



# Housing Authority of the City of Alameda

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

701 Atlantic Avenue • Alameda, California 94501-2161

## IF YOU WISH TO ADDRESS THE BOARD:

1. Please file a speaker's slip with the Executive Director, and upon recognition by the Chair, approach the rostrum and state your name; speakers are limited to 5 minutes per item.
2. If you need special assistance to participate in the meetings of the City of Alameda Housing Authority Board of Commissioners, please contact (510) 747-4325 (TDD: 510 522-8467) or [dconnors@alamedahsq.org](mailto:dconnors@alamedahsq.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 November 15, 2017 –**

**Closed Session Meeting – 6:15 p.m.  
Regular Meeting - 7:00 p.m.**

### **LOCATION**

Independence Plaza, 703 Atlantic Avenue, Alameda, CA

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

### **Public Participation**

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

### **PLEDGE OF ALLEGIANCE**

1. **ROLL CALL** - Board of Commissioners
2. Public Comment on Closed Session



3. Closed Session – 6:15 p.m. – Adjournment to Closed Session to Consider:
  - 3-A. Executive Director Evaluation
  - 3-B. Conference with Real Property Negotiator – (Gov. Code. Sec. 54956.8)  
Agency Negotiator: Vanessa Cooper, Executive Director and Victoria Johnson,  
Director of Housing and Community Development  
  
Property: Parcel 1 (see attached metes and bounds description)  
Negotiating Parties: Housing Authority of the City of Alameda and Carmel Partners  
Under Negotiation: Price and Terms of Land
  - 3-C. Conference with Real Property Negotiator – (Gov. Code Sec. 54956.8)  
Agency Negotiator: Victoria Johnson, Director of Housing and Community  
Development  
Property: APNs: 070-0156-021  
070-0156-002  
070-0156-023  
070-0156-044-04 (portion)  
Negotiating Parties: Housing Authority of the City of Alameda and the Murphy Trust
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 Regular Meeting held October 18, 2017 - Page 10
- 8-B. Accept the Monthly Overview Report Administration/I.T./H.R.– Page 15
- 8-C. Accept the Monthly Overview Report Housing & Community Development – Page 17
- 8-D. Accept the Monthly Overview Report Housing Programs Department – Page 22
- 8-E. Accept the Monthly Overview Report Rent & Community Programs – Page 26
- 8-F. Accept the Monthly Overview Report Property Operations –Page 27
- 8-G. Accept the Monthly Development Report for Del Monte Senior Housing – Page 33
- 8-H. Accept the Monthly Development Report for 2437 Eagle Avenue – Page 36
- 8-I. Approve Goals for the Executive Director’s 2018 Performance Evaluation - Page 38
- 8-J. Records Disposition – Page 40
- 8-K. Approve Out-of-State Travel for Staff and Board to Attend NAHRO 2018 Conferences – Page 44



9. AGENDA

9-A. Report on a 5% Rent Increase for Existing Independence Plaza Residents Effective February 1, 2018 – Page 46

9-B. North Housing Project Update; Provide Direction to Staff – Page49

9-C. Discussion of Housing Authority Two-Year Work Plans for Fiscal Years July 1, 2015 to June 30, 2017 (Closeout) and July 1, 2017 to June 30, 2019 – Page 51

9-D. Adopt the Resolution to Accept the Revised AHA Pay Schedule for FY 2017-2018 – Page 65

9-E. Select Property Names for the New Construction Developments at 2437 Eagle Avenue and 1301 Buena Vista – Page 70

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

11. COMMISSIONER COMMUNICATIONS, (Communications from the Commissioners)

12. ADJOURNMENT OF REGULAR MEETING

13. CONVENE ALAMEDA AFFORDABLE HOUSING CORPORATION MEETING

14. ADJOURNMENT OF THE ALAMEDA AFFORDABLE HOUSING CORPORATION MEETING

\* \* \*

Note

- If you need special assistance to participate in the meetings of the Housing Authority of the City of Alameda Board of Commissioners, please contact 510-747-4325 (TDD: 510-522-8467) or [dconnors@alamedahsg.org](mailto:dconnors@alamedahsg.org). Notification 48 hours prior to the meeting will enable the Housing Authority of the City of Alameda Board of Commissioners to make reasonable arrangements to ensure accessibility.
- 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.



LEGAL DESCRIPTION  
ALAMEDA HOUSING AUTHORITY PARCEL  
ALAMEDA, CALIFORNIA

REAL PROPERTY, SITUATE IN THE INCORPORATED TERRITORY OF THE CITY OF ALAMEDA, COUNTY OF ALAMEDA, STATE OF CALIFORNIA, DESCRIBED AS FOLLOWS:

BEING A PORTION OF PARCEL 1, AS SAID PARCEL 1 IS DESCRIBED IN THAT CERTAIN DEED RECORDED FEBRUARY 14, 1955, IN BOOK 7567 OF OFFICIAL RECORDS, AT PAGE 117, IN THE OFFICE OF THE COUNTY RECORDER OF ALAMEDA COUNTY, A PORTION OF THAT CERTAIN PARCEL OF LAND DESCRIBED IN THAT CERTAIN DEED RECORDED AUGUST 10, 1966, IN REEL 1821, IMAGE 494 OF OFFICIAL RECORDS, IN SAID OFFICE OF THE COUNTY RECORDER OF ALAMEDA COUNTY, AND A PORTION OF THAT CERTAIN PARCEL OF LAND DESCRIBED IN THAT CERTAIN DOCUMENT ENTITLED "JUDGEMENT" RECORDED DECEMBER 21, 1951, IN BOOK 6618 OF OFFICIAL RECORDS, AT PAGE 339, IN SAID OFFICE OF THE COUNTY RECORDER OF ALAMEDA COUNTY, ALSO BEING A PORTION OF PARCEL 2, AS SAID PARCEL 2 IS SHOWN AND SO DESIGNATED ON THAT CERTAIN RECORD OF SURVEY NO. 1816, FILED JUNE 6, 2003, IN BOOK 28 OF RECORDS OF SURVEY, AT PAGE 14, IN THE OFFICE OF THE COUNTY RECORDER OF ALAMEDA COUNTY, MORE PARTICULARLY DESCRIBED AS FOLLOWS:

COMMENCING AT A POINT ON THE EASTERN LINE OF SAID PARCEL 2 (28 RS 14), SAID POINT BEING THE NORTHERN TERMINUS OF THAT CERTAIN COURSE DESIGNATED AS "NORTH 02°46'51" EAST 1161.37 FEET" ON SHEET 8 OF 12 OF SAID RECORD OF SURVEY (28 RS 14), SAID POINT ALSO BEING A POINT ON THE WESTERN LINE OF THAT CERTAIN PARCEL DESIGNