95,287.00	\$ 131,822.90	\$ 55,012.00	\$ 186,834.90	196.1%
Anne B Diamant	AHHC	AHA	65	Senior	1	\$ 92,123.00	\$ 23,621.53	\$ 96,029.00	\$ 119,650.53	129.9%
Esperanza	AHA	AHA	120	Family	1	\$ 322,534.00	\$ 64,353.00	\$ 270,536.00	\$ 334,889.00	103.8%
China Clipper*	AHHC	JSCO	26	Family	1	\$ 44,629.00	\$ 15,377.00	\$ 27,297.00	\$ 42,674.00	95.6%
Scattered Sites*	AHA	JSCO	34	Family	0	\$ 70,938.00	\$ 10,883.00	\$ 50,696.00	\$ 61,579.00	86.8%
Parrot Village and Gardens*	AHA	JSCO	58	Family	1	\$ 159,162.00	\$ 28,338.00	\$ 127,988.00	\$ 156,326.00	98.2%
Littlejohn Commons*	ICD	JSCO	31	Senior	1	\$ 51,246.00	\$ 14,667.00	\$ 36,514.00	\$ 51,181.00	99.9%
Everett Commons*	ICD	JSCO	20	Family	1	\$ 43,793.00	\$ 10,015.00	\$ 33,763.00	\$ 43,778.00	100.0%
Eagle Village*	AHA	JSCO	36	Family	1	\$ 89,485.00	\$ 21,374.00	\$ 72,611.00	\$ 93,985.00	105.0%
<b>TOTAL</b>			<b>576</b>		<b>8</b>	<b>\$ 969,197.00</b>	<b>\$ 320,451.43</b>	<b>\$ 770,446.00</b>	<b>\$ 1,090,897.43</b>	<b>112.6%</b>

\* JSCO-managed properties are reporting for the month of July

Property Name	Owned by	Vacant units at month end	Vacancy rate %	Units offline for rehab	Vacancy rate excluding offline units	Move ins scheduled in next month	Anticipated move outs next month	Maintenance requests completed	Evictions pending with legal
Independence Plaza	AHA	3	1.6%	0	1.6%	2	1	89	
Anne B Diamant	AHHC	0	0.0%	0	0.0%	0	0	58	
Esperanza	AHA	4	3.4%	0	3.4%	2	2	105	
China Clipper*	AHHC	3	12.0%	0	12.0%	1	0	25	
Scattered Sites*	AHA	3	8.8%	3	0.0%	0	0	14	
Parrot Village and Gardens*	AHA	0	0.0%	0	0.0%	0	0	26	
Littlejohn Commons*	ICD	1	3.3%	0	3.3%	1	0	4	
Everett Commons*	ICD	0	0.0%	0	0.0%	0	0	3	
Eagle Village*	AHA	0	0.0%	0	0.0%	0	0	23	
		<b>14</b>	<b>2.4%</b>	<b>3</b>	<b>1.9%</b>	<b>6</b>	<b>3</b>	<b>347</b>	<b>3</b>

## ATTACHMENT 2

## Capital Projects Update

## FY 2020-2021 Capital Projects-Scheduled

Property	Project	Original Contract or Budget Amount	Approved Change Orders	Current or Revised Budget Amount	Original Substantial Completion	Expected or Actual Substantial Completion	Status
AHA Office	Garage Partial Conversion	1,200,000				TBD	Architectural feasibility study due September 14; Staff to review September 16.
AHA Offices	Office Upgrades related to COVID-19	150,000					Ongoing
AHA Office	New Maint Van (w/rear & side doors)	45,000				March 2021	Anticipate purchase 3rd Quarter of FY
All Properties	Paint & Carpet 10% of Portfolio	420,000					Ongoing at unit turns; remainder of portfolio pending lifting Shelter in Place
Anne B Diamant	Balcony Repairs (44 Balconies)	100,000				3/30/2020	Pending lifting of shelter in place and RFP issuance and award
Esperanza	Site Work (Lender Required)	100,000		86,500		8/21/2020	Work completed in August, pending final owner's walk, anticipated in September.
Independence Plaza	Exterior Renovations (walkway lighting, trellis repairs)	150,000				6/30/2020	Anticipate Issuance of RFP by end of 3rd Quarter of FY
Independence Plaza	Balcony Repairs (125 Balconies)	250,000				6/30/2020	Pending lifting of shelter in place and RFP issuance and award
Parrott	Parking Lot Seal & Stripe					10/15/2020	Vendor selected, coordinating w/John Stewart to manage project
Parrott Gardens	Roof Repair--1854 St. Charles	22,000				10/31/2020	Anticipate completion in October
North Housing	Demolition and Related Costs	3,000,000					See HCD Report

## FY 2019-20 Capital Projects Update (Scheduled)

Property	Project	Original Contract or Budget Amount	Approved Change Orders	Current or Revised Budget Amount	Original Substantial Completion	Expected or Actual Substantial Completion	Status
Anne B Diamond & Independence Plaza	Balcony Assessment	200,000	0	200,000	11/1/2019	12/15/2019	Inspections COMPLETE; ABD report received & currently under review; IP report scheduled for review in September 2020
Sherman Street	Plumbing	25,000	0	80,000	11/1/2019	10/30/20	Base scope work COMPLETE, staff currently coordinating finish repairs; one unit back online
Lincoln House	Fire Damage	101,000	-	236,500	11/26/2019	10/30/20	Construction has begun and is scheduled to conclude late September, though delays due to window delivery
Independence Plaza	ADA Doors	160,000	0	68,000	8/2/2019	11/15/2019	COMPLETE
Independence Plaza	Sprinkler Inspections/Repairs	14,995	0	14,995	10/15/2019	10/15/2019	COMPLETE
Sherman Street	Roofing	145,000	0	145,000	10/18/2019	10/18/2019	COMPLETE
Haight Avenue	Renovation Project (Pending Acquisition)	500,000	-	500,000	-	-	No update, project pending acquisition
Rosefield Village	Redevelopment Project	7,000,000	-	7,000,000	2020	2020	See HCD Report
North Housing	Demo/New Construction	3,000,000	-	3,000,000	2024	2024	See HCD Report



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FAX (510) 522-7848  
TTY/TRS 711

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To: Honorable Chair and Members of the Board of Commissioners

From: Sylvia Martinez, Director of Housing Development

Date: September 16, 2020

Re: Accept the Monthly Overview Report for Housing Development

---

### **BACKGROUND**

This memo provides an overview of the Housing Development departmental activities for the prior month.

### **DISCUSSION**

#### Island City Development

The Housing Authority previously made two predevelopment loans to Island City Development (ICD) on behalf of two development projects: North Housing and Rosefield Village. The loan balance and project details are discussed in the subsequent project specific Board reports.

#### Affordable Housing Project Pipeline

*Rosefield Village* – An update report on the project is a separate Board item.

*North Housing* – An update report on the project is a separate Board item.

*Feasibility Studies* – The feasibility studies of two potential projects were discussed in closed session. One is on hold and the second is in process.

Staff continues to evaluate potential real estate development and acquisition opportunities throughout Alameda as they become available.

#### Asset Management

Staff has kicked off the Alameda Affordable Housing Corporation (AAHC) Transfer meeting where the team recapped and discussed better strategies for a less cumbersome transfer in preparation for the July 1, 2021 deadline for the remaining 18 properties under the AHA entity. Staff continues to complete monthly financial review of all properties managed by the John Stewart Company (JSCo).



Honorable Chair and  
Members of the Board of Commissioners

September 16, 2020  
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Staff is also working closely with investor Enterprise to correct the unit matrix error found in the LPA. Staff is working with JSCo with the first California Tax Credit Allocation Committee (CTCAC) compliance desk review where 30% of the units are reviewed for accuracy for the Littlejohn Common property.

### Staffing

Recruitment is underway for a Senior Project Manager and a shared/part-time Program Assistant. As with other teams at AHA, HCD staff continue to provide assistance on agency wide priorities stemming from both, high levels of absenteeism in other teams and multiple pressing needs due to the health crisis.

### **RECOMMENDATION**

Accept the Monthly Overview Report for Housing Development.

Respectfully submitted,

DocuSigned by:  
  
88FEDACB7D8D461...  
Sylvia Martinez  
Director of Housing Development







# Housing Authority of the City of Alameda

PHONE (510) 747-4300  
FAX (510) 522-7848  
TTY/TRS 711

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To: Honorable Chair and Members of the Board of Commissioners

From: Tony Weng, Senior Project Manager

Date: September 16, 2020

Re: Accept the Monthly Development Report for Rosefield Village

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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 Rosefield Village project includes new construction of 78 units and renovation of 14 units, totaling 92 units located on the 700 block of Buena Vista Ave. ICD is the developer. The overall project scope includes both, rehabilitation of existing structures and construction of a new building in the middle of the site. In addition to the 78 units, the new central building includes onsite laundry, property management offices, social service coordination offices, a community room, and central courtyard with play structures. Twelve existing units, in five buildings, on the east and west sides of the new building will be renovated, and one house will be converted into a duplex. Please see previous monthly board reports for project details prior to this month's update.

## **DISCUSSION**

On August 11, 2020, the project closed on the construction financing, and staff issued the Notice to Proceed to the General Contractor. On August 12, 2020, all loan documents were recorded with the Alameda County Recorder's Office, and staff pulled the building permits. Construction of the project started on August 24, 2020. The overall project completion and billing percentage through August 31, 2020 is approximately 1.6%.

Current GC activities include mobilization, earthwork, installation of site fencing, and start of soft demolition and abatement for the buildings to be demolished.

The construction contract totals \$38,218,849. The development budget includes a 12% construction hard cost contingency in the amount of \$4,586,262. There are currently no approved change orders.



Honorable Chair and  
Members of the Board of Commissioners

September 16, 2020  
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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	Previous Revisions	Current Revisions	Revised Budget
Construction Contract	\$38,218,849	\$0	\$0	\$38,218,849
Hard Costs Contingency	\$4,586,262	\$0	\$0	\$4,586,262
Soft Cost Contingency	\$300,000	-\$134,680	\$0	\$165,320

<b>General Construction Contract Utilization</b>				
Contract Total	Value of Work Completed To Date	Retention Withheld	Amounts Paid To Date	Balance to Finish
\$38,218,849	\$604,901	\$14,342	\$590,559	\$37,613,948

Staff continues to work with AHA Property Management Department and the John Stewart Company on temporary relocation needs for the remaining households for when their units are scheduled for renovation. An update on the relocation status through August 31, 2020, is below:

<b>Total Units</b>	<b>Vacant Units</b>	<b>Moves Completed</b>	<b>Currently Occupied</b>	<b>Remaining Units to Permanently Relocate</b>	<b>Remaining Units to Temporarily Relocate</b>
53	48	29	5	0	3 (2 units at 738 Eagle will remain in place and no work is being done to that bldg.)

### **FINANCIAL IMPACT**

The Board has previously authorized a \$3.1 Million loan to Island City Development for pre-development expenses. Overall, ICD accrued a total of \$2,764,714 in pre-development expenses for the project. At the initial closing, a total of \$2,664,714 was reimbursed to ICD through the closing draw process, and the remaining \$100,000 is the refundable bond performance deposit, which we expect to receive from the bond issuer within 30 days of loan closing. ICD will repay the total predevelopment loan in full upon receipt of the bond performance deposit in September.



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Members of the Board of Commissioners

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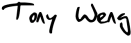
The current construction draw schedule is shown below. The \$ Disbursed column includes the current draw amount.

	<b>\$ Budget</b>	<b>\$ Disbursed</b>	<b>% Disbursed</b>	<b>\$ Balance</b>
<b>Land &amp; Buildings</b>	\$17,210,000	\$17,210,000	100%	\$0
<b>Hard Costs</b>	\$42,805,111	\$590,559	1.4%	\$42,214,552
<b>Soft Costs</b>	\$16,537,067	\$5,071,045	31%	\$11,466,022
<b>Total</b>	\$76,552,178	\$22,871,604	30%	\$53,680,574

### **RECOMMENDATION**

Accept the Monthly Development Report for Rosefield Village.

Respectfully submitted,

DocuSigned by:  
  
AE7A4FFC8B2642A...

Tony Weng  
Senior Project Manager





## Housing Authority of the City of Alameda

PHONE (510) 747-4300  
FAX (510) 522-7848  
TTY/TRS 711

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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: Richard Yoshida, Project Manager

Date: September 16, 2020

Re: Accept the Monthly Development Report for North Housing

---

### **BACKGROUND**

The North Housing Project is the redevelopment of approximately 12 acres of land at the former Alameda Naval Air Station (NAS) at the site known as Coast Guard Housing. The Housing Authority is leading the development under a homeless accommodation conveyance, alongside partners Alameda Point Collaborative (APC) and Building Futures. On February 21, 2016, the Board authorized acceptance of the Quit Claim deed for conveyance of the property to the Housing Authority. On June 5, 2018, City Council approved the resolution for transfer of the North Housing site to the Housing Authority. North Housing successfully transferred to Housing Authority ownership on May 30, 2019. The Board approved the Agency's Vision for the North Housing site at its August 2019 meeting.

Please see previous monthly Board reports for project details prior to this month's update. Documentation of the master planning process may be found at [www.northhousing.org](http://www.northhousing.org).

### **DISCUSSION**

The Development Plan and Tentative Map were approved at the Special Planning Board Meeting on August 17<sup>th</sup> and the Tentative Map will go to Council on September 15, 2020.

Work is moving ahead to prepare the site for development. The Singleton Road has now been opened to the public and subject to a use agreement with the City. Carmel Partners continues to manage the Demolition and Abatement of the existing 16 buildings. Staff is reviewing the first draw and expects payment to be made in early September. Due to additional testing, there may be a need for significant additional asbestos abatement. Staff and contractor are evaluating the situation as this may require additional funding and time for the demolition. Staff is working with counsel and may require that the project management company re-bid the new/additional abatement work. Staff is also reviewing the original environmental surveys and comparing to the new findings to understand why



Honorable Chair and  
Members of the Board of Commissioners

September 16, 2020  
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the limited sampling did not reveal the new findings. Staff will return to the Board in October if an additional advance is needed to ICD to complete the project.

Staff believes the change order request will be between \$300,000-\$400,000. Staff proposes to re-purpose funds from the existing predevelopment loan from AHA to cover this cost and to bring a detailed predevelopment loan increase proposal forward to the BOC for approval by the November meeting.

The demolition was projected to be completed in January 2021 but may be delayed due to the additional findings and need to re-bid.

Staff has scheduled a meeting in early September with our partners Alameda Point Collaborative and Building Futures to continue discussions on the MOU work and expects to meet regularly with the group going forward. As part of this planning, it is proposed that a capacity-building loan of \$20,000 each will be made to each partner by AHA. This loan would be forgivable upon the close of financing of the homeless development and would allow the partners to acquire consulting or legal advice to move their participation and the project forward. A loan agreement would be signed by both parties and expenses will be paid on a reimbursement basis only. Staff will use housing funds returned to AHA from Stargell Commons to fund this support. Once the MOU has been updated, staff will re-engage with HKIT Architects on the first phase of 90 units of permanent supportive housing.

Security continues to patrol the site and notify staff promptly as incidents occur.

There has been a general uptick in email and questions regarding the North Housing project which staff continues to monitor and respond.

### **FINANCIAL IMPACT**

In total, the Board authorized a predevelopment loan of \$3,830,000 for costs associated with master planning, carrying costs, demolition, and pre-development work for the first 90 units of permanent supportive housing. \$700,000 of the predevelopment loan has been disbursed to ICD and the balance is being held in AHA's reserve account. The chart below summarizes expenses through August 2020.

#### North Housing

Pre-development Loan from AHA to ICD	\$ 3,830,000
12 Acre Site Pre-Development	\$ 537,315
First Building Pre-Development	\$ 9,710
Balance	\$ 3,282,975

North Housing Carrying Costs - Paid for by AHA Property Operations	\$ 336,375
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Honorable Chair and  
Members of the Board of Commissioners

September 16, 2020  
Page 3 of 3

**RECOMMENDATION**

Accept the Monthly Development Report for North Housing.

Respectfully submitted,

DocuSigned by:  
  
42DD25092BC844B...

Richard Yoshida  
Project Manager





PHONE (510) 747-4300  
 FAX (510) 522-7848  
 TTY/TRS 711

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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: Daniel Mills, Management Analyst

Date: September 16, 2020

Re: Accept the Monthly Overview Report on Procurement

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### **BACKGROUND**

This memo provides an overview of the procurement activities for the agency for the month of August.

### **DISCUSSION**

Staff continues its internal status review of all department contracts and procedures to ensure compliance and address any deficiencies. There are a number of contracts which have been recently updated as well as some that currently are back out to bid. A listing of recently closed, current and upcoming RFPs can be found at the end of this overview.

An internal tracking system supplements departmental tracking systems. As summarized in last month's overview, we have finalized and distributed an updated AHA Procurement Policy to assure consistent compliance across the agency. The following efforts within each department have been initiated to further improve procurement processes: centralizing and maintaining contractor lists, contract information and procurement documents, enhancing Yardi utilization, as well as working across departments to reconcile accounts. Implementation is ongoing for Department Directors within their respective departments.

#### Other Procurement Notes:

- While the current health crisis has slowed many of our operational and procurement efforts in the previous quarter, the month of August has seen even more 'normalization' of engagement with vendors in that they are more accessible than at the onset of the Shelter in Place, but continue to be impacted by their own staffing shortages and need to adhere to social distancing protocols. Construction and renovations projects are no longer having the difficulty in attracting vendors as in the last quarter.



- Staff is having ongoing discussions with some vendors to ensure compliance with contract expectations. In some areas, this has resulted in increased monitoring and deferring payments on invoices.
- As previously reported, the current health crisis also forced our existing security services vendor to cease operations. This led to a decision to quickly sole source a new vendor until the RFP can be issued by September.
- Contract Extensions/renewals for this Quarter include: Robert Half International, to March 31, 2021 in the Amount of a Total Not to Exceed \$300,000 and a \$97,000 increase of the JSCo contract.
- Staff has decided to acquire a Board Management Software package to assist in generating and distributing the scheduled Board memos. Staff has chosen CivicPlus and their CivicClerk product, which has all the features we need at a reasonable price of less than \$20,000 over a five-year period. AHA believes this will drastically reduce the time and labor involved in the process plus increase accuracy and timeliness. Staff will keep the Board informed of procurement timelines and deployment schedule.

AHA solicitations can be found here:

[http://www.alamedahsg.org/working\\_with\\_us/business\\_opportunities](http://www.alamedahsg.org/working_with_us/business_opportunities).

A summary of RFPs and ITBs is provided below:

<b>RFP/ITB</b>	<b>Description</b>	<b>Status</b>
Painting Services	For Office and AHA managed properties	Vendor selected; Contract to be executed in September.
Inspection Services	For HQS	RFP closed, under internal review.
Landscape Maintenance	For Office and AHA managed properties and North Housing	Vendor selected; Contract to be executed in September.
Janitorial Services	For Office and AHA managed properties	Vendor selected; Contract to be executed in September.
Realtor Services	For AHA/ICD/AAHC as needed	Closed, no bidders received. Reopened July 15, 2020. Closed again, no bidders.
Flooring Services	For Office and AHA managed properties	Vendor selected; Contract to be executed in September.
IT Services	For all AHA sites	Board approval pending.
Security Services	For all AHA owned sites as needed	RFP to be issued in September.
Gutter and downspout cleaning	For Office and AHA managed properties	RFP to be issued in September.
Pest Control	For Office and AHA managed properties	RFP to be issued in September.
Print & Mail Services	For all AHA programs	Vendor selected, finalizing contract.
Translation services	For Office and AHA managed properties	Vendor selected, finalizing contract.





Honorable Chair and  
Members of the Board of Commissioners

September 16, 2020  
Page 3 of 3

**RECOMMENDATION**

Accept the Monthly Overview Report on Procurement.

Respectfully submitted,

A handwritten signature in black ink, appearing to read "Daniel E. Mills". The signature is stylized with a large, sweeping initial "D" and "M".

Daniel Mills  
Management Analyst





PHONE (510) 747-4300  
 FAX (510) 522-7848  
 TTY/TRS 711

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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: Louie So, Director of Finance

Date: September 16, 2020

Re: Accept the Finance and Budget Variance Report for July 31, 2020

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### **BACKGROUND**

This high-level, Finance and Budget Variance Report covers preliminary unaudited financial operating results compared to the FY 2020-21 budget for the period and month ending July 31, 2020. Although the audited financial statements is on an accrual basis, the month-to-month financials are on a hybrid accrual and cash basis. The numbers presented are subject to change based on the adjustments from the final audited financial statement report.

On June 19, 2019, the Board of Commissioners approved a one-year operating budget for all programs covering fiscal year July 1, 2019 through June 30, 2020. On April 15, 2020, the Board approved the use of an abbreviated Fiscal Year 2020-2021 budget process due to the ongoing health crisis and staffing shortages. On Jun 24, 2020, the Board of Commissioners approved a one-year operating budget for the period covering fiscal year July 1, 2020 through June 30, 2021.

The financial reports include five properties which were transferred to AHA's affiliate, Alameda Affordable Housing Corporation (AAHC). These properties are Anne B. Diamant, China Clipper Plaza, Stanford House, Lincoln-Willow Apartments and Independence Plaza. All members of the Board of Commissioners also serve as the Board of Directors of AAHC.



## **DISCUSSION**

### **Overview**

<b>July 2020 (Period and Month to Date)</b>	<b>MTD Actual</b>	<b>MTD Budget</b>	<b>Variance</b>	<b>% Var</b>
TOTAL REVENUE	3,839,900	4,110,322	<i>(270,422)</i>	<i>-6.58</i>
OPERATING EXPENSES	3,635,262	4,093,826	<i>(45,071)</i>	<i>-1.10</i>
NET INCOME BEFORE DEPRECIATION	204,638	16,496	<i>188,142</i>	<i>1,141</i>
TOTAL OTHER EXPENSES	145,429	139,452	<i>(5,977)</i>	<i>-4.29</i>
TOTAL EXPENSES	3,780,691	4,233,278	<i>452,587</i>	<i>10.69</i>
NET INCOME	59,209	(122,956)	<i>182,165</i>	<i>148.15</i>

Year-to-date variances are as follows: total revenue is higher than budget by \$270,422 (6.58%), operating expenses are below budget by \$45,071 (1.10%), and net operating income (before depreciation) is higher than budget by \$188,142.

AHA has outsourced Eagle Village and Rosefield Village projects to The John Stewart Company (JSCO) prior to 2019. Additional AHA and AAHC properties were transferred to JSCO's management on July 1, 2020 including Parrot Gardens, Parrot Village, Detached Homes, Sherman Street, Lincoln House, Senior Condos, Stanford House, Lincoln Willow and China Clipper Plaza Apartments. Income and occupancy figures are provided in the Monthly Overview report for Property Operations for the properties managed by JSCO. AHA receives financial statement packages from JSCO for these properties on a monthly basis, and the financial activity are consolidated and presented in the exhibits attached to this memorandum.

### **Operations Budget - Revenue**

Year-to-date - Rental income (Total Tenant Revenue) of \$1,181,097 is predominantly made up of Housing Assistance Payments (HAP) received for AHA units, the tax increment subsidy for Independence Plaza, and tenant rents received. This is higher than budget by \$113,490 or 0.29%. Please note that the tax increment subsidy for Independence Plaza is received as one lump sum from the City of Alameda. The amount received was \$766,663 and is earned proportionally for the 6 months between July through December 2020.

Total Other Income and Restricted Income is lower than budget by \$191,124 (97.58%). This is mostly attributable to Professional Service Revenue as Rent Program and Housing Development reimbursements from the City of Alameda for July 2020 is in



arrears. Furthermore, interest earned from CAMP and LAIF are lower than budget due to the low interest rate environment.

Tenant rental revenue is \$44,033 (11.73%) lower than budget, with the tax increment payment for Independence Plaza being on par with budget. HAP received for AHA properties is higher than budget by \$129,171 (21.92%). This is partially due to catch up payments for HAP Independence Plaza and other properties in July.

Going forward, AHA can expect a slightly lower than projected collection of the tenant portion, due to the current health crisis and related job losses. Staff will continue to monitor tenant and HAP income closely. Please see Monthly Overview Report for Property Operations for more information. Continued lease-up will continue provided households can be processed during the current health situation that does not adversely impact their inclination to move-in.

Administrative Fee income from HUD is slightly lower than the year-to-date budget by \$21,450 (14.37%). The factors that affect how much Administrative Fee AHA receives are the proration percentage and the number of units leased. For January 2020 through May 2020, the proration percentage is 79%, whereas the estimated proration from June 2020 through October 2020 is 80.44%.

For the past several years, Administrative Fees from HUD have not fully funded the Housing Programs Department, and the Section 8 Program has been subsidized by income from AHA properties. Although the recent CARES Act provided two additional months of Administrative Fee, this is not expected to cover the additional costs incurred due to the current health crisis. AHA has received an additional \$350,010 in May 2020 from HUD but the uses and timing of these funds are restricted. Additional CARES Act funds of \$421,086 was received from HUD in August 2020. Furthermore, staff is applying for additional HAP funding with HUD in September 2020, prior to the application deadline of October 31, 2020.

### Expenses

Total operating expenses are lower than the year-to-date budget by \$45,071 (1.10%). This is mainly due to lower salary and benefit expenses, which are under budget due to vacant positions (see monthly overview report for Operations, H.R. and I.T.). Housing Development, Finance, and Property Operations staff meet periodically to review the financial statements to monitor actuals versus budget amounts. AHA maintenance team performs more of the maintenance work in AHA's managed properties rather than using vendors.

### Housing Assistance Payments (HAP) Pass-through

The Housing Assistance Payments (HAP) pass-through includes all the Housing Choice Voucher/Section 8, Shelter Plus, and Bessie Coleman (SRO) programs. Year-to-date HAP revenue is \$200,230 lower than budget (7.55%). Staff continues to make progress on \$25,651 (Account 9700800) in accounts receivable for Port-In billings from other



public housing authorities. This amount is subject to change due to Port-Outs. Port-In billing collections was not budgeted in the FY 2021 budget process.

Shelter Plus Care revenue is paid in arrears by the Alameda County Housing and Community Development Department, and the amount billed for July 2020 is under budget by \$4,155 or 10.80%. As of the beginning of September 2020, \$138,906 billed to the County of Alameda is outstanding and staff is in communication with county staff to collect these funds (April 2020 through July 2020 billings).

No new vouchers are currently being issued due to a HAP shortfall status with HUD. HAP payments to property owners are higher than budget by \$69,767 (2.59%) due to reduced tenant portion due to the current health and economic situation. Staff is working closely with HUD to monitor HAP revenue and expenditure, as well as the federal budget process to ensure sufficient cash flow for the program.

### Statement of Net Position

The Housing Authority has adequate cash resources for operations. As of July 31, 2020, AHA, AAHC and its affiliates have \$8.5 Million in cash, and \$19 Million held in LAIF and CAMP investments. Furthermore, approximately \$3 Million in CAMP funds was utilized to fund the General Partner Equity and the AHA Loan in August 2020 for the Rosefield Village LIHTC rehabilitation closing.

### **OTHER ISSUES IMPACTING FINANCE DEPARTMENT**

#### COVID-19 Mission Critical Tasks:

Due to California's Shelter in Place order and the effects of the health situation, the finance management team has been prioritizing the following mission critical tasks:

- (1) Review new regulatory and tax pronouncements stemming from COVID-19 and how they may apply to AHA, AAHC, and its affiliates. This includes CARES act administrative fee increases and potential FEMA reimbursements.
- (2) Advance on a short term basis \$1 million from Esperanza to the General Fund to ensure the agency has sufficient funds on hand to cover a reduction in tenant rents (for those who cannot pay rent due to job loss, or do not feel comfortable leaving their apartment to pay rent) and an increase in expenses. The \$1 million transfer was appropriately recorded in the accounting system in March 2020. As of May 2020, the full short-term advance has been refunded from the General Fund to Esperanza. An additional \$150,000 was transferred from Esperanza to the General Fund to support operations in September 2020 pending receipt of City of Alameda reimbursements for the Housing Development and Rent Program.
- (3) Continue to ensure Housing Assistance Payments are paid to landlords and AHA owned properties timely and to transfer landlords receiving a paper check to ACH for swifter payment and to reduce postage costs.



- (4) Continue to ensure payroll to our employees are paid timely and with no interruption.
- (5) Allow vendors the ability to submit invoices electronically through a web portal (Yardi VendorCafé) and allowing AHA the ability to pay via electronic funds transfer.
- (6) Ensure the accounting is recorded appropriately for the fiscal year in anticipation of the upcoming submittal of the unaudited FDS by the extended deadline of October 31, 2020.

### Staffing

The finance management team continues to work on mission critical tasks listed above. Nan McKay and Associates continues to provide consulting services including HUD's monthly Voucher Management System (VMS) report and the annual unaudited Financial Data Schedule (FDS) by the extended deadline of October 31, 2020. An additional finance consultant started in May 2020 to assist the Finance Department with an extended planned absence of a staff member.

### Audit and Tax

#### AHA

AHA's single audit and final FY 2019 FDS was submitted to HUD's Real Estate Assessment Center in March 2020 and the Federal Audit Clearinghouse. The FDS was rejected in May 2020 and AHA staff, Citrin Cooperman, and Nan McKay discussed the response prior to the deadline of September 30, 2020. The questions are specific to line items and a draft response has been composed and is pending review for final resubmission.

#### AAHC

Although AHA is exempt from filing a federal tax return, AAHC is required to file a tax return (IRS Form 990 and its California equivalent). The draft AAHC tax return was presented for review in the June 17, 2020 BOC meeting under agenda item 14-B under the Alameda Affordable Housing Corporation meeting (AAHC Tax Return) and approved by the AAHC board. The June 30, 2019 tax return was filed in June 2020 to the authorities.

### Island City Development

AHA is working with the CPA firm Holthouse, Carlin & Van Tright LLP for audit work of Island City Development and the two low-income housing tax credit (LIHTC) project partnerships (Sherman & Buena Vista, L.P. and Everett & Eagle, L.P., the "LPs"). The draft audited financial statements and tax returns were submitted to the LIHTC investors for their review. The audited financial statements for the LPs were finalized in March 2020, while the tax returns will be filed by the extended deadline of September 15, 2020.



Honorable Chair and  
Members of the Board of Commissioners

September 16, 2020

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Sherman & Buena Vista, L.P. received the executed Form 8609 from the California Tax Credit Allocation Committee (“TCAC”) to issue IRS Form 8609. The IRS Form 8609 was executed by the Executive Director and provided to the IRS, TCAC and the investor. The Form 8609 is a requirement to present low-income housing tax credits on the tax returns of the project partnerships. Everett & Eagle, L.P. is still awaiting for the Form 8609 from TCAC.

Additionally, various LLC affiliates have tax filing requirements throughout the year, including the tax extension deadline which was March 15, 2020. These LLC affiliates have minimal activity and will be filed by the extended deadline of September 15, 2020.

Island City Development’s audited financial statement is currently in progress, and its tax return (IRS Form 990) is due by the extended deadline of November 15, 2020.

#### Unfunded Pension Liabilities

On May 20, 2020, the Board of Commissioners voted to fund CalPERS \$1 Million and to continue to fund the unfunded pension liabilities under the soft fresh start mechanism. AHA funded this liability before the end of fiscal year June 30, 2020.

#### Budget

An abbreviated budget for the fiscal year July 1, 2020 through June 30, 2021 was brought to the Board of Commissioners in the June 24, 2020 meeting. The Board of Commissioners passed the motion to “Adopt the Resolution to Approve the Housing Authority’s One Year Budget for Fiscal Year July 1, 2020 to June 30, 2021.”

#### Banking Activities

The Constitution and Eagle, L.P. (Rosefield Village rehabilitation) construction bank account with Bank of America (construction lender) was set up in August. JSCO also set up a Rosefield Village operating account with Bank of America in August 2020.

#### Rosefield Village rehabilitation

Rosefield Village was transferred from AHA to ICD’s affiliate, Constitution & Eagle, L.P., in mid-August 2020 for the LIHTC equity and construction loan closing. ICD will reimburse AHA for the predevelopment loan. The Board has previously authorized a \$3.1 Million loan to Island City Development for pre-development expenses (of which ICD advanced \$2.7 million for predevelopment costs for the Rosefield project). Once the \$100,000 refundable bond performance deposit have been refunded to ICD, ICD will repay the total predevelopment after a full reconciliation. Please see “Accept the Monthly Development Report for Rosefield Village” for more information.

Furthermore, the Finance department is working with the Housing Development team to ensure that the construction draw process and disbursement will occur timely, as well as the recordation of predevelopment, construction and sources.





Honorable Chair and  
Members of the Board of Commissioners

September 16, 2020  
Page 7 of 7

**RECOMMENDATION**

Accept the Finance and Budget Variance Report for period ending July 31, 2020.

Respectfully submitted,

A handwritten signature in blue ink, appearing to read "Louie So", is written over a light blue rectangular background.

Louie So, CPA  
Director of Finance

Attachments:

1. Balance Sheet – July 31, 2020
2. Budget Comparison – Revenue & Expense - Summary
3. Budget Comparison – Revenue & Expense - Detail
4. AHA Revenue & Expense (Actual versus Budget)





9/2/2020 4:05 PM

**Balance Sheet**  
 Period = Jul 2020  
 Book = Accrual

	Current Balance
1000000 ASSETS	
1100000 CURRENT ASSETS	
1101000 CASH	
1110010 Cash - Unrestricted	4,963,631
1110012 Cash - Reserve for Building	78,451
1110013 Cash - Reserve for 3rd Party Managed Buildings	1,098,726
1110014 Cash - Reserve for Equipment	2,152
1110018 Cash - Operating Checking with 3rd Party	1,310,508
1110019 Petty Cash with 3rd Party	200
1110020 Cash - Petty cash	500
1110021 Cash - Benefit Account	76,855
1110030 Cash - FSS	103,236
1110040 Cash - Replacement Reserve Bldg	312,415
1130030 Cash - Restricted Sec Dep	237,855
1140000 Cash - Tenant Security Deposits	339,160
1140050 Cash - Tenant Security Deposits with 3rd Party	44,398
1199000 TOTAL CASH	8,568,088
1200000 ACCOUNTS RECEIVABLE	
1240010 Accounts Receivable - Government	535,948
1240050 HAP Rent Receivable	120,984
1250010 Accounts Receivable - Other	474,866
1250050 Accounts Receivable - 3rd Party Management	40,821
1255000 Subsidy Suspense Receivable	(27,854)
1260000 Accounts Receivable - Tenant	177,732
1260050 Accounts Receivable - Tenant Rent with 3rd Party	66,763
1261000 Allowance for Doubtful Accounts -Dwelling Rent	(85,197)
1280000 Fraud Recovery	36,869
1281000 Allowance for Doubtful Accounts - Fraud	(36,144)
1290000 Accrued Interest Receivable	47,682
1299000 TOTAL ACCOUNTS RECEIVABLE	1,352,470
1300000 INVESTMENTS AND OTHER CURRENT NOTES	
1310000 Investments(LAIF)- Unrestricted	10,312,709
1320010 Investments - Other	200
1320020 Investments(LAIF) (Restricted) - FSS Escrow	(326)
1320030 Investments(LAIF)- Building Reserve	1,067,093
1320040 Investments(LAIF) - Equipment Reserve	166,162
1350000 Investments - Restricted	0
1350010 Investment(LAIF)-Restricted (Jack Capon Villa Trust)	1,395
1350031 Investments - CAMP	7,481,380
1350100 Mortgage Receivable	60,366,182
1350103 Mortgage Receivable-Jack Capon L. P.	111,190
1350105 Loan Receivable-Security Deposit Loan	92,569
1350106 Loan Receivable - ICD	15,959,430

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**Balance Sheet**  
Period = Jul 2020  
Book = Accrual

	<b>Current Balance</b>
1350107 Loan Receivable-RCD/Stargell/Tri Pointe	2,000,000
1350109 Loan Receivable - Section 8	1,790,000
1360000 TOTAL INVESTMENTS AND OTHER CURRENT NOTES	99,347,984
1400000 PREPAID EXPENSES	
1420010 Prepaid Insurance - Property	(0)
1420020 Prepaid Insurance - Liability	76,363
1420040 Prepaid Insurance - Worker Comp	28,776
1420050 Prepaid - Other	70,163
1420051 Prepaid Rent	14,400
1420070 Escrow Deposits - Property	42,638
1420075 Escrow Dep. PNC Hedge Res.	78,031
1430000 Inventories	317
1430010 Replacement Reserve-NorthMarq Loan	601,582
1430020 Reserve for Replacement NorthMarq	513,585
1440099 TOTAL PREPAID EXPENSES	1,425,854
1440105 INTERPROGRAM	
1440110 Interprogram (Due From)	1,025,677
1440111 Interprogram Due From Sherman St FACSA	12,725
1440112 Interprogram Due From Lincoln St FACSA	7,093
1440210 Interprogram Due From Esperanza	688
1440411 Interprogram Due from Detached Home	(0)
1440451 Interprogram Due From 2437 Eagle Ave - 4532	(19,735)
1440452 Interprogram Due From Stargell Commons	8,156
1440453 Interprogram Due From Island City Development - 4530	204
1440601 Interprogram Due From ABD	(22,496)
1440602 Interprogram Due From Rosefield Village - 4537	219
1440603 Interprogram Due From Parrot Gardens	15
1440604 Interprogram Due From Stanford House	5
1440605 Interprogram Due From Lincoln/Willow	15
1440606 Interprogram Due From Senior Condos	18
1440607 Interprogram Due From China Clipper	408
1440608 Interprogram Due From Regent Street Land	1,530
1440609 Interprogram Due From Santa Clara Land	60
1440610 Interprogram Due From Eagle Village	265
1440613 Interprogram Due From Shinsei Gardens	2,580
1440710 Interprogram Due From Section 8 Vouchers	435,590
1440899 TOTAL INTERPROGRAM	1,453,017
1500000 TOTAL CURRENT ASSETS	112,147,414
1590000 LONG TERM ASSETS	
1600000 FIXED ASSETS	
1609999 LAND AND BUILDINGS	
1610000 Land	53,019,779
1620030 Buildings	31,599,053

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**Balance Sheet**

Period = Jul 2020

Book = Accrual

	Current Balance
1620031 Buildings Improvements	2,146,760
1629000 TOTAL LAND AND BUILDINGS	86,765,591
1630040 Furniture and Equipment - Dwelling	355,075
1630041 Furniture and Equipment - Other	116,686
1650000 Leasehold Improvements	14,508,704
1660030 Accumulated Deprecation	(30,313,625)
1660060 Accumulated Depreciation - 3rd Party	(533)
1699000 TOTAL FIXED ASSETS	71,431,898
1700000 ALL OTHER ASSETS	
1740000 Other Asset	109,405
1770000 TOTAL ALL OTHER ASSETS	109,405
1800000 DEFERRED OUTFLOW	
1800200 Deferred Outflow of Resources	1,490,650
1890000 TOTAL DEFERRED OUTFLOW	1,490,650
1900000 CONSTRUCTION IN PROGRESS	
1900100 CIP - On Site Improvement	64,662
1900210 CIP - Architectural & Engineering Fees	6,925
1900230 CIP - Professional Services (Other)	17,208
1900410 CIP - Environmental Testing & Reports	13,800
1900420 CIP - Permit & Fees (plan'g,build'g,public work,school dist)	687
1900430 CIP - Utilities Fees	608
1919999 TOTAL CONSTRUCTION IN PROGRESS	103,889
1929999 TOTAL LONG TERM ASSETS	73,135,842
1999999 TOTAL ASSETS	185,283,255
3000000 LIABILITIES AND EQUITY	
3005000 LIABILITIES	
3100000 CURRENT LIABILITIES	
3100500 ACCOUNTS PAYABLE	
3120010 Accounts Payable<= 90 Days	161,783
3120011 Accounts Payable -CALPERS (employee portion)	13,280
3120012 Accounts Payable-Health Insurance (employee portion)	637
3120013 Accounts Payable-457b Plan (employee portion)	5,184
3120014 Accounts Payable-Garnishment (employee portion)	526
3120015 Accounts Payable-Vision Insurance (employee portion)	715
3120016 Accounts Payable-Life Insurance (employee portion)	(47)
3120018 Accounts Payable-PARS retirement (employee portion)	143
3120019 Accounts Payable-Flexible Spending Account(employee portion)	4,668
3120020 Accounts Payable > 90 Days Past Due	1,338
3120021 Employees Cobra	458
3120022 Accounts Payable-PERS 1959 Surv(Employee Portion)	87
3120023 Accounts Payable-FSA Transit Plan	508
3120024 Accounts Payable FSS	77,207
3120026 Accounts Payable FSS Interest	(42)

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**Balance Sheet**

Period = Jul 2020

Book = Accrual

	<b>Current Balance</b>
3120027 Accounts Payable-Roth IRA	750
3120029 Accounts Payable - 3rd Party Management Company	33,883
3120030 Accrued Wage/Payroll Taxes Payable	1,102
3120040 Accrued Compensated Absences - Current Portion	138,785
3120045 Accrued Vacation Payable - 3rd Party Management	7,575
3120070 Accrued Payables	55,153
3120075 Accrued Accounts Payable - 3rd Party Management	49,910
3330100 Tenants- Rents Payable	9,900
3339000 TOTAL ACCOUNT PAYABLE	563,502
3400000 SECURITY DEPOSITS HELD	
3410010 Tenant Security Deposits	451,045
3410015 Tenant Security Deposits - held with 3rd Party Management	42,748
3410020 Tenant Security Deposits - Pets	1,375
3410030 Tenant Security Deposits - Gate Opener	25
3410040 Tenant Security Deposits - Satellite Dish/Antenna	1,600
3410060 Tenant Security Deposits - Pooled Interest	63,760
3410999 Security Deposit Refund	2,481
3419000 TOTAL SECURITY DEPOSITS HELD	563,034
3419900 OTHER LIABILITIES	
3420000 Prepay Tenant Rent	82,066
3421000 Prepay Tenant Rent - 3rd Party Management	39,863
3425000 Unearned Revenue	(128,209)
3426000 Prepaid Ground Lease Rent	3,326,863
3430000 Current Portion of Long Term Debt - Capital Projects	(284,404)
3449000 TOTAL OTHER LIABILITIES	3,036,179
3470000 INTERPROGRAM	
3470050 Interprogram (Due to)	892,175
3470110 Interprogram Due To General Fund	468,454
3470601 Interprogram Due To Anne B Diamant Plaza	19,786
3471000 Due To/Due From Suspense Account	250,340
3480000 TOTAL INTERPROGRAM	1,630,755
3499000 TOTAL CURRENT LIABILITIES	5,793,470
3500000 NON-CURRENT LIABILITIES	
3510020 Reduction to Mortgage Loan	81,908
3510100 Mortgage Loan Payable	35,995,952
3510130 Interest Payable - City of Alameda Loan	1,080,005
3510140 Home Fund Loan #1	217,925
3510143 \$3.6M Housing Authority Loan Payable	34,200,000
3510150 Housing Community Dev. Loan	916,400
3510157 Loan Payable - Esperanza	1,790,000
3510158 Loan Payable - CDBG	575,000
3510160 Home Fund Loan #2	282,700
3540000 Accrued Compensated Absences - Noncurrent	104,967

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**Balance Sheet**  
Period = Jul 2020  
Book = Accrual

	<b>Current Balance</b>
3570000 OPEB Liability	(1,123,186)
3580000 Pension Liability	2,011,870
3599000 TOTAL NON-CURRENT LIABILITIES	<u>75,969,726</u>
3999000 TOTAL LIABILITIES	81,763,196
4000000 Equity/Net Assets	
4000001 EQUITY	
4000100 DEFERRED INFLOW	
4001000 Deferred Inflow of Resources	1,882,448
4900000 TOTAL DEFERRED INFLOW	<u>1,882,448</u>
4999999 CONTRIBUTED CAPITAL	
5010000 Net Investment in Capital Assets	2,786,218
5090000 Unrestricted	71,250,120
5120000 Unrestricted	27,148,195
5120010 Net Restricted Assets	453,079
5950000 TOTAL CONTRIBUTED CAPITAL	<u>101,637,611</u>
5999900 TOTAL EQUITY	<u>103,520,060</u>
6000000 TOTAL LIABILITIES AND EQUITY	185,283,255

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**Budget Comparison (with PTD) - SUMMARY**

Period = Jul 2020

Book = Accrual

	MTD Actual	MTD Budget	Variance	% Var
<b>6999990 INCOME</b>				
7050000 TOTAL TENANT REVENUE	1,181,097	1,067,608	<i>113,490</i>	<i>10.63</i>
7069000 TOTAL FEDERAL GRANTS	34,330	38,484	<i>(4,155)</i>	<i>-10.80</i>
7159000 TOTAL OTHER INCOME	4,886	202,011	<i>(197,124)</i>	<i>-97.58</i>
8100120 TOTAL HUD GRANT	2,619,587	2,802,220	<i>(182,633)</i>	<i>-6.52</i>
<b>8999000 TOTAL REVENUE</b>	<b>3,839,900</b>	<b>4,110,322</b>	<b>(270,422)</b>	<b>-6.58</b>
<b>9000000 EXPENSES</b>				
9169000 TOTAL ADMINISTRATIVE	563,042	878,184	<i>315,142</i>	<i>35.89</i>
9219000 TOTAL TENANT/SOCIAL SERVICES/POLICE	25,268	40,489	<i>15,221</i>	<i>37.59</i>
9249000 TOTAL TENANT SERVICES	-	24,934	<i>24,934</i>	<i>100.00</i>
9399000 TOTAL UTILITIES	70,156	137,390	<i>67,234</i>	<i>48.94</i>
9499000 TOTAL MAINTENANCE	111,258	188,820	<i>77,562</i>	<i>41.08</i>
9698000 TOTAL GENERAL EXPENSES	101,717	115,230	<i>13,513</i>	<i>11.73</i>
9699000 TOTAL OPERATING EXPENSES	875,997	1,393,145	<i>517,148</i>	<i>37.12</i>
9719000 TOTAL EXTRAORDINARY EXPENSES	-	9,206	<i>9,206</i>	<i>100.00</i>
9739000 TOTAL HOUSING ASSISTANCE PAYMENTS (VOUCHER)	2,768,096	2,691,475	<i>(76,621)</i>	<i>-2.85</i>
<b>OPERATING EXPENSES</b>	<b>3,635,262</b>	<b>4,093,826</b>	<b>(45,071)</b>	<b>-1.10</b>
<b>NET INCOME BEFORE DEPRECIATION</b>	<b>204,638</b>	<b>16,496</b>	<b>188,142</b>	<b>1,141</b>
<b>9859999 TOTAL OTHER EXPENSES</b>	<b>145,429</b>	<b>139,452</b>	<b>(5,977)</b>	<b>-4.29</b>
9996000 TOTAL EXPENSES	3,780,691	4,233,278	<i>452,587</i>	<i>10.69</i>
<b>9998000 NET INCOME</b>	<b>59,209</b>	<b>(122,956)</b>	<b>182,165</b>	<b>148.15</b>

**Budget Comparison (with PTD)**

Period = Jul 2020

Book = Accrual

	PTD Actual	PTD Budget	Variance	% Var
6999990 INCOME				
7000000 REVENUE				
7020000 TENANT REVENUE				
7030000 Tenant Rental Revenue	331,421	375,454	(44,033)	-11.73
7030030 Maintenance Charges	100	-	100	N/A
7030040 Late Charges	(25)	-	(25)	N/A
7030060 Tax Increment Payments from the City of Alameda	127,777	127,777	(1)	0.00
7030100 Tenant HAP Subsidy	718,486	589,315	129,171	21.92
7030110 Vacancy Loss	(33,668)	(27,443)	(33,668)	122.68
7030300 Commercial Rents	37,007	2,505	34,502	1,377.33
7050000 TOTAL TENANT REVENUE	1,181,097	1,067,608	113,490	10.63
7060000 FEDERAL GRANTS				
7060060 Shelter Plus Care Revenue	34,330	38,484	(4,155)	-10.80
7069000 TOTAL FEDERAL GRANTS	34,330	38,484	(4,155)	-10.80
7100000 OTHER INCOME				
7110010 Investment Income - Unrestricted	-	11,188	(11,188)	-100.00
7110011 Interest Income	2,824	10,115	(7,291)	-72.08
7110020 Interest on Equip. Reserve	-	249	(249)	-100.00
7110030 Interest Earned on Operating Reserve	-	12	(12)	-100.00
7110060 Interest - Replacement Reserve	-	4,023	(4,023)	-100.00
7110070 Other - Income	98	4,337	(4,238)	-97.74
7110075 Laundry Commission	1,718	2,182	(463)	-21.23
7110082 Land Fee/Ground Lease	-	447	(447)	-100.00
7110092 Professional Service Revenue	-	167,954	(167,954)	-100.00
7150070 Administrative Fee	246	1,505	(1,260)	-83.68
7159000 TOTAL OTHER INCOME	4,886	202,011	(197,124)	-97.58
8000000 HUD GRANT				
8010000 HUD Operating Grants	2,452,760	2,652,990	(200,230)	-7.55
8020000 Administrative Fees from HUD	170,679	149,229	21,450	14.37

**Budget Comparison (with PTD)**

Period = Jul 2020

Book = Accrual

	<b>PTD Actual</b>	<b>PTD Budget</b>	<b>Variance</b>	<b>% Var</b>
8020110 PORT-In Administrative Fees	1,059	-	<b>1,059</b>	<b>N/A</b>
8030000 Administrative Fees Paid (PORT-Outs)	4,911	-	<b>(4,911)</b>	<b>N/A</b>
8100120 TOTAL HUD GRANT	2,619,587	2,802,220	<b>(182,633)</b>	<b>-6.52</b>
8999000 TOTAL REVENUE	3,839,900	4,110,322	<b>(270,422)</b>	<b>-6.58</b>
9000000 EXPENSES				
9000900 OPERATING EXPENSES				
9100000 ADMINISTRATIVE				
9110010 Administrative Salaries	321,501	445,354	<b>123,852</b>	<b>27.81</b>
9110020 Temporary Help - Administrative	9,330	42,709	<b>33,380</b>	<b>78.15</b>
9120000 Auditing Fees	-	3,870	<b>3,870</b>	<b>100.00</b>
9130000 Outside Management Fees	14,102	17,818	<b>3,716</b>	<b>20.86</b>
9150010 Admin Employee Benefits - Medical/Dental	55,271	106,324	<b>51,053</b>	<b>48.02</b>
9150020 Admin Employee Benefits - PERS/PARS	28,185	40,526	<b>12,341</b>	<b>30.45</b>
9150030 Admin Employee Benefits - FICA	4,639	6,417	<b>1,778</b>	<b>27.70</b>
9150040 Admin Employee Benefits - SUI	168	1,174	<b>1,006</b>	<b>85.73</b>
9150060 Admin Employee Benefits - Life/LTD	2,583	2,756	<b>172</b>	<b>6.26</b>
9150090 Admin Employee Benefit - WC	4,149	2,929	<b>(1,220)</b>	<b>-41.66</b>
9160010 Office Supplies/Equipment	5,214	7,617	<b>2,404</b>	<b>31.55</b>
9160030 Dues & Subscriptions Publications	-	100	<b>100</b>	<b>100.00</b>
9160040 Postage	-	4,102	<b>4,102</b>	<b>100.00</b>
9160050 Telephone	2,831	5,014	<b>2,183</b>	<b>43.54</b>
9160060 Bank Charges and Check Supplies	-	2,305	<b>2,305</b>	<b>100.00</b>
9160090 Forms and Copies/Printing	269	425	<b>156</b>	<b>36.61</b>
9160100 Classified Ads and Public Notices/outreach material	3,413	3,131	<b>(282)</b>	<b>-9.01</b>
9160110 Legal Expense	56,375	28,750	<b>(27,625)</b>	<b>-96.09</b>
9160111 Payroll charge	1,000	596	<b>(404)</b>	<b>-67.90</b>
9160112 Survey/Title Fee	-	167	<b>167</b>	<b>100.00</b>
9160113 Office Rent	6,111	30,611	<b>24,500</b>	<b>80.04</b>
9160114 Administrative Support	470	-	<b>(470)</b>	<b>N/A</b>



**Budget Comparison (with PTD)**

Period = Jul 2020

Book = Accrual

	<b>PTD Actual</b>	<b>PTD Budget</b>	<b>Variance</b>	<b>% Var</b>
9160120 Training/Conferences and Travel	450	13,368	<b>12,918</b>	<b>96.63</b>
9160130 Membership Dues and Fees	-	948	<b>948</b>	<b>100.00</b>
9160131 Taxes & Government Fees	160	-	<b>(160)</b>	<b>N/A</b>
9160160 Contracts - Accounting Services	3,150	284	<b>(2,866)</b>	<b>-1,009.15</b>
9160170 Contracts - Administrative Services/Consultant	10,003	32,738	<b>22,735</b>	<b>69.44</b>
9160180 Contracts - Application Service Provider - Yardi	13,471	18,635	<b>5,165</b>	<b>27.71</b>
9160190 Contracts - Computer/Telephone Maintenance/Email	4,425	31,553	<b>27,128</b>	<b>85.98</b>
9160220 Contracts - Human Resource Services	-	5,729	<b>5,729</b>	<b>100.00</b>
9160230 Contracts - Housing Inspection Services	-	4,726	<b>4,726</b>	<b>100.00</b>
9160260 Contracts - Office Machine Lease	437	1,540	<b>1,103</b>	<b>71.62</b>
9160270 Contracts - Web Hosting/Maintenance/Web Ads	3,391	1,433	<b>(1,958)</b>	<b>-136.69</b>
9160290 Contracts - HR Recruitment	15,627	11,035	<b>(4,592)</b>	<b>-41.62</b>
9160510 Association Dues	(3,683)	3,500	<b>7,183</b>	<b>205.24</b>
9169000 TOTAL ADMINISTRATIVE	563,042	878,184	<b>315,142</b>	<b>35.89</b>
9200000 TENANT/SOCIAL SERVICES/POLICE				
9210010 Tenant Services - Salaries	25,268	287	<b>(24,981)</b>	<b>-8,704.15</b>
9210030 Police Services	-	15,687	<b>15,687</b>	<b>100.00</b>
9210100 Tenant/Social Services - Salaries	-	24,516	<b>24,516</b>	<b>100.00</b>
9219000 TOTAL TENANT/SOCIAL SERVICES/POLICE	25,268	40,489	<b>15,221</b>	<b>37.59</b>
9230005 TENANT SERVICES EMPLOYEE BENEFITS AND INSURANCE				
9230010 Tenant Svcs Employee Benefits - Medical/Dental	2,504	3,573	<b>1,069</b>	<b>29.92</b>
9230020 Tenant Svcs Employee Benefits - PERS/PARS	1,007	1,635	<b>627</b>	<b>38.38</b>
9230030 Tenant Svcs Employee Benefits - FICA	171	725	<b>554</b>	<b>76.37</b>
9230040 Tenant Svcs Employee Benefits - SUI	6	161	<b>155</b>	<b>96.17</b>
9230050 Tenant Svcs Employee Benefits - Life/LTD	35	-	<b>(35)</b>	<b>N/A</b>
9230090 Tenant Svcs Employee Benefit - WC	833	2,004	<b>1,171</b>	<b>58.44</b>
9239000 TOTAL TENANT SERVICES EMPLOYEE BENEFITS AND INSURANCE	4,557	8,098	<b>3,541</b>	<b>43.73</b>
9240005 TENANT SERVICES				
9240020 Tenant Service Activities - Contracts and O/S Services	-	24,934	<b>24,934</b>	<b>100.00</b>

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**Budget Comparison (with PTD)**

Period = Jul 2020

Book = Accrual

	PTD Actual	PTD Budget	Variance	% Var
9249000 TOTAL TENANT SERVICES	-	24,934	<b>24,934</b>	<b>100.00</b>
9300000 UTILITIES				
9310000 Water	18,244	22,085	<b>3,841</b>	<b>17.39</b>
9320000 Electricity	1,693	11,879	<b>10,186</b>	<b>85.75</b>
9330000 Gas	7,116	4,163	<b>(2,952)</b>	<b>-70.91</b>
9380010 Sewer	9,606	25,222	<b>15,615</b>	<b>61.91</b>
9380020 Garbage	33,497	37,361	<b>3,864</b>	<b>10.34</b>
9380030 Other	-	36,680	<b>36,680</b>	<b>100.00</b>
9399000 TOTAL UTILITIES	70,156	137,390	<b>67,234</b>	<b>48.94</b>
9399990 MAINTENANCE				
9400000 MAINTENANCE SALARIES				
9410010 Maintenance - Salaries	62,855	61,391	<b>(1,464)</b>	<b>-2.38</b>
9419000 TOTAL MAINTENANCE SALARIES	62,855	61,391	<b>(1,464)</b>	<b>-2.38</b>
9420005 MAINTENANCE MATERIALS				
9420010 Maintenance Materials	10,081	21,798	<b>11,717</b>	<b>53.75</b>
9420020 Vehicle - gasoline	-	559	<b>559</b>	<b>100.00</b>
9429000 TOTAL MAINTENANCE MATERIALS	10,081	22,357	<b>12,276</b>	<b>54.91</b>
9429005 MAINTENANCE CONTRACTS				
9429015 Maintenance Contracts - Unit Turnaround	-	4,404	<b>4,404</b>	<b>100.00</b>
9429030 Maintenance Contracts - Tree Trimming	-	917	<b>917</b>	<b>100.00</b>
9429060 Maintenance Contracts - Floor Covering	-	6,718	<b>6,718</b>	<b>100.00</b>
9429100 Maintenance Contracts - Services	365	12,695	<b>12,329</b>	<b>97.12</b>
9430010 Maintenance Contracts - Painting	-	3,028	<b>3,028</b>	<b>100.00</b>
9430020 Maintenance Contracts - Plumbing	-	2,505	<b>2,505</b>	<b>100.00</b>
9430030 Maintenance Contracts - Landscape, Pool, Pond Maintenance	1,221	10,839	<b>9,618</b>	<b>88.73</b>
9430040 Maintenance Contracts - HVAC Maintenance	1,929	2,851	<b>922</b>	<b>32.34</b>
9430060 Maintenance Contracts - Elevator Maintenance	-	3,657	<b>3,657</b>	<b>100.00</b>
9430070 Maintenance Contracts - Extermination	1,890	4,317	<b>2,427</b>	<b>56.22</b>
9430080 Maintenance Contracts - Electrical Maintenance	500	2,112	<b>1,612</b>	<b>76.32</b>

**Budget Comparison (with PTD)**

Period = Jul 2020

Book = Accrual

	<b>PTD Actual</b>	<b>PTD Budget</b>	<b>Variance</b>	<b>% Var</b>
9430090 Maintenance Contracts - Security and Nurse Call Systems	21,422	1,492	<i>(19,930)</i>	<i>-1,335.79</i>
9430110 Maintenance Contracts - Gutter Cleaning Services	-	1,063	<i>1,063</i>	<i>100.00</i>
9430120 Maintenance Contracts - Flooring Replmt/Cleaning Srvc	4,354	-	<i>(4,354)</i>	<i>N/A</i>
9430130 Maintenance Contracts - Other	622	991	<i>370</i>	<i>37.29</i>
9430140 Maintenance Contracts - Vehicle Maintenance	-	609	<i>609</i>	<i>100.00</i>
9430150 Maintenance Contracts - Janitorial	(14,906)	15,436	<i>30,342</i>	<i>196.57</i>
9439000 TOTAL MAINTENANCE CONTRACTS	17,397	73,634	<i>56,237</i>	<i>76.37</i>
9450005 MAINTENANCE EMPLOYEE BENEFITS				
9450010 Maint Employee Benefits - Medical/Dental	10,795	19,314	<i>8,519</i>	<i>44.11</i>
9450020 Maint Employee Benefits - PERS/PARS	3,966	5,880	<i>1,915</i>	<i>32.56</i>
9450030 Maint Employee Benefits - FICA	2,884	840	<i>(2,044)</i>	<i>-243.38</i>
9450040 Maint Employee Benefits - SUI	26	214	<i>188</i>	<i>87.68</i>
9450050 Maint Employee Benefits - Life/LTD	274	504	<i>230</i>	<i>45.54</i>
9450070 Maint Employee Benefits - Uniforms/Shoes	21	2,013	<i>1,992</i>	<i>98.95</i>
9450091 Maint Employee Benefit - WC	2,958	2,672	<i>(286)</i>	<i>-10.70</i>
9459000 TOTAL MAINTENANCE EMPLOYEE BENEFITS	20,925	31,438	<i>10,513</i>	<i>33.44</i>
9499000 TOTAL MAINTENANCE	111,258	188,820	<i>77,562</i>	<i>41.08</i>
9500000 GENERAL EXPENSES				
9500100 Interest Expense	81,054	96,592	<i>15,537</i>	<i>16.09</i>
9500160 Mortgage Financial Service Charge	4,725	-	<i>(4,725)</i>	<i>N/A</i>
9500200 Other Expense	1,743	-	<i>(1,743)</i>	<i>N/A</i>
9610010 Insurance - Workers Compensation	1,164	-	<i>(1,164)</i>	<i>N/A</i>
9610020 Insurance - Liability	4,190	4,591	<i>401</i>	<i>8.74</i>
9610030 Insurance - Property	6,128	11,470	<i>5,342</i>	<i>46.57</i>
9610040 Insurance - Vehicle	513	1,322	<i>809</i>	<i>61.18</i>
9610060 Insurance - Other	-	1,255	<i>1,255</i>	<i>100.00</i>
9660000 Cost of Bond Issuance	2,200	-	<i>(2,200)</i>	<i>N/A</i>
9698000 TOTAL GENERAL EXPENSES	101,717	115,230	<i>13,513</i>	<i>11.73</i>
9699000 TOTAL OPERATING EXPENSES	875,997	1,393,145	<i>517,148</i>	<i>37.12</i>

**Budget Comparison (with PTD)**

Period = Jul 2020

Book = Accrual

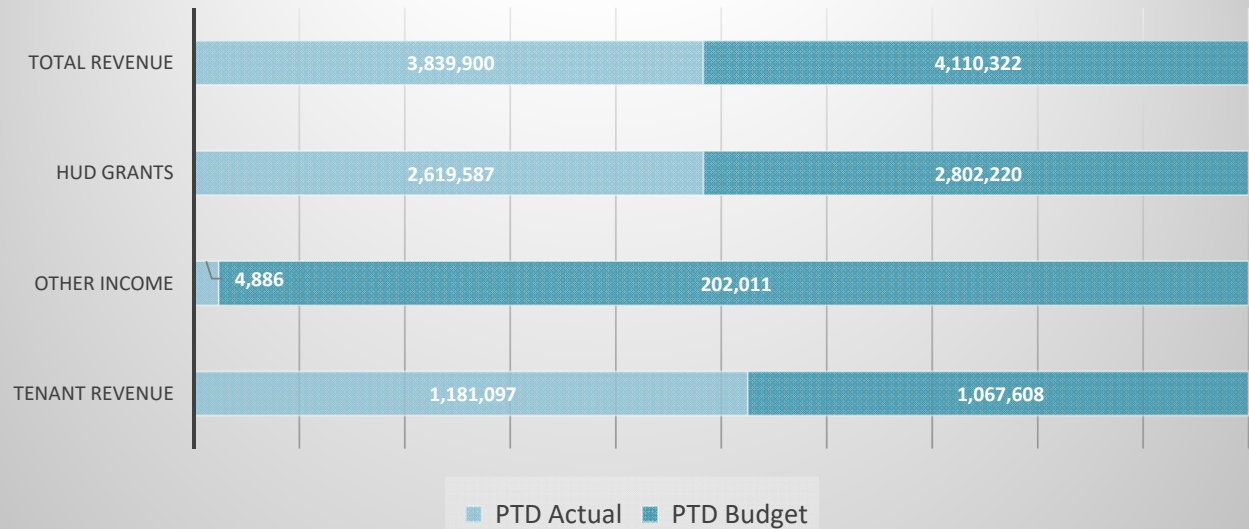
	<b>PTD Actual</b>	<b>PTD Budget</b>	<b>Variance</b>	<b>% Var</b>
9700000 MOD REHAB AND SPC EXPENSES				
9700570 Rent to Owners - Bessie Coleman	16,820	-	<i>(16,820)</i>	<i>N/A</i>
9700800 PORT-In (A/R Billings)	(25,651)	-	<i>25,651</i>	<i>N/A</i>
9700900 TOTAL MOD REHAB AND SPC EXPENSES	<u>(8,831)</u>	<u>-</u>	<i>8,831</i>	<i>N/A</i>
9710000 EXTRAORDINARY EXPENSES				
9710090 Pre-development Cost	-	9,206	<i>9,206</i>	<i>100.00</i>
9713001 HOUSING ASSISTANCE PAYMENTS (VOUCHER)				
9719000 TOTAL EXTRAORDINARY EXPENSES	<u>-</u>	<u>9,206</u>	<i>9,206</i>	<i>100.00</i>
9730001 HOUSING ASSISTANCE PAYMENTS (VOUCHER)				
9730010 Housing Assistance Payments - Landlords	2,761,242	2,691,475	<i>(69,767)</i>	<i>-2.59</i>
9730020 Housing Assistance Payments - FSS	3,334	-	<i>(3,334)</i>	<i>N/A</i>
9730070 Utility Allowance to Tenants	3,520	-	<i>(3,520)</i>	<i>N/A</i>
9739000 TOTAL HOUSING ASSISTANCE PAYMENTS (VOUCHER)	<u>2,768,096</u>	<u>2,691,475</u>	<i>(76,621)</i>	<i>-2.85</i>
<b>OPERATING EXPENSES</b>	<b>3,635,262</b>	<b>4,093,826</b>	<b>(45,071)</b>	<b>-1.10</b>
<b>NET INCOME BEFORE DEPRECIATION</b>	<b>204,638</b>	<b>16,496</b>	<b>188,142</b>	<b>1,141</b>
9739500 OTHER EXPENSES				
9740000 Depreciation Expense	145,429	139,452	<i>(5,977)</i>	<i>-4.29</i>
9859999 TOTAL OTHER EXPENSES	<u>145,429</u>	<u>139,452</u>	<i>(5,977)</i>	<i>-4.29</i>
9996000 TOTAL EXPENSES	<u>3,780,691</u>	<u>4,233,278</u>	<i>452,587</i>	<i>10.69</i>
9998000 NET INCOME	<u>59,209</u>	<u>(122,956)</u>	<i>182,165</i>	<i>148.15</i>

### Budget Comparison (with PTD)

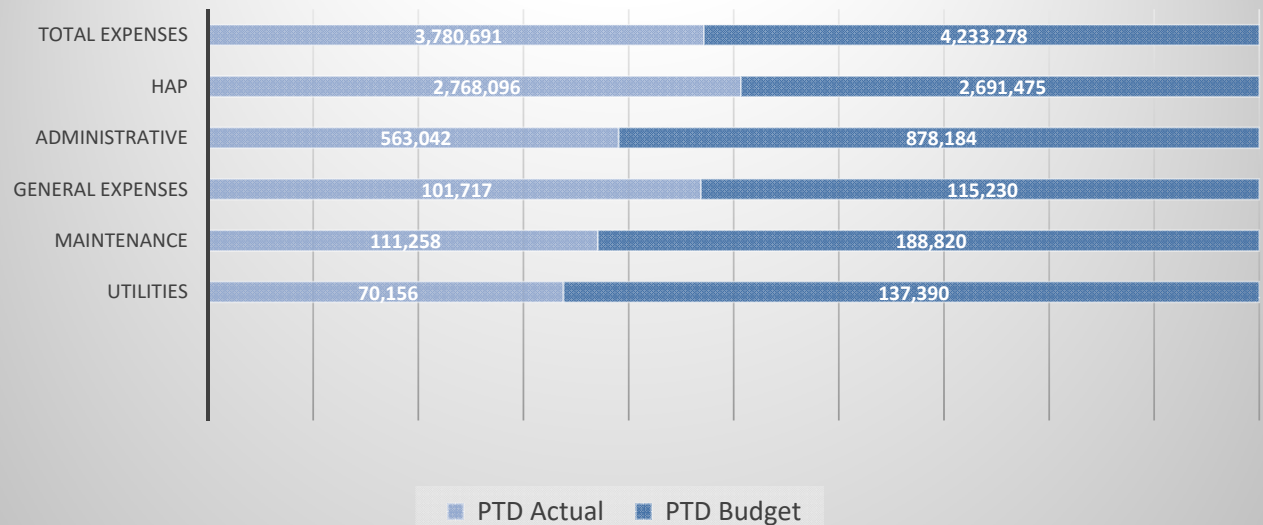
Period = Jul 2020

Book = Accrual

#### AHA REVENUE - ACTUAL VERSUS BUDGET (PTD)



#### AHA EXPENSES - ACTUAL VERSUS BUDGET (PTD)



Note - Categories less than \$100,000 are not presented



## Housing Authority of the City of Alameda

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To: Honorable Chair and Members of the Board of Commissioners

From: Sylvia Martinez, Director of Housing Development

Date: September 16, 2020

Re: Authorize the Executive Director or Designee to Negotiate and Sign the Agreement with the Alameda Transportation Management Association

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### **BACKGROUND**

It is common practice, and frequently, a funding requirement, to provide discounted transit passes to residents of affordable housing. In October 2018 AHA contracted with the Alameda-Contra Costa Transit District (AC Transit) to purchase 100 transit passes through its residential bulk purchasing program, EasyPass. The program has support staff at AC Transit who provided training to AHA staff, helped kick off the program, and provide printed marketing materials and schedule documents as needed. Provision of discounted transit passes is frequently becoming a funding requirement, including at the Rosefield Village redevelopment. To facilitate ongoing sustainable transportation efforts, increase resident mobility options, and prepare to provide passes for properties in AHA's pipeline staff have been researching the best option to grow its transit pass program.

### **DISCUSSION**

The EasyPass program provides discounts for bulk pass purchasing. For the residential program, participating organizations are required to purchase passes for each unit within an included property. Even though not every unit participates, this is how AC Transit prices the program and how they are able to provide a 90%+ discount on passes from the market rate. AHA purchases 100 passes, the lowest number required to participate. At increments like 500, 1,000, etc. passes AC Transit provides customers with additional price breaks.

The Alameda Transportation Management Association's (ATMA) purpose is to manage and administer the implementation of Transportation Demand Management (TDM) programs - including the EasyPass program - for ATMA members, to facilitate shared TDM services as appropriate between ATMA members, to provide marketing for TDM programs; and to coordinate annual monitoring, evaluation and reporting to the City of Alameda. The ATMA was founded by the City and is managed by a board made up of City staff, private developers, employers at Alameda Point, and Alameda Point Collaborative. With AHA's participation it would gain a representation seat on the ATMA



Honorable Chair and  
Members of the Board of Commissioners

September 16, 2020  
Page 2 of 3

board as well as take advantage of the additional bulk purchasing power of the ATMA. Additionally, membership in the ATMA shows AHA's commitment to sustainable transportation options for residents and gives the agency a seat at the table in discussions that can benefit transit service for our residents and the larger community.

AHA has agreed to administer the EasyPass program to its tenants via coordinators (property management staff at AHA or John Stewart Company (JSCo)) who will work directly with the tenants. AHA will provide quarterly reports to the ATMA. ATMA has agreed to provide information on transportation options and work with AHA staff to create and distribute information, schedules/maps, and application forms in electronic and/or paper format. These requirements are the same as have been required of staff while contracting directly with AC Transit and require only minor process changes to interact with the ATMA rather than AC Transit directly.

Passes are currently offered to tenants at Anne B. Diamant Plaza, Everett Commons, AHA's Senior Condos, and Lincoln-Willow properties. Additionally, EasyPasses are provided to households at Elector Littlejohn Commons as a requirement of the Development Agreement between the DelMonte warehouse developer and the City. The DA requirement carries for the life of the property, no matter the warehouse site's owner. JSCo staff work in a similar coordinator capacity there as at other properties, with the added involvement of the warehouse team. This new agreement sets AHA up to expand this program to additional properties

The Executive Director will negotiate the term and fee for membership in ATMA to obtain the passes and receive periodic reports on usage. The cost and term is expected to be similar to previous arrangements.

### **FINANCIAL IMPACT**

AHA currently pays one hundred twenty-three dollars and fifty-one cents (\$123.51) to AC Transit for the discounted passes; one hundred passes were purchased last year. The cost of the new arrangement is expected to be the one hundred one dollars and eighty-three cents (\$101.83) per pass. AHA expects to purchase 100 passes in the coming year for a total cost of \$10,183.00. This includes the direct EasyPass cost to the ATMA and a 15% membership fee which helps to run the ATMA and support other local transportation options. The cost of the passes comes from each property budget as a direct expense and adequate funds have been budgeted for this fiscal year.

### **RECOMMENDATION**

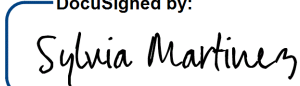
Authorize the Executive Director or Designee to Negotiate and Sign the Agreement with ATMA.



Honorable Chair and  
Members of the Board of Commissioners

September 16, 2020  
Page 3 of 3

Respectfully submitted,

DocuSigned by:  
  
88FEDACB7D8D461...  
Sylvia Martinez  
Director of Housing Development

Attachment:

1. Draft ATMA Agreement





AGREEMENT  
BETWEEN THE ALAMEDA TRANSPORTATION MANAGEMENT ASSOCIATION AND  
THE HOUSING AUTHORITY OF THE CITY OF ALAMEDA  
RELATED TO MEMBERSHIP FEES AND THE AC TRANSIT EASYPASS PROGRAM

This Membership Agreement ("**AGREEMENT**") is entered into as of this \_\_\_\_ day of \_\_\_\_\_, 2020 ("Effective Date"), by and between the Alameda Transportation Management Association ("**ATMA**"), a California nonprofit public benefit corporation, and the Housing Authority of the City of Alameda ("**AHA**"), a public body corporate and politic, and its affiliates, in reference to the following:

- A. ATMA's purpose is to manage and administer the implementation of Transportation Demand Management (TDM) programs - including the EasyPass program - for ATMA members, to facilitate shared TDM services as appropriate between ATMA members, to provide marketing for TDM programs; and to coordinate annual monitoring, evaluation and reporting to the City of Alameda.
- B. AHA is a property owner within the ATMA service boundary and seeks to decrease single occupancy vehicle trips by its residents and seeks to access transit benefits under the ATMA.
- C. AHA has agreed to administer the EasyPass program to its tenants via coordinators who will work directly with the tenants and will provide quarterly reports to the ATMA.
- D. ATMA has agreed to provide information on transportation options and work with AHA staff to create and distribute information, schedules/maps, and application forms in electronic and/or paper format.
- E. The ATMA and AHA now desire to enter into this AGREEMENT to set forth the terms of AHA's membership fee in the ATMA, AHA'S purchase of EasyPasses, and the related cost therefore.

**NOW, THEREFORE, WITH REFERENCE TO THE FACTS RECITED ABOVE, ATMA and AHA agree as follows:**

- 1. Term. This AGREEMENT will take effect as of the Effective Date and will expire on January 14, 2023. Thereafter, this Agreement may be extended on a year-by-year basis upon mutual agreement of ATMA and AHA as long as the ATMA continues its contract with AC Transit for EasyPasses.
- 2. Termination. The ATMA or AHA may terminate this AGREEMENT for any reason, with or without cause, by sending written notice to the other party sixty (60) days prior to the proposed date of termination by that party.
- 3. Membership Fee. Notwithstanding any provision to the contrary in the "Bylaws Of Alameda Transportation Management Association, A California Nonprofit Public Benefit Corporation" dated June 21, 2017, ATMA shall not charge AHA, and AHA

shall not be required to pay, any membership fee or assessment for membership in the ATMA except as provided in 5 below.

4. Purchase of EasyPasses. AHA agrees to annually purchase EasyPasses, pursuant to the formula in Section 5 below, in a quantity to be determined in AHA's sole and absolute discretion. Attached as Exhibit A, which is incorporated herein by this reference, is the list of initial sites that may receive EasyPasses.
5. Administration of EasyPasses. ATMA agrees to add AHA bus passes to its contract with AC Transit, a true and correct copy of which is attached hereto as Exhibit B and is incorporated herein by reference, for the bulk purchase of EasyPasses and will purchase the EasyPasses directly from AC Transit pursuant to that contract at the required amount per bus pass and will provide the EasyPasses to AHA.
  - a. AHA will be invoiced for the bulk purchase of passes pursuant to the following formula:
    - A. the cost of an EasyPass at the then-current per unit contract rate with AC Transit, as approved - and as amended from time to time - by the AC Transit Board (the current Board approval for the EasyPass rates is attached hereto as Exhibit C and is incorporated herein by reference),
    - B. multiplied by the number of passes provided,
    - C. plus an ATMA membership fee equal to 15% of the cost of the EasyPasses.
  - b. Participating households may request an additional EasyPass for its household, in which case AHA will pay ATMA the current per pass AC Transit contract rate plus an ATMA membership fee equal to 15% of the cost of the EasyPass.
  - c. When a tenant moves out, AHA shall notify ATMA and must ensure that the tenant has relinquished his or her Easy Pass, and when a replacement tenant moves in, tenant will be informed of the program and a new pass for the new resident will be offered.
  - d. Invoices shall be paid within 30 days of receipt of an invoice from ATMA.
  - e. AHA shall provide quarterly updates to ATMA on the number of unique users who received EasyPasses, including lost/damaged/stolen cards and move outs to ensure that the EasyPass is deactivated.
6. Notices. Notices given pursuant to this AGREEMENT shall be in writing and shall be deemed duly served and given by deposit in the United States mail, certified first class, postage prepaid and addressed as follows:

**For the Alameda Transportation Management Association:**

John Atkinson, Executive Director  
 Alameda Transportation Management Association  
 950 West Mall Square, Room 239  
 Alameda, CA 94501  
 (510) 267-3457  
[john@alamedatma.org](mailto:john@alamedatma.org)

**For the Housing Authority of the City of Alameda:**

Vanessa Cooper  
 Executive Director  
 Housing Authority of the City of Alameda  
 701 Atlantic Ave.  
 Alameda, CA 94501

7. Integration; Amendment. It is understood that there are no oral agreements between the parties hereto affecting this AGREEMENT and this AGREEMENT supersedes and cancels any and all previous negotiations, arrangements, agreements and understandings, if any, between the parties, and none shall be used to interpret this AGREEMENT. This AGREEMENT may be amended at any time by the mutual consent of the parties by an instrument in writing.

**IN WITNESS WHEREOF, the Alameda Transportation Management Association and the Housing Authority of the City of Alameda have executed this AGREEMENT on the dates below and agree that this AGREEMENT is effective as of the date referenced in the AGREEMENT's first paragraph.**

**ALAMEDA TRANSPORTATION MANAGEMENT ASSOCIATION**

By: \_\_\_\_\_  
 Michael S. O'Hara  
 President

Date: \_\_\_\_\_

**HOUSING AUTHORITY OF THE CITY OF ALAMEDA**

By: \_\_\_\_\_  
 Vanessa Cooper  
 Executive Director

Date: \_\_\_\_\_

## **Exhibit A: AHA Membership Sites**

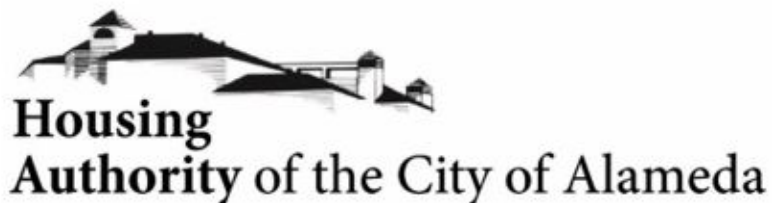
DRAFT

## **Exhibit B: ATMA and AC Transit Contract for EasyPasses**

DRAFT

## **Exhibit C: AC Transit Board Approval of the EasyPass Rates**

DRAFT



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FAX (510) 522-7848  
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To: Honorable Chair and Members of the Board of Commissioners

From: Janet Basta, Director of Human Resources and Operations

Date: September 16, 2020

Re: Authorize the Executive Director to Execute One or More Contracts and Expenditures for Temporary and Recruiting Services with the total Not to Exceed amount of \$300,000 with Robert Half International

---

### **BACKGROUND**

The Housing Authority has utilized services from a number of temporary agencies over the years. Following an RFP process in 2018, AHA awarded contracts to Apple One and 22<sup>nd</sup> Century Technologies in early 2019.

### **DISCUSSION**

Prior to 2019, AHA had used Robert Half International/AccountTemps/Office Team, among other agencies, to secure temporary staff for administrative and specialized finance positions. In particular, Robert Half was used extensively during the period of time that staffing in the Finance department was low and in transition, including securing several salaried accounting professionals to provide specialized finance and Controller-level support to the Agency in the absence of a Finance Director. Using qualified, salaried professionals ensures that staff are available for the full duration of the assignment, as they are employees of Robert Half and thus not seeking permanent employment. Additionally, Robert Half recruiting services were utilized to assist with successful filling of both the Finance Director and Controller positions at AHA. Expenditures on these services totaled approximately \$534,000 from 2015-2019; note, however, that temporary services billing/expenditures includes both administrative fees paid to the agency and the actual wages paid to the temporary staff.

With the Controller currently on a leave of absence, there was a need for a Controller level temporary staff to provide for finance coverage. Neither Apple One nor 22<sup>nd</sup> Century Technologies was able to provide a qualified staff person in the time frame needed, and one of the salaried professionals from Robert Half was available. Her services were engaged to provide accounting support to the Finance Department; further, because she had worked as a full time temp at AHA prior, training time was minimal and the transition was smooth. Additionally, AHA is working with the same recruiting group for assistance



Honorable Chair and  
Members of the Board of Commissioners

September 16, 2020  
Page 2 of 2

in filling one, potentially two, of the positions that have been approved but have proven challenging to fill: Risk Manager and Communications Manager.

AHA is requesting approval for a forward looking contract/s with Robert Half in the amount of \$300,000 to cover services from May 6, 2020 to March 31, 2021. This amount will be adequate for the current Controller-level temporary staff, allow for transition upon the return of the regular staff person, and includes the cost of recruitment fees.

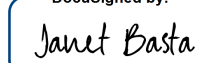
### **FISCAL IMPACT**

Temporary services have been budgeted for, and are also covered by salary savings when positions are vacant or staff are on unpaid leaves. AHA has also budgeted for recruiting services this fiscal year; while we anticipate that recruiting fees may be higher than budgeted for due to the number of positions vacant and the length of time it has taken to fill some open positions, salary savings from vacant positions are adequate to cover these costs.

### **RECOMMENDATION**

That the Board authorize the Executive Director to execute one or more contracts and expenditures for temporary and recruiting services with the total not to exceed amount of \$300,000 with Robert Half International.

Respectfully submitted,

DocuSigned by:  
  
72DC869D12E247A...

Janet Basta  
Director of Human Resources and Operations







## Housing Authority of the City of Alameda

PHONE (510) 747-4300  
FAX (510) 522-7848  
TTY/TRS 711

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To: Honorable Chair and Members of the Board of Commissioners

From: Cynthia Alvarez, Deputy Executive Director

Date: September 16, 2020

Re: Authorize the Executive Director to Negotiate and Sign a Contract Extension with the John Stewart Company (JSCo) for Property Management Services for a Not to Exceed Amount of \$1,497,500 for a 5-Year Contract (3 Years with Two Optional 1-Year Renewals)

---

### **BACKGROUND**

Staff issued a Request for Proposals (RFP) to assess third party property management to oversee a portion of the AHA portfolio on October 30, 2019. Staff brought to the Board and the Board authorized on January 15, 2020, the Executive Director to negotiate and enter into a third party property management services contract between the Housing Authority and John Stewart Company for a total not to exceed amount of \$1,400,000 for a 5-year contract (3 years with two optional 1-year renewals). This amount included the properties JSCo already third party managed for AHA, including Eagle Village, Everett Commons, Littlejohn Commons, and Rosefield Village. It also incorporated Parrot Village, Parrot Gardens and the scattered sites. The RFP response for third party management by JSCo included pricing for all these properties.

On April 15, 2020, the Board approved the addition of China Clipper Plaza to that transfer which would increase the total contract amount by \$97,500 for a total of \$1,497,500 for a 5-year contract (3 years with two optional 1-year renewals). This memo serves to amend the not to exceed amount by the additional \$97,500 only.

Per the Housing Authority's procurement policy, any contract greater than \$250,000 or any firm whose cumulative contracts are greater than \$250,000 must receive Board approval.

### **DISCUSSION**

This memo serves to clarify that the third party management contract by JSCo of Eagle Village, Everett Commons, Littlejohn Commons, Rosefield Village, Parrot Village, Parrot Gardens, Scattered Sites and the inclusion of China Clipper Plaza is to not exceed the amount of \$1,497,500, for a 5-year contract, including two optional 1-year renewals.



Honorable Chair and  
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September 16, 2020  
Page 2 of 2

### **FINANCIAL IMPACT**

These fees are included in the property budgets.

### **RECOMMENDATION**

Authorize the Executive Director to negotiate and sign a contract extension with JSCo for property management services for a not to exceed amount of \$1,497,500 for a 5-year contract (3 years with two optional 1-year renewals).

Respectfully submitted,

DocuSigned by:  
  
442FA0D130A9430...

Cynthia Alvarez  
Deputy Executive Director





# Housing Authority of the City of Alameda

PHONE (510) 747-4300  
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To: Honorable Chair and Members of the Board of Commissioners

From: Vanessa M. Cooper, Executive Director

Date: September 16, 2020

RE: Approve the end of the Delegation of Authority to the Executive Director, or Designee, to Exercise Emergency Powers During the Local Public Health Emergency

---

## **BACKGROUND**

The Housing Authority of the City of Alameda (AHA) serves some of the most vulnerable members of the Alameda community. The current Coronavirus (COVID-19) pandemic is impacting a wide range of local services and the elderly and disabled population that the Housing Authority serves is at particular risk. AHA is monitoring the crisis and is seeking to limit exposure for staff and tenants while still maintaining core services.

Staff is working with a wide range of partners on preventive measures at AHA sites, including working with other housing authorities and AHA social services partners. Senior staff are meeting daily to carry out the business continuity plan, monitor changes, and focus on essential business activities.

Emergency Powers were delegated by the Board of Commissioners to the Executive Director at the March 18, 2020 regular Board meeting to allow the Executive Director, where necessary, to make critical time sensitive COVID-19 related decisions that would otherwise come to the Board (Emergency Powers). On April 15, 2020 the Board approved that these Emergency Powers be extended until the first regular Board meeting after the Shelter in Place order is lifted. If additional time is needed, the Board would review and reapprove additional time during that meeting. The Shelter in Place order was extended beyond June 1, 2020.

Any decisions taken using Emergency Powers between April 15, 2020 and the first regular Board meeting after the Shelter in Place is lifted will need Board ratification. Similarly, during that period, any use of such powers requires reporting to the Board within 24 hours of taking action. Where possible, discussion with either the Board Chair or Vice Chair would take place prior to any such action being taken. Delegation of such powers, in the absence of the Executive Director, can only be transferred in writing and would be limited to the Deputy Executive Director and Director of HR and Operations.



### **DISCUSSION**

A summary of the actions taken were provided for ratification at the April and May Board meetings. Since then, the Executive Director has taken no actions utilizing the Emergency Powers.

Although the Local Public health Emergency has not ended, staff is recommending that the Emergency Powers be rescinded at this time.

### **FISCAL IMPACT**

The COVID-19 pandemic has led to approximately \$300,000 of unexpected spending on cleaning and Personal Protective Equipment (PPE) supplies, temp staffing, additional paid leave for staff, new computer equipment and software, and other IT related upgrades. There are sufficient funds in the budget cover these costs and some may be chargeable to FEMA or HUD.

### **RECOMMENDATION**

Approve the end of the Delegation of Authority to the Executive Director, or Designee, to Exercise Emergency Powers During the Local Public Health Emergency

Respectfully submitted,



Vanessa Cooper  
Executive Director





# Housing Authority of the City of Alameda

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TTY/TRS 711

---

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To: Honorable Chair and Members of the Board of Commissioners

From: Tonya Schuler-Cummins, Senior Management Analyst

Date: September 16, 2020

RE: Authorize the Executive Director or Designee to Negotiate and Enter into a Technology Consulting Services Agreement Between the Housing Authority and Techordia, LLC in the Amount Not To Exceed \$800,000 for 3 Years (Plus Two One-Year Renewal Options)

---

## **BACKGROUND**

As part of AHA's assessment of its procurement process, the Technology Consulting (IT) Services was identified as requiring a Request for Proposal (RFP) to be issued. The previous contract was for three (3) years and the time period has expired. Through a RFP staff received responses from five (5) Technology Consultant Services companies.

Per the Housing Authority's procurement policy, any contract greater than \$250,000 or any firm whose cumulative contracts are greater than \$250,000 must receive Board approval.

## **DISCUSSION**

Staff issued a Request for Proposal (RFP) for technology consulting services for AHA's Information Technology (IT) support on June 19, 2020 and responses were due on July 16, 2020. Five IT companies were reviewed and scored according to experience, approach to the project, quality of service and price proposal. These five companies were Techordia, LLC; Accend Networks; JDR Consulting, LLC; RSM US LLP; and Z-Networks. The review committee selected Techordia, LLC based on pricing and relevant experience. The committee met with the two highest scored proposers to discuss approach to the project, relevant experience and any clarifying questions the committee still had after reviewing the proposals. Techordia, LLC is the current provider.

The proposal from Techordia, LLC is for a monthly fixed fee based on users which would currently be \$11,600 per month. This includes some software systems for anti-virus and network monitoring that are currently being charged in addition to the times and materials contract currently with Techordia LLC. The not to exceed amount of



Honorable Chair and  
Members of the Board of Commissioners

September 16, 2020  
Page 2 of 2

\$800,000 would be expected to be sufficient to cover a period of five (5) years which includes the three-year initial contract and the two one-year additional extensions along with a 2.5% annual rate increase.

### **FINANCIAL IMPACT**

There is no anticipated adverse financial impact as these services are included in the annual budget.

### **RECOMMENDATION**

Authorize the Executive Director or Designee to Negotiate and Enter into a Technology Consulting Services Agreement Between the Housing Authority and Techordia, LLC in the amount not to exceed \$800,000 for 3 Years (Plus Two One-Year Renewal Options).

Respectfully submitted,

DocuSigned by:  
*Tonya Schuler - Cummins*  
89411A51346D497...  
Tonya Schuler-Cummins  
Senior Management Analyst

Exhibit:

Exhibit 1: Draft Consulting Agreement



## **CONSULTANT SERVICES AGREEMENT**

**THIS AGREEMENT**, entered into this 21st day of September 2020, by and between HOUSING AUTHORITY OF THE CITY OF ALAMEDA, a public body corporate and politic (hereinafter referred to as "AHA"), and TECHORDIA, LLC., ( a California corporation) whose address is 1900 North Loop Road, Alameda, CA 94502, (hereinafter referred to as Consultant), is made with reference to the following:

### **RECITALS:**

A. AHA is a public body, corporate and politic, duly organized and validly existing under the laws of the State of California with the power to carry on its business as it is now being conducted under the statutes of the State of California.

B. Consultant is specially trained, experienced and competent to perform the special services which will be required by this Agreement; and

C. Consultant possesses the skill, experience, ability, background, applicable certification and knowledge to provide the services described in this Agreement on the terms and conditions described herein.

D. AHA and Consultant desire to enter into an agreement for provision of IT services.

NOW, THEREFORE, it is mutually agreed by and between the undersigned parties as follows:

1. **TERM:**

The time for Completion shall be by September 30, 2023, (the "Completion Date"), unless terminated earlier as set forth herein. The parties may choose by mutual agreement to extend the term of the Services Agreement for a maximum of 2 additional years and shall do so by executing a written amendment to the Agreement.

2. **SERVICES TO BE PERFORMED:**

Consultant shall perform services according to the schedule set forth in Exhibit "A" which is attached hereto and incorporated herein by this reference.

3. **COMPENSATION TO CONSULTANT:**

AHA agrees to compensate Consultant pursuant to the terms and conditions of this Agreement only for the performance, to the reasonable satisfaction of AHA, of those tasks which take place during the term of this Agreement. AHA will not be obligated to compensate Consultant for any work, services, or functions performed by Consultant which do not arise directly from the performance of tasks relating to the Scope of Services as outlined in Exhibit A, and according to the Fee Schedule set forth in Exhibit B. AHA shall pay Consultant within thirty (30) days receipt of Consultant's properly submitted invoice.

Total compensation under this contract will not exceed \$800,000 for IT support. This amount does not include the purchase of software and hardware equipment. Software and hardware purchases can be made and AHA will reimburse Techordia for the costs.

4. **TIME IS OF THE ESSENCE:**

Consultant and AHA agree that time is of the essence regarding the performance of this Agreement.

5. **STANDARD OF CARE:**

Consultant agrees to perform all services hereunder in a manner commensurate with the prevailing standards of like professionals in the San Francisco Bay Area and agrees that all services shall be performed by qualified and experienced personnel who are not employed by the AHA nor have any contractual relationship with AHA.

6. **INDEPENDENT PARTIES:**

AHA and Consultant intend that the relationship between them created by this Agreement is that of employer-independent contractor. The manner and means of conducting the work are under the control of Consultant, except to the extent they are limited by statute, rule or regulation and the express terms of this Agreement. No right of employment will be acquired by virtue of Consultant's services. None of the benefits provided by AHA to its employees, including but not limited to unemployment insurance, workers' compensation coverage, vacation and sick leave are available from AHA to Consultant, its employees or agents. Deductions shall not be made for any state or federal taxes, FICA payments, PERS payments, or other purposes normally associated with an employer-employee relationship from any fees due Consultant. Payments of the above items, if required, are the responsibility of Consultant.

AHA and Consultant agree that during the term of this Agreement and for a period of one year after termination, the parties shall not solicit for employment, hire, or retain, whether as an employee or independent contractor, any person who is or has been employed by the other without written agreement by the other party.

7. **IMMIGRATION REFORM AND CONTROL ACT (IRCA):**

Consultant assumes any and all responsibility for verifying the identity and employment authorization of all of its employees performing work hereunder, pursuant to all applicable IRCA or other federal or state rules and regulations. Consultant shall indemnify and hold AHA harmless from and against any loss, damage, liability, costs or expenses arising from any noncompliance of this provision by Consultant.

8. **NON-DISCRIMINATION:**

Consistent with AHA's policy that harassment and discrimination are unacceptable employer/employee conduct, Consultant agrees that harassment or discrimination directed toward a job applicant, an AHA employee, or a citizen by Consultant or Consultant's employee on the basis of race, religious creed, color, national origin, ancestry, handicap, disability, marital status, pregnancy, sex, age, gender identity or sexual orientation will not be tolerated. Consultant agrees that any and all violations of this provision shall constitute a breach of this Agreement.

9. **INDEMNIFICATION/HOLD HARMLESS:**

Consultant shall indemnify, defend, and hold harmless AHA, its Board of Commissioners officials, employees and designated volunteers ("Indemnitees") from and against any and all loss, damages, liability, claims, suits, costs and expenses whatsoever, including reasonable attorneys' fees ("Claims"), arising from or in any manner connected to negligent act or omission, whether alleged or actual, regarding performance of services or work conducted or performed pursuant to this Agreement. If Claims are filed against Indemnitees which allege negligence on behalf of the Consultant, Consultant shall have no right of reimbursement against Indemnitees for the costs of defense even if negligence is not found on the part of Consultant. However, Consultant shall not be obligated to indemnify Indemnitees from Claims arising from the sole or active negligence or willful misconduct of Indemnitees.

10. **INSURANCE:**



On or before the commencement of the terms of this Agreement, Consultant shall furnish AHA with certificates showing the type, amount, class of operations covered, effective dates and dates of expiration of insurance coverage in compliance with paragraphs 10A, B, C, D and E. Such certificates, which do not limit Consultant's indemnification, shall also contain substantially the following statement:

"Should any of the above insurance covered by this certificate be canceled or coverage reduced before the expiration date thereof, the insurer affording coverage shall provide thirty (30) days' advance written notice to the Housing Authority of the City of Alameda by certified mail."

It is agreed that Consultant shall maintain in force at all times during the performance of the Agreement all appropriate coverage of insurance acceptable to AHA and licensed to do insurance business in the State of California.

An endorsement naming the AHA as additional insured shall be submitted with the insurance certificates.

**A. COVERAGE:**

Consultant shall maintain the following insurance coverage:

**(1) Workers' Compensation:**

Statutory coverage as required by the State of California.

**(2) Liability:**

Commercial general liability coverage in the following minimum limits:

Bodily Injury:	\$1,000,000	each occurrence
	\$2,000,000	aggregate – all other
Property Damage:	\$1,000,000	each occurrence
	\$2,000,000	aggregate

If submitted, combined single limit policy with aggregate limits in the amounts of \$1,000,000 will be considered equivalent to the required minimum limits shown above.

**(3) Automotive:**

Comprehensive automobile liability coverage in the following minimum limits:

Bodily Injury:	\$1,000,000	per accident
	\$2,000,000	aggregate
Property Damage:	\$1,000,000	per accident
	\$2,000,000	aggregate

OR

Combined Single Limit:	\$1,000,000	per accident
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**(4) Professional Liability:**

Professional liability insurance which includes coverage for the negligent professional acts, errors and omissions of Consultant in the amount of at least \$1,000,000.

**B. SUBROGATION WAIVER:**

Consultant agrees that in the event of loss due to any of the perils for which it has agreed to provide comprehensive general and automotive liability insurance that Consultant shall look solely to its insurance for recovery. Consultant hereby grants to AHA, on behalf of any insurer providing comprehensive general and automotive liability insurance to either Consultant or AHA with respect to the services of Consultant herein, a waiver of any right to subrogation which any such insurer of said Consultant may acquire against AHA by virtue of the payment of any loss under such insurance.

**C. FAILURE TO SECURE:**

If Consultant, at any time during the term hereof, should fail to secure or maintain the foregoing insurance, AHA shall be permitted to obtain such insurance in the Consultant's name or as an agent of the Consultant and shall be compensated by the Consultant for the costs of the

insurance premiums at the maximum rate permitted by law and computed from the date written notice is received that the premiums have not been paid.

**D. ADDITIONAL INSURED:**

AHA, its Board of Commissioners, officers, employees and designated volunteers shall be named as an additional insured under all insurance coverage's, except any professional liability insurance or worker's compensation insurance, required by this Agreement. The naming of an insured shall not affect any recovery to which such additional insured would be entitled under this policy if not named as such additional insured. An additional insured named herein shall not be held liable for any premium, deductible portion of any loss, or expense of any nature on this policy or any extension thereof.

Any other insurance held by an additional insured shall not be required to contribute anything toward any loss or expense covered by the insurance provided by this policy.

**E. SUFFICIENCY OF INSURANCE:**

The insurance limits required by AHA are not represented as being sufficient to protect Consultant. Consultant is advised to consult Consultant's insurance broker to determine adequate coverage for Consultant.

**11. CONFLICT OF INTEREST:**

Consultant warrants that it is not a conflict of interest for Consultant to perform the services required by this Agreement. Consultant may be required to fill out a conflict of interest form if the services provided under this Agreement require Consultant to make certain governmental decisions or serve in a staff capacity as defined in Title 2, Division 6, Section 18700 of the California Code of Regulations.

**12. PROHIBITION AGAINST ASSIGNMENTS:**

Consultant shall not assign, sublease, hypothecate, or transfer this Agreement or any interest therein directly or indirectly, by operation of law or otherwise without prior written consent of AHA. Any attempt to do so without said consent shall be null and void, and any assignee, sub lessee, hypothecate or transferee shall acquire no right or interest by reason of such attempted assignment, hypothecation or transfer. However, claims for money by Consultant from AHA under this Agreement may be assigned to a bank, trust company or other financial institution without prior written consent, but written notice of such assignment shall be promptly furnished to AHA by Consultant.

The sale, assignment, transfer or other disposition of any of the issued and outstanding capital stock of Consultant, or of the interest of any general partner or joint venturer or syndicate member or cotenant if Consultant is a partnership or joint venture or syndicate or co tenancy, which shall result in changing the control of Consultant, shall be construed as an assignment of this Agreement. Control means fifty percent (50%) or more of the voting power of the corporation.

**13. SUBCONTRACTOR APPROVAL:**

Unless prior written consent from AHA is obtained, only those people and subcontractors whose names are attached to this Agreement shall be used in the performance of this Agreement. In the event that Consultant employs subcontractors, such subcontractors shall be required to furnish proof of worker's compensation insurance and shall also be required to carry general, automobile and professional liability insurance in reasonable conformity to the insurance carried by Consultant. In addition, any work or services subcontracted hereunder shall be subject to each provision of this Agreement.

**14. PERMITS AND LICENSES:**

## CONSULTANT SERVICES AGREEMENT

Page 5

Consultant, at its sole expense, shall obtain and maintain during the term of this Agreement, all appropriate permits, certificates and licenses, including, but not limited to, a City of Alameda business license, that may be required in connection with the performance of services hereunder.

15. **REPORTS:**

A. Each and every report, draft, work product, map, record and other document, hereinafter collectively referred to as "Report" reproduced, prepared or caused to be prepared by Consultant pursuant to or in connection with this Agreement shall be the exclusive property of AHA. Consultant shall not copyright any Report required by this Agreement and shall execute appropriate documents to assign to AHA the copyright to Reports created pursuant to this Agreement. Any Report, information and data acquired or required by this Agreement shall become the property of AHA, and all publication rights are reserved to AHA.

B. All Reports prepared by Consultant may be used by AHA in execution or implementation of:

- (1) The original Project for which Consultant was hired;
- (2) Completion of the original Project by others;
- (3) Subsequent additions to the original project; and/or
- (4) Other AHA projects as appropriate.

C. Consultant shall, at such time and in such form as AHA may require, furnish reports concerning the status of services required under this Agreement.

D. All Reports required to be provided by this Agreement shall be printed on recycled paper. All Reports shall be copied on to both sides of the paper except for one original which shall be single sided.

E. No Report, information nor other data given to or prepared or assembled by Consultant pursuant to this Agreement shall be made available to any individual or organization by Consultant without prior approval by AHA

F. Consultant shall not be held liable for reuse of "Reports" for any purpose other than the original intent of this Agreement.

16. **RECORDS:**

Consultant shall maintain complete and accurate records with respect to sales, costs, expenses, receipts and other such information required by AHA that relate to the performance of services under this Agreement.

Consultant shall maintain adequate records of services provided in sufficient detail to permit an evaluation of services. All such records shall be maintained in accordance with generally accepted accounting principles and shall be clearly identified and readily accessible. Consultant shall provide free access to the representatives of AHA or its designees to such books and records at proper times; and gives AHA the right to examine and audit same, and to make transcripts there from as necessary, and to allow inspection of all work, data, documents, proceedings and activities related to this Agreement. Such records, together with supporting documents, shall be kept separate from other documents and records and shall be maintained for a period of three (3) years after receipt of final payment.

17. **NOTICES:**

All notices, demands, requests or approvals to be given under this Agreement shall be given in writing and conclusively shall be deemed served when delivered personally or on the second business day after the deposit thereof in the United States mail, postage prepaid, registered or certified, addressed as hereinafter provided.

All notices, demands, requests or approvals from Consultant to AHA shall be addressed to AHA at:

Housing Authority of the City of Alameda

## CONSULTANT SERVICES AGREEMENT

Page 6

701 Atlantic Avenue  
 ALAMEDA CA 94501-2161  
 Attention: Tonya Schuler-Cummins

All notices, demands, requests, or approvals from AHA to Consultant shall be addressed to Consultant at:

Techordia, LLC  
 1900 North Loop Road  
 Alameda, CA 94502  
 Attention: Wilson Lee, Owner

18. **NO SMOKING, DRINKING OR RADIO USE:**

Consultant agrees and acknowledges that smoking of tobacco products, drinking alcoholic beverages, and listening to radios is prohibited at any AHA site, including individual units, common areas, and every building and adjoining grounds. Consultant shall ensure that his/her employees and suppliers comply with these prohibitions.

19. **TERMINATION:**

In the event Consultant hereto fails or refuses to perform any of the provisions hereof at the time and in the manner required hereunder, Consultant shall be deemed in default in the performance of this Agreement. If such default is not cured within a period of two (2) days after receipt by Consultant from AHA of written notice of default, specifying the nature of such default and the steps necessary to cure such default, AHA may terminate the Agreement forthwith by giving to the Consultant written notice thereof. Consultant will not be held responsible for failure to perform in the event such failure is due to delay caused by the AHA. AHA shall have the option, at its sole discretion and without cause, of terminating this Agreement by giving seven (7) days' prior written notice to Consultant as provided herein. Upon termination of this Agreement, each party shall pay to the other party that portion of compensation specified in this Agreement that is earned and unpaid prior to the effective date of termination.

20. **COMPLIANCES:**

Consultant shall comply with all state and federal laws, all City of Alameda ordinances, and all rules and regulations enacted or issued by AHA. In the event that the Consultant encounters a potential conflict between state, federal or local law, Consultant shall inform AHA and AHA shall direct Consultant on proper course of action.

21. **GOVERNING LAW:**

This Agreement shall be interpreted under, and enforced by the laws of the State of California excepting any choice of law rules which may direct the application of laws of another jurisdiction. The Agreement and obligations of the parties are subject to all valid laws, orders, rules, and regulations of the authorities having jurisdiction over this Agreement (or the successors of those authorities.)

Any suits brought pursuant to this Agreement shall be filed with the Courts of the County of Alameda, the State of California.

22. **ADVERTISEMENT:**

Consultant shall not post, exhibit, display or allow to be posted, exhibited, displayed any signs, advertising, show bills, lithographs, posters or cards of any kind pertaining to the services performed under this Agreement unless prior written approval has been secured from AHA to do otherwise.

23. **CONFIDENTIALITY:**

A. **Definition.** Confidential Information, as used in this Agreement, shall mean any AHA Client data.

B. **Nondisclosure and Nonuse Obligation.** Consultant agrees that it will not use, disseminate, or in any way disclose any Confidential Information to any person, firm or business, except that Consultant may use Confidential Information to the extent necessary to perform its obligations under this Agreement. Consultant agrees that it shall treat all Confidential Information with the same degree of care as the Consultant accords to its own Confidential Information, but in no case less than reasonable care. Consultant agrees that it shall disclose Confidential Information only to those of its employees who need to know such information, and the Consultant certifies that such employees have previously agreed, as a condition of employment, to be bound by terms and conditions applicable to Consultant under this Agreement. Consultant shall immediately give notice to AHA of any unauthorized use or disclosure of Confidential Information.

C. **Exclusions from Nondisclosure and Nonuse Obligations.** The obligations under 23B ("Nondisclosure and Nonuse Obligation") shall not apply to such portion that Consultant can document was i) in the public domain at the time such portion was disclosed or used, or ii) was disclosed in response to a valid court order.

D. **Ownership and Return of Confidential Information and Other Materials.** All Confidential Information shall remain the property of the AHA. At AHA's request and no later than five (5) business days after such request, Consultant shall promptly destroy or deliver to AHA, at AHA's option, i) all materials furnished to Consultant, ii) all tangible media of expression in Consultant's possession or control to the extent that such tangible media incorporate any of the Confidential Information, and iii) written certification of the Consultant's compliance with such obligations under this sentence.

24. **WAIVER:**

A waiver by AHA of any breach of any term, covenant, or condition contained herein shall not be deemed to be a waiver of any subsequent breach of the same or any other term, covenant, or condition contained herein whether of the same or a different character.

25. **INTEGRATED CONTRACT:**

This Agreement represents the full and complete understanding of every kind or nature whatsoever between the parties hereto and all preliminary negotiations and agreements of whatsoever kind or nature are merged herein. No verbal agreement or implied covenant shall be held to vary the provisions hereof. Any modification of this Agreement will be effective only by written execution signed by both AHA and Consultant.

26. **CAPTIONS:**

The captions in this Agreement are for convenience only, are not a part of the Agreement and in no way affect, limit or amplify the terms or provisions of this Agreement.

IN WITNESS WHEREOF, the parties have caused the Agreement to be executed on the day and year first above written.

TECHORDIA, LLC

HOUSING AUTHORITY  
OF THE CITY OF ALAMEDA

\_\_\_\_\_  
Wilson Lee  
Owner  
(PRESIDENT, VICE PRESIDENT OR CEO IF  
CONSULTING FIRM IS A CORPORATION)

\_\_\_\_\_  
Vanessa M. Cooper  
Executive Director

\_\_\_\_\_  
SIGNATURE OF ONE OF THE FOLLOWING:  
CORPORATE SECRETARY  
ASSISTANT SECRETARY, CFO, TREASURER  
OR ASSISTANT TREASURER  
(IF CONSULTING FIRM IS A CORPORATION)

**EXHIBIT A: SCOPE OF SERVICES**

Techordia, LLC will provide AHA with Managed Services, which include the following:

- **Technical Audits and Asset Inventory**

- o Evaluate, audit, and report managed services computers for performance and industry-standard security issues.
- o Document managed services computers' hardware and software.

- **Backup Administration & Monitor (User Computers)**

- o Techordia will use our best effort to support the existing backup solution for up to 6 months, while your TAM works with you to implement a backup solution that is in line with Techordia's best practices. If the client chooses to use an alternative backup product beyond 6 months, it will only be supported on a Time & Material basis and will not be included under the scope of this agreement. Under no circumstance can Techordia assure or guarantee the functionality of a third party backup product. The goal of Techordia backup standards is to decrease the frequency of failure and increase the odds of successful recovery when needed.

- **Managed Anti-Virus and Security**

- o Anti-virus software included on supported managed services computers.

- **Microsoft Patch Management (Windows Computers)**

- o Configure Windows computers to report to Techordia's patching server for patch management and schedule for Windows updates installation.

- **Scheduled Machine Remote Maintenance**

- o Managed services computers will be scheduled for software updates and maintenance.

- **User Account Administration**

- o Prepare computer for user addition (new hire) and deletion (user termination).
- o New hire set-up requires 3 business days advanced notification. Expedited new hire set-up is at least a 3 hour Time and Material billable fee.

- **Annual Technology Plan**

- o Review and discuss technology, security, and policy roadmap up to two times per year.

- **Business Continuity Planning**

- o Discuss business continuity planning up to two times per year.

- **24x7 Support**

- o Server, network, and helpdesk support during Techordia's business hours and after hours.
- o Techordia will provide best effort support for business specific software applications, cloud services, and phone systems.
- o Perform upgrade to managed services computers' RAM (memory) and Hard Drive/Solid State Drive.
- o Techordia performing administration, maintenance, and support beyond first level for business specific software applications, servers, vendor services, cloud services, and phone systems will be billed at Time and Material hourly rates.

- **Computer Refresh**

- o Computer refresh refers to a process of improving the performance of a computer by

performing one or all the tasks listed below.

- Operating system (OS) re-installation. A valid OS product key is required.
  - Application re-installation.
  - Hardware additions and replacements such as memory and SSD.
  - New computer order purchased from Techordia.
- o Business and Enterprise plans qualify for Computer Refresh for existing “documented” computers at the time of contract signing and computers purchased through Techordia.

#### **Helpdesk support examples:**

- Helping end-users with their computer challenges
- Internet connectivity interruption
- LAN and WAN connectivity interruption
- First level application support
- How to questions
- Error messages
- Spam and other email problems
- Pop-ups & spyware
- Printing problems
- Microsoft Office questions
- Personal computer system/ laptop issues
- Mobile device problems (will not synchronize, stopped working, etc.)
- Remote connectivity issue (trouble with VPN, terminal service, etc.)

#### **Response Time**

- To respond to all inbound telephone calls holding in the Techordia Support queue usually within 5 minutes, during our hours of operation.
- To respond to all email or voicemail within one hour, during our hours of operation.
- To respond to after hours support calls within four hours.

“Business hours” are the hours between 7:00 a.m. and 5:00 p.m. PST, Monday through Friday.

“After hours” are the hours between 5:00 p.m. and 7:00 a.m. PST, Monday through Friday, weekends, and bank holidays or published holidays.

#### **Guidelines and Limitations**

Some support and services are not covered under managed services.



**EXHIBIT B: FEE SCHEDULE**

**Managed Services Monthly Fixed Fee:** \$11,600 for first year with a 2.5% annual rate increase

**Managed Services “Fixed Fee”**

Techordia calculates the fixed monthly fee at the beginning of each month based on the actual number of users under management services (as determined via the client’s directory, such as Microsoft Active Directory) or client support ticket, email, or telephone for user additions and deletions. Additions and deletions made during the month post on the following month’s billing.

- Includes anti-virus software for up to two computers per user using ESET Endpoint Protection Advanced
- Includes server and network monitoring using ConnectWise Automate
- Includes desktop monitoring using ConnectWise Automate

**Managed Services Cost**

Service	Pricing	Notes	Total
Users	\$100.00/mo per user	Per User	\$6,000.00
Vendor Services	\$25.00/mo	Per 10 Users (ie 60 users is 6 units, 61 users is 7 units)	\$750.00
Physical Server	\$500.00/mo		\$1,500.00
Virtual Server	\$500.00/mo		\$2,500.00
Firewall	\$100.00/mo		\$300.00
Network	\$25.00/mo		\$550.00

**Billable work can include:**

- Discovery and development of project estimates.
- Time to specify parts not purchased through us.
- Meetings, planning, and equipment relocation, deinstalling and installation for office relocation.
- Labor for projects not included as part of “Managed Services.”
- Upgrades to IT infrastructure not related to daily server or server application maintenance or end user support.
- Major server software upgrades.
- Home visits and home systems.

**Time and Materials Hourly Rates****Business Hours**

Remote Support - \$125.00/hr

Onsite Support - \$150.00/hr

**After Hours**

Remote Support - \$150.00/hr

Onsite Support - \$175.00/hr



# Housing Authority of the City of Alameda

PHONE (510) 747-4300  
FAX (510) 522-7848  
TTY/TRS 711

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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: September 16, 2020

RE: Accept an Update of the 2018 Housing Authority Strategic Plan to  
September 1, 2020 and the Goals for 2020-21

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## **BACKGROUND**

In 2018, the Board completed a Strategic Plan process. This Plan has replaced the 2 Year Plan previously used for goal setting. Work plans and senior management goals are being aligned with AHA's Strategic Plan and its goals.

## **DISCUSSION**

An update against the goals of the Strategic Plan is attached with an update column for each item's status as of September 1, 2020. It was an ambitious work plan based on foreseeable activities, and progress has been made on most of the initial Strategic Plan goals, was completed despite numerous unforeseen issues arising in the past year and the number of staff vacancies at all levels. Staff is proposing that the Strategic Plan be revisited twice a year with the Board going forward.

## **RECOMMENDATION**

Accept an Update of the 2018 Housing Authority Strategic Plan to September 1, 2020 and the Goals for 2020-21.

Respectfully submitted,

Vanessa M. Cooper  
Executive Director

### Attachments:

- Attachment A: AHA Strategic Plan Review
- Attachment B: Copy of the Strategic Plan



Attachment A  
AHA STRATEGIC PLAN REVIEW - SEPTEMBER 1, 2020

	Key Actions from Strategic Plan	Progress Update for 2019 and 2020	Proposed Goals for 2020-21	Lead
<b>Strategic Goal #1: AHA works with community partners to optimize affordable housing and services for the Alameda community</b>				
1.A	Continue to engage board, staff and community stakeholders in discussion of AHA's long-term real estate development strategy.	Presented Housing Development business plan to the Board in January 2020. Staff worked extensively with Building Futures, Alameda Point Collaborative, Habitat and other housing advocates to get North Housing development plan approved. Held community meetings, responded to public enquires, gave presentations and did outreach/newsletters on AHA's housing efforts.	Presentation to BoC by August 2021 of the Alameda Development Pipeline Report, as required in the Services Agreement with the City, including any new income target to be served. Continue to review options for housing above 80% AMI.	Director of Housing Development
1.B	Discuss options for addressing the housing crisis by providing housing that serves households at 60-120% area median income.	Providing 80% units at Rosefield and IP. Held BoC session on housing at 80%+ AMI in June 2020.	See above.	Director of Housing Development
1.C	Collaborate with homeless housing service providers to successfully implement a plan to house the formerly homeless at the North Housing site. Collaborate with multiple partners to develop the vision for the entire North Housing site.	Complete land transfer from Navy in 2019. Architect RFQ issued and architect chosen. Discussion continued through the year with the partners and ad hoc committee on the Permanent Supportive Housing (PSH) building. Progress stalled during COVID but is due to start again on September 2.	Restart negotiations; reword MOU if necessary; complete schedule, design and initial proforma for the PSH site, start application funding process by August 2021. Complete demolition by February 2021.	Director of Housing Development
1.D	Explore program enhancements and continue outreach to recruit and retain landlords in the HCV program.	Expanded the landlord incentive programs to include units where one Section 8 tenant moves out. Created new landlord brochure. Held landlord workshops. Achieved longer listing of available Section 8 units than in past 6 years due to COVID 19 and outreach. Launched landlord portal to increase ease of access by landlords. Worked with the City Staff and Council to waive rent fee for Section 8 units for one year.	Maintain outreach and incentive program for landlords. Hold landlord workshops in new online format. Manage full implementation of landlord portal and encourage utilization. Review whether to submit applications for special vouchers if offered by HUD.	Director of Housing Programs/Director of Rent Programs
1.E	Assess gaps in resident services and explore new partners for enhanced services when feasible.	Staff presented a memo to BoC in 2019 detailing the services available for AHA residents and program participants. Expanded services for Foodbank and LifeSTEPS due to AHA donations of funds as part of COVID 19 response. Took over all food deliveries for AHA properties. Staff have been delivering food now for 5 months to 150 families every two weeks.	Continue to run the Food Bank operations for AHA tenants until health crisis lifts. Review options for reduced cost Wi-Fi for all tenants.	Deputy Executive Director
1.F	Create appropriate communication tools and evaluate resources needed to tell AHA's story and promote AHA's mission.	Newsletters, email blasts and urgent to communications have been developed over the past 12 months and rapidly expanded during COVID 19	Hire a Communications Manager	Executive Director

Attachment A  
AHA STRATEGIC PLAN REVIEW - SEPTEMBER 1, 2020

	Key Actions from Strategic Plan	Progress Update for 2019 and 2020	Proposed Goals for 2020-21	Lead
<b>Strategic Goal #2: AHA uses its resources efficiently</b>				
2.A	Automate accounting systems.	Completed third party-review of Yardi implementation; Implemented online invoice and journal entry processing, as well as ACH payments for vendors. Other upgrades include Rent Café and eLearning modules. Transferred Independence Plaza to Yardi affordable which allows for better tracking of financial and other data.	Continue to look at opportunities to implement technology upgrades in Finance.	Finance Director
2.B	Implement on-line tenant and landlord services to make dealing with AHA as convenient as possible and reduce staff time spent on processing.	Completed annuals and interims income verifications online in Yardi; implemented landlord portal	Complete full roll out of landlord portal and tenant portal. Conduct online waitlist opening in 2021.	Director of Housing Programs/Senior Management Analyst
2.C	Review policies and procedures across programs to improve efficiencies, set common standards and adopt best practices	Ongoing. Review of IT, FSS and hearing processes by third party led to process changes. Updated procedures in most department due to new work methods during COVID. Various policies brought to Board - Employee Handbook changes, privacy policy, IT policy etc.	Ongoing review of policy changes as needed and upgrade of procedures.	All Directors
2.D	Rehabilitate AHA's properties in accordance with the Board-approved capital improvements based on portfolio capital needs assessments to maintain AHA's high standards in occupancy levels, property condition, energy efficiency and curb appeal.	A range of CIP projects were undertaken in 2019-20 to improve the property conditions, provide ADA upgrades and increase curb appeal. Four major unit rehabs were undertaken and are almost complete. CIP information is included each month in the BoC Property Operations report.	Staff have presented a full CIP budget for FY 2020-21 etc. but due to COVID this may be delayed.	Directors of Portfolio Management, Housing Development and Deputy Executive Director
2.E	Analyze option of applying for "Moving to Work" status as a Public Housing Agency.	Applied for MTW in 2019 but was turned down due to size of eligible participant pool	Continue to review new opportunities in 2020 to apply.	Executive Director/Senior Management Analyst
2.F	Fine tune AHA's best practices by visiting with other housing authorities and affordable housing owners/managers to learn about their most innovative and impactful operating practices.	Executive Director established weekly meeting with other Bay Area EDs since COVID to exchange best practices; Executive Director served as chair of California Association of Housing Authorities and actively participated in discussions with other PHAs and the Governor's office on best practices. Various staff have presented at various conferences and trainings and are members of professional groups. Director of Housing Programs and Senior Management Analyst host meetings quarterly with other Section 8 program staff at other PHAs.	Continue these efforts in 2020-21.	Executive Director

Attachment A  
AHA STRATEGIC PLAN REVIEW - SEPTEMBER 1, 2020

	Key Actions from Strategic Plan	Progress Update for 2019 and 2020	Proposed Goals for 2020-21	Lead
<b>Strategic Goal #3: AHA retains and recruits excellent staff</b>				
3.A	Improve work space for staff, within certain financial and physical limitations.	Significant reworking of the work space at 701 Atlantic has taken place since March 2020 due to COVID 19. Staff continue to look at other options for more space to rent or create. A significant investment was made in IT hardware and software to support and transition approximately half the staff working remotely.	Continue to review medium to long term plans for staffing and seating. Complete feasibility study of the garage conversion . Hire additional Senior Management Analyst to assist with technology upgrades. Continued telecommuting and upgrades will be dependent on more IT support for the agency.	Director of HR and Operations / Deputy Executive Director.
3.B	Continue to provide robust training and cross-training for staff.	Staff were trained/retrained on HQS, HCV, asset management and several other topics. Other training is now all online due to COVID 19. Mandatory HR training has also been moved on line as well. Additional training was provided on diversity, equity and inclusion in August 2020 and will continue.	Continue to identify creative opportunities for training and coaching in the current COVID environment.	Director of HR and Operations / All
3.C	Foster an environment of appreciation, acknowledgement and constructive feedback.	Providing opportunities for such feedback is increasingly important in the COVID environment since there are no social opportunities and fewer in person interactions. Planned team retreats were postponed.	Repeat the staff survey by December 31, 2020. Provide presentation and retention data by March 2021. Directors to hold team retreats via zoom if possible.	Director of HR and Operations / All
3.D	Seek to hire from within where appropriate.	2 employees were promoted internally this year. 12 new hires were made.	Continue to provide advancement opportunities to existing staff when feasible.	All Directors
3.E	Conduct a job classification and compensation study to ensure AHA's total compensation package remains competitive in the marketplace.	Completed compensation studies for all staff groups - directors, exempt and non exempt and the results were presented to BoC.	Start job classification in 2021-2 if pandemic is over.	Director of HR and Operations

Attachment A  
AHA STRATEGIC PLAN REVIEW - SEPTEMBER 1, 2020

	Key Actions from Strategic Plan	Progress Update for 2019 and 2020	Proposed Goals for 2020-21	Lead
<b>Strategic Goal #4: AHA is financially prepared for future challenges</b>				
4.A	Adopt a dashboard of key performance metrics to track financial performance of the authority.	Additional graphics added to monthly financial report. Streamlined BoC reports for Housing Programs and Property Operations to provide more data and trends over the year.	Move to quarterly financial reports for BoC with a dashboard approach. Implement quarterly asset management reports for BoC for portfolio performance.	Finance Director
4.B	Review the long term operation of the HCV program to maximize support to Alameda 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.	The operational costs came in significantly below budget for year ending June 30, 2020 due to reduced central costs and delayed hiring.	Continue to explore options for cost reduction (while maintaining customer service and program standards) including technology upgrades, possible increased use of third party vendors. However costs are expected to remain higher in 2020-21 due to COVID 19 and widespread, paid absences.	Director of Housing Programs
4.C	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 production going forward.	Rosefield financing is secured and project started construction in August 2020. Demolition started at North Housing in same month.	Manage and monitor Rosefield and North Housing demo to the budget/schedule. Provide a summary to the Board by August 2021 of cost drivers for affordable housing.	Director of Housing Development
4.D	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 operating needs of the properties.	Outsourced 100 units in July 2020 to JSCo. Just three properties (371 units) remain with AHA - Independence Plaza, Esperanza and Ann B Diamant.	Review staff needs and job responsibilities for small portfolio. Review options to complete the transfer of the three sites to JSCO in 12-24 months and report back to the Board by August 2021.	Deputy Executive Director & Director of Portfolio Management (once hired).
4.E	Continue the Family Self-Sufficiency program as long as HUD provides funding.	Funded by HUD for 2019 and 2020. Application for 2021 funding was submitted recently. Enrollment remains above the 25 minimum	Continue program. Seek to increase enrollment to help families that have lost income due to COVID. Provide more online services of FSS participants	Director of Housing Programs
4.F	Prepare strategic Asset Management Plans for AHA-owned properties, including Independence Plaza.	Asset Management tools and tracking were updated in 2020.	Individual plans are to be developed. The first plan will be a presentation to the BoC about Independence Plaza in Spring 2021	Director of Housing Development
4.G	Create the Authority's pension liabilities policy and adopt a plan for funding this liability.	Adopted by the Board in May 2020 and funded in June 2020.	Ongoing monitoring of the unfunded liability as part of the annual audit	Finance Director
4.H	Create an organizational reserves policy.	Initial discussions have started internally.	Staff to bring a an organizational reserves policy to the Board by August 2021	Finance Director



# Targeting Sustainability & Operational Excellence

**STRATEGIC PLAN 2019-2021**

**THE HOUSING AUTHORITY OF THE CITY OF ALAMEDA**



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**Housing  
Authority of the City of Alameda**

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## Stargell Commons



# *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.





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## AHA has four strategic goals:

### 1. **AHA works with community partners to optimize affordable housing and services for the Alameda community.**

To strengthen and expand its partnerships 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.

### 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. AHA will analyze the option of applying "Moving to Work" status as a public housing agency. In order to fine tune best practices, AHA will visit with other housing authorities and affordable housing owners/managers to learn about their most innovative and impactful operating practices.

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 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 continue to manage the short-term cash flow needs of the HCV program. It 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. AHA will continue Family Self-Sufficiency as long as HUD provides funding.



**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 planning process to lay out the interior roads and parcels as

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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.**

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

**Goal One: 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.

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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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- 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.

**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's 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 ac-



- ceptance rate for candidates).
- Low non-retirement turnover rate for front-line staff.
- Low non-retirement turnover rate for management positions.
- High staff satisfaction rating.

**Goal Four: 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 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.

## **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

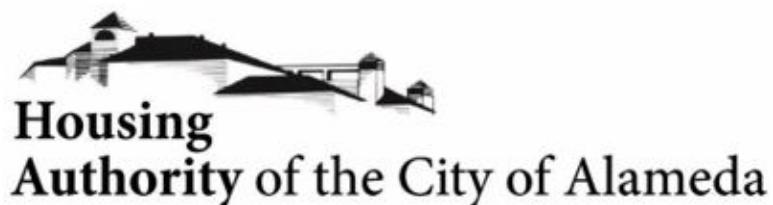
Commissioner Sandra Kay

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.



PHONE (510) 747-4300  
FAX (510) 522-7848  
TTY/TRS 711

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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: Janet Basta, Director of Human Resources and Operations

Date: September 16, 2020

Re: Adopt a Resolution to Adopt the Revised Schedule of Authorized Positions

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### **BACKGROUND**

Each year as part of the budgeting process, a Schedule of Authorized Positions for the upcoming year is developed and presented to the Board for adoption, generally, as part of the budget memo. The 2020-2021 Schedule of Authorized Positions was approved in June 2020. The purpose of this resolution is to request adoption of an updated Schedule of Authorized Positions, and approval to hire staff for the vacant position corresponding to the proposed changes.

### **DISCUSSION**

An overall reduction of 4.87 of FTE's was proposed and approved in the initial Schedule, with FTE's reducing from 58.5 to 53.63. Management has since identified a need for an additional position at the Senior Management Analyst level, to provide additional technical expertise to support AHA's various software platforms, most notably Yardi and Laserfiche, general IT support, and additional high-level support on housing policy and various operational issues. Currently the one Senior Management Analyst is managing the administration of software programs and providing almost all software support to AHA staff. As we have added new programs and modules and moved more systems online, the day to day demands have grown significantly, and this is not work that can easily or reasonably outsourced to an outside vendor. AHA management also desires to have back-up internal capability to manage these systems to allow for coverage in the event of planned or unplanned absences. Additionally, with some staff working remotely, the demands on IT have significantly increased over the past several months. AHA management has not been successful at securing this level of IT support at the Management Analyst level, as these skills are highly sought after and specialized, and anticipates that a higher level position will attract a broader range of candidates.

If approved, this would bring the total FTE count to 54.63, an increase of one position.





Honorable Chair and  
Members of the Board of Commissioners

September 16, 2020  
Page 2 of 2

Also included on the Schedule of Authorized Positions is a note (G) that two positions currently in recruitment (Communications Manager and Risk Manager) could have title changes prior to filling the position. For example, the Communications position may be retitled as Customer Service Manager, Ombudsman or a similar title, and Risk Manager may be modified to include compliance. These title changes would be made to reflect the broad range of duties assigned to these positions, and it is noted that there would not be a change to the wage range assigned to these positions.

### **FISCAL IMPACT**

A Senior Management Analyst position would add approximately \$203,081 in salary and benefits to the budget for the entire fiscal year. It is anticipated that it would take several months to fill this position, and likely additional costs for the current fiscal year would be approximately \$120,000.

### **RECOMMENDATION**

That the Board adopt the resolution to adopt the revised Schedule of Authorized Positions for 2020-2021.

Respectfully submitted,

DocuSigned by:  
  
72DC869D12E247A...

Janet Basta  
Director of Human Resources and Operations

#### Attachments:

Exhibit 1: Schedule of Authorized Positions for FY 2020-2021

Exhibit 2: Resolution to Adopt the Revised Schedule of Authorized Positions





## DRAFT

## Exhibit 1

**Housing Authority of the City of Alameda**  
**Schedule of Authorized Positions**  
**7/1/2020, Rev 9/16/2020**

	2019-2020 approved FTE 2019- 2020	Proposed change FTE 2020-2021	Year on Year Difference
<b>Department/Position Title</b>			
<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	
Risk Manager (See Note G)	1.00	1.00	
Communications Manager (See Note G)	1.00	1.00	
Senior Management Analyst	1.00	2.00	
Management Analyst	3.00	3.00	
Program Assistant	1.00	1.00	
Sub-total	11.00	12.00	1.00
<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	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)	7.00	7.00	
Housing Assistant (See Notes D and F)	2.00	2.50	
Sub-total	13.00	13.50	0.50
<b>Property Operations Department</b>			
Director of Portfolio Management (prior title Property Operations)	1.00	1.00	
Property Management Supervisor	1.00	1.00	
Project Manager (See Note F)	1.00	0.50	
Housing Specialist I/II (See Notes B and E)	2.00	1.00	
Maintenance/Facilities Supervisor	1.00	0.00	
Maintenance Technician I & II (See Note B)	6.00	5.00	
Maintenance Specialist	1.00	1.00	
Resident Manager I and II (See Notes A and B)	3.25	3.00	
Assistant Resident Manager (See Notes A and B)	0.25	0.13	
Sub-total	16.50	12.63	-3.87
<b>Housing Development Department</b>			
Director of Housing Development (prior title Housing and Community Development)	1.00	1.00	
Senior Project Manager	1.00	2.00	
Project Manager	1.00	1.00	
Asset Manager	1.00	1.00	
Management Analyst (See Note F)	2.00	0.00	
Program Assistant	1.00	0.50	
Sub-total	7.00	5.50	-1.50
<b>Rental Program Department</b>			
Director of Rent Program	1.00	1.00	
Management Analyst	1.00	1.00	
Rent Program Specialist	3.00	3.00	
Program Assistant	1.00	1.00	
Sub-total	6.00	6.00	0.00
<b>Total</b>	<b>58.50</b>	<b>54.63</b>	<b>-3.87</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. ABD is included as 1 FTE; this role is currently occupied by two individuals but AHA plans to consolidate position with one individual by Sept 30. An Assistant RM at IP is included.

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

Note D: Position may be filled at the Program or Housing Assistant level.

Note E: Due to outsourcing of Property Management in the upcoming year, this position may be reduced as a result. One HS II transferred to HPD to fill vacancy there.

Note F: Changes reflecting change of Contract with City eff 8/1/20; reduction of 1 Management Analyst FTE, reduction of 1 Project Manager to 50%, reduction of 1 Program Assistant to 50% (final salary for this position TBD as will be split with HPD).

Note G: Position may be renamed before filling.

## HOUSING AUTHORITY OF THE CITY OF ALAMEDA

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

## ADOPT THE REVISED SCHEDULE OF AUTHORIZED POSITIONS

**WHEREAS**, the Housing Authority of the City of Alameda adopted a Schedule of Authorized Positions for 2020-2021; and

**WHEREAS**, the Housing Authority of the City of Alameda has identified a need for an additional Senior Management Analyst; and

**NOW, THEREFORE, BE IT RESOLVED**, that effective September 16, 2020, the Housing Authority will adopt the revised Schedule of Authorized Positions dated September 16, 2020 and be authorized to hire staff to fill any vacancy created by this change.

ATTEST:

\_\_\_\_\_  
Vanessa M. Cooper  
Secretary and Executive Director

\_\_\_\_\_  
Arthur Kurrasch, Chair  
Board of Commissioners

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



PHONE (510) 747-4300  
 FAX (510) 522-7848  
 TTY/TRS 711

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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: Lynette Jordan, Director of Housing Programs

Date: September 16, 2020

Re: Approve Payment Standard Increases for the Section 8 Housing Choice Voucher program and for Project Based Vouchers effective December 2, 2020

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### **BACKGROUND**

HUD is required to annually review and publish Fair Market Rents (FMRs). Under the new regulations, HUD's proposed FMRs are published in the Federal Register, with an effective date of 30 days after the date of publication and Housing Authorities have 3 months to revise the payment standard. A payment standard is the maximum amount of subsidy that AHA can pay to an owner on behalf of a voucher holder.

Fair Market Rents (FMRs) are primarily used to determine payment standard amounts for the Housing Choice Voucher program, to determine initial and renewal rents for some expiring project-based Section 8 contracts, to determine initial rents for housing assistance payment (HAP) contracts in the Moderate Rehabilitation Single Room Occupancy program (Mod Rehab), and to serve as a rent ceiling in the HOME rental assistance program. The U.S. Department of Housing and Urban Development (HUD) annually estimates FMRs for Office of Management and Budget (OMB) defined metropolitan areas, some HUD defined subdivisions of OMB metropolitan areas and each nonmetropolitan county. HUD requires Housing Authorities to set Payment Standards between 90% and 110% of the FMR.

The following is a table showing the FMRs from last year and for 2021.

<b>Bedroom</b>	<b>0</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>
2020 FMR	\$1,488	\$1808	\$2239	\$3042	\$3720
2021 FMR	\$1595	\$1934	\$2383	\$3196	\$3863



**DISCUSSION**

When the FMRs were released on August 14, 2020, Housing Authorities had until September 30, 2020 to submit a comment to the notice if a rent study would be conducted. The Housing Authority decided not to submit a comment and allow the Payment Standards to become effective October 1, 2020.

On May 6, 2020 AHA received the official notification from the Shortfall Prevention Team (SPT) Specialist's confirming a projected shortfall for the HCV Program for CY 2020. Since that time AHA has worked closely with the (SPT) to monitor monthly HAP and administrative costs. Though, AHA has not officially been released by the SPT, AHA staff anticipate being released from monitoring before the year end. Also, AHA anticipates a surplus of HAP funding after being released from shortfall due to the additional funding AHA has applied for to meet the monthly HAP expenses, which will require AHA to issue vouchers and begin leasing in early 2021.

In order to ensure the voucher remains competitive and improve lease-up opportunities for searching voucher holders once AHA is released from shortfall, staff is recommending increasing the studios, 1-, 2-, and 3-bedrooms to 9-110% of FMR. Staff is recommending the 4- and 5-bedroom units remain at the current level. If the payment standard recommendation is approved, the new payment standards would go into effect December 2, 2020 for new admissions and transfers within the Housing Choice Voucher and Project-Based Voucher programs. Project Based Voucher contracts would be affected based on their renewal date as these complexes are only able to change rent pricing at the contract anniversary date. HCV households experiencing annual recertifications would have the new payment standards applied at the time of their annual effective after December 2, 2020 (starting with January 1, 2021 annuals). Below is a chart of the new payment standards.

HCV and PBV Proposed Payment Standards:

<b>Unit Bedroom</b>	<b>Proposed</b>	<b>Percentage of FMR</b>
Studio	\$1,753	110%
1 Bedroom	\$2,126	110%
2 Bedroom	\$2,620	110%
3 Bedroom	\$3,514	110%
4 Bedroom	\$3,824	99%
5 Bedroom	\$4,397	99%



Current versus Proposed HCV and PBV Payment Standards:

Unit Bedroom	Current Payment Standard Effective 12/2/2019	Proposed - Would be Effective 12/2/2020
Studio	\$1,578	\$1,753
1 Bedroom	\$1,988	\$2,126
2 Bedroom	\$2,462	\$2,620
3 Bedroom	\$3,346	\$3,514
4 Bedroom	\$3,824	\$3,824
5 Bedroom	\$4,397	\$4,397

### **FINANCIAL IMPACT**

This would result in a gradual increase in program expenses. PBV owners can only request a higher rent at the contract anniversary date once a year. HCV families whose gross rent is above the current payment standard but below the new payment standard would have an increase at the next annual. Units where landlords currently set the rent below the payment standard, but then increase to the new payment standard with a new lease would lead to higher HAP usage. There are currently around 32 transfer vouchers issued that will benefit from the increased payment standard if the family leases up after December 2, 2020.

### **RECOMMENDATION**

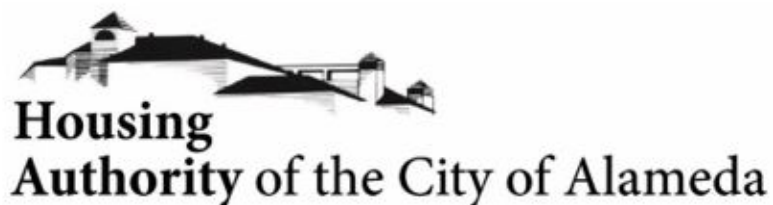
Staff recommends that the Board of Commissioners: Approve Payment Standard Increases for the Section 8 Housing Choice Voucher program and for Project Based Vouchers effective December 2, 2020.

Respectfully submitted,



Lynette Jordan  
Director of Housing Programs





PHONE (510) 747-4300  
FAX (510) 522-7848  
TTY/TRS 711

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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: Alexandria Yuan  
Management Analyst

Date: September 16, 2020

Re: Adopt the Resolution to Revise the Housing Authority's Conflict of Interest Code

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### **BACKGROUND**

In 1991, the Board of Commissioners adopted the Housing Authority's Conflict of Interest Code by Resolution No. 589. This resolution incorporated the Fair Political Practices Commission's (FPPC) standard model to ensure compliance with all required provisions. Over the years, revisions have been necessary to keep the Conflict of Interest Code up to date, including modifications to the list of designated positions and the description of disclosure categories.

The Conflict of Interest Code is scheduled to be brought to the BOC on even years for consideration of any proposed revisions.

### **DISCUSSION**

The most recent revision was approved by the Board of Commissioners on September 19, 2018 with Resolution No. 967; these revisions reflected changes to Appendix A to the Conflict of Interest Code, which identifies those staff and consultants that are designated to disclose.

The changes proposed to the Conflict of Interest Code at this time are limited to changes to Appendix A to the Conflict of Interest Code, which identifies those staff and consultants that are designated to disclose. The changes proposed at this time reflect changes in staffing and titles of Housing Authority positions, and elimination of positions no longer on the Schedule of Authorized Positions or Pay Schedule.

Once the Conflict of Interest Code revisions are adopted by this commission, it must be presented to the Code Reviewing Body for approval. The Code Reviewing Body is the Council of the City of Alameda.



Honorable Chair and  
Members of the Board of Commissioners

September 16, 2020  
Page 2 of 2

### **FINANCIAL IMPACT**

There is no fiscal impact to the proposed change in policy.

### **RECOMMENDATION**

Adopt the Resolution to amend the Housing Authority's Conflict of Interest Code.

Respectfully submitted,

DocuSigned by:  
  
29E7AB1829F04C3...  
Alexandria Yuan  
Management Analyst

AY/vmc

Exhibits:

- Exhibit 1: Appendix A Conflict of Interest Code: Designated Employees
- Exhibit 2: Appendix B of Conflict of Interest Code: Disclosure Categories
- Exhibit 3: Resolution to Amend the Housing Authority's Conflict of Interest Code



## EXHIBIT 1

## Appendix A to Conflict of Interest Code: Designated Employees

Updated September 16, 2020

Number in category	Title	Disclosure Category
7	Board of Commissioners	1
1	Executive Director	1
1	Deputy Executive Director	1
1	Director of Human Resources and Operations	1
1	Director of Finance	1
1	Director of <del>Portfolio Management</del>	1
1	Director of Housing Programs	1
1	Director of Housing Development	1
1	Director of Rent <del>Programs</del>	1
2	Senior Management Analyst	1
1	<del>Communications Manager/Customer Service</del>	
1	<del>Manager</del>	1
1	<del>Risk Manager</del>	1
4	Management Analyst	1
3	Board Members of Island City Development	1
7	Board Members of Alameda Affordable Housing Corporation	1
1	Project Manager	1
2	Senior Project Manager	1
1	Asset Manager	1
1	Property Management Supervisor	1
0	Maintenance/ <del>Facilities</del> Supervisor	1
2	Housing Programs Supervisor	1
1	Controller	1
Varies	Financial and Developer Consultants	2
Varies	Consultants whose decision may impact budget/project decisions	2

Deleted: ~~Property Operations~~Deleted: ~~and Community~~Deleted: ~~Stabilization~~

Deleted: 1

Deleted: 5

Deleted: 2

Deleted: 1

Deleted: 0 Program Manager, 1

Deleted: 1



**EXHIBIT 2****Appendix B to Conflict of Interest Code: Disclosure Categories**

Updated July 2013

General Provisions

A designated employee required to disclose investments, sources of income and business positions need only disclose investments in business entities and sources of income which do business in the City of Alameda or have done business in the City of Alameda within the past two (2) years. In addition to other activities, a business entity is doing business within the City if it owns real property within the City. A designated employee required to disclose interests in real property need only disclose real property which is located in whole or in part within the City of Alameda.

Designated employees shall disclose their financial interest pursuant to the appropriate disclosure categories as indicated in Appendix A.

Category 1:

1. All interests in real property in the City of Alameda. Such interests include any leasehold, beneficial or ownership interest or option to acquire such interest in real property.
2. Investments and business positions in business entities from sources which engage in or may foreseeably engage in work or services of the type used by the Housing Authority of the City of Alameda or City of Alameda.
3. Income, including gifts, loans and travel payments, from sources which engage in or may foreseeably engage in work or services of the type used by the Housing Authority of the City of Alameda or City of Alameda.

Category 2:

- A. The Executive Director may determine in writing that a particular consultant, although a designated position, is hired to perform a range of duties that is limited in scope and thus is not required to comply fully with the disclosure requirements, but instead must comply with more tailored disclosure requirements specific to that consultant. Such written determination shall include a description of the duties performed and a statement of the extent of disclosure requirements. The Executive Director's determination is a public record and shall be retained for public inspection in the same manner and location as the Conflict of Interest Code.

This Conflict of Interest Code does not require the reporting of gifts from outside this agency's jurisdiction if the source does not have some connection with or bearing upon the functions or duties of the position. (Reg. 18730.1)

# HOUSING AUTHORITY OF THE CITY OF ALAMEDA

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

### AMENDING THE HOUSING AUTHORITY'S CONFLICT OF INTEREST CODE

**WHEREAS**, the Housing Authority on April 2, 1991, adopted a Conflict of Interest Code pursuant to the Political Reform Act, Government Code Section 8100, et seq.; and

**WHEREAS**, on March 21, 2012 this code was amended with Resolution No. 841 and,

**WHEREAS**, on June 26, 2013 this code was amended with Resolution No. 876 and,

**WHEREAS**, on August 20, 2014 this code was amended with Resolution No. 899 and,

**WHEREAS**, on November 19, 2014 this code was amended with Resolution No. 939 and,

**WHEREAS**, on September 21, 2016, this code was amended with Resolution No. 941 and,

**WHEREAS**, on September 19, 2018, this code was amended with Resolution No. 967 and,

**NOW, THEREFORE, BE IT RESOLVED**, by the Board of Commissioners of the Housing Authority of the City of Alameda that the Conflict of Interest Code adopted by Resolution 589, as amended by Resolution 841, 876, 899, 939, 941, and 967, is further amended to include this revised list of "Designated Positions" in Appendix A of the Conflict of Interest Code:

<b>Title</b>	<b>Disclosure Category</b>
Board of Commissioners	1
Executive Director	1
Deputy Executive Director	1
Director of Human Resources and Operations	1
Director of Finance	1
Director of Portfolio Management	1
Director of Housing Programs	1
Director of Housing Development	1
Director of Rent Programs	1
Senior Management Analyst	1
Risk Manager	1
Communications Manager/Customer Service Manager	1
Management Analyst	1
Board Members of Island City Development	1
Board Members of Alameda Affordable Housing Corporation	1
Project Manager	1

Senior Project Manager	1
Asset Manager	1
Property Management Supervisor	1
Maintenance/Facilities Supervisor	1
Housing Programs Supervisor	1
Controller	1
Financial and Developer Consultants	2
Consultants whose decision may impact budget/project decisions	2

**BE IT FURTHER RESOLVED**, that Appendix B provides a definition of the “Disclosure Categories” for the above designated Positions.

**BE IT FURTHER RESOLVED**, that a designated employee required to disclose investments, sources of income and business positions need only disclose investments in business entities and sources of income which do business in the City of Alameda or have done business in the City of Alameda within the past two (2) years. In addition to other activities, a business entity is doing business within the City if it owns real property within the City. A designated employee required to disclose interests in real property need only disclose real property which is located in whole or in part within the City of Alameda.

**BE IT FURTHER RESOLVED**, that Category 1 requires designated employees to report the following:

1. All interests in real property in the City of Alameda. Such interests include any leasehold, beneficial or ownership interest or option to acquire such interest in real property.
2. Investments and business positions in business entities from sources which engage in or may foreseeably engage in work or services of the type used by the Housing Authority of the City of Alameda or City of Alameda.
3. Income, including gifts, loans and travel payments, from sources which engage in or may foreseeably engage in work or services of the type used by the Housing Authority of the City of Alameda or City of Alameda.

**BE IT FURTHER RESOLVED**, that Category 2 requires designated employees to report the following:

1. The Executive Director may determine in writing that a particular consultant, although a designated position, is hired to perform a range of duties that is limited in scope and thus is not required to comply fully with the disclosure requirements, but instead must comply with more tailored disclosure requirements specific to that consultant. Such written determination shall include a description of the duties performed and a statement of the extent of disclosure requirements. The Executive Director’s determination is a public record and shall be retained for public inspection in the same manner and location as the Conflict of Interest Code.

**BE IT FURTHER RESOLVED**, that this Conflict of Interest Code does not require the reporting of gifts from outside this agency’s jurisdiction if the source does not

have some connection with or bearing upon the functions or duties of the position. (Reg. 18730.1).

**BE IT FURTHER RESOLVED**, to submit the revised Conflict of Interest Code to the Council of the City of Alameda with recommendation to adopt a resolution to approve the Conflict of Interest Code as the code reviewing body.

ATTEST:

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

\_\_\_\_\_  
Arthur Kurrasch, Chair

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

To: Honorable Chair and Members of the Board of Commissioners

From: Vanessa M. Cooper, Executive Director

Date: September 16, 2020

Re: Approve 2020-21 Goals for the Executive Director and Executive Director;  
Approve Minor Addition to the 2014 Contract with the Executive Director;  
Approve Pay Increase for Executive Director to Step 2 of Approved Pay  
Schedule

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## **BACKGROUND**

The evaluation process for the Executive Director will take place on September 16, 2020 and the Board will determine if the Executive Director met the expectations for the period of October 1, 2019 to September 30, 2020. As part of this process, new goals are also proposed by both the Executive Director and the Board.

## **DISCUSSION**

### **2020-21 Goals**

The below goals for the period October 1, 2020 to September 30, 2021 are proposed. The Board may choose to amend these goals at the September meeting.

#### **Goal 1: Continue implementation of the Strategic Plan including**

- a) Work with staff to achieve 2020-21 goals set out in September 2020 Update on Strategic Plan (see separate memo in September 2020 board packet)
- b) Finalize the metrics to evaluate AHA's progress against goals compared to other Medium Sized PA's and present to the Board by August 31, 2021
- c) Provide Board an update twice a year on progress against the Strategic Plan

#### **Goal 2: Manage staffing through the current health crisis**

- a) Present an assessment of emerging staffing needs and provide a review of staff morale and retention strategies by March 31, 2021.
- b) Conduct staff survey by December 31, 2020

#### **Goal 3: Review options for tenants who are no longer able to live in AHA units**

- a) Continue dialogue with City officials and other interested parties to develop a strategy for tenants who are no longer able to meet the terms of their lease with AHA



### Changes to the contract

Due to the current health crisis, the Board is asked to add the following to the 2014 contract to affirm eligibility for current benefits and accrued leave.

“The Executive Director shall be eligible for all leaves provided to other employees, subject to meeting the same eligibility requirements, including but not limited to FLMA, CFRA, EFLMA, ESPL as well as use of accrued paid sick or other leave.”

### Compensation

In regards to compensation, the Executive Director’s 2014 contract includes a provision for the following language regarding goal setting and performance related increases after the second year:

- 4.1.3 For each year of this Agreement thereafter, the Parties shall endeavor jointly to establish, prospective objective verifiable measures of her performance for the year. At the conclusion of the third year of this Agreement, i.e., October 2017, if Cooper has a “meets expectations” or better rating on her annual performance evaluation and she meets or exceeds the mutually agreed upon objective of verifiable measures, the Parties shall mutually agree on an increase in her salary for that year of employment, subject to the availability of such funds in accordance with the usual and customary annual budget approval process. Such increase shall be in effect on the next payroll date following the completion of Cooper’s performance review. In the event Cooper’s salary increase is postponed due to budget delays or lack of funding, it shall be retroactive to the date it would have become effective once the budget is approved and funding made available.

In the event that the Parties are unable to mutually agree upon objective verifiable measures for any relevant period and if for that period Cooper receives a “meets expectations” or better rating on her annual performance evaluation, the Parties shall mutually agree on an increase in her salary for that year of employment, subject to the availability of such funds in accordance with the usual and customary annual budget approval process. Such increase shall be in effect on the next payroll date following the completion of Cooper’s performance review. In the event Cooper’s salary increase is postponed due to budget delays or lack of funding, it shall be retroactive to the date it would have become effective once the budget is approved and funding made available.

It is proposed to move the Executive Director to Step 2 in the Board approved pay schedule, which reflects a 5% increase. The Board may choose to make the increase effective for September 2019 or September 2020. The Executive Director met expectations in 2019. The Board and the Executive Director agreed on new goals for the 2019-20 period but a discussion of salary did not occur during the September 2019 evaluation meeting. Other staff move automatically to the next step (5% increase) upon satisfactory performance. There are currently only 2 steps in the range for the Executive Director.



Honorable Chair and  
Members of the Board of Commissioners

September 16, 2020  
Page 3 of 4

### **FINANCIAL IMPACT**

Funding for the 2020-21 Strategic Plan Goals is already built in to the 2020-21 budget. An increase to Step 2 was budgeted in the 2019-20 budget and again in the 2020-21 budget.

### **RECOMMENDATION**

Approve 2020-21 Goals for the Executive Director and Executive Director; Approve Minor Addition to the 2014 Contract with the Executive Director; Approve Pay Increase for Executive Director to Step 2 of Approved Pay Schedule.

Respectfully submitted,



Vanessa M. Cooper  
Executive Director

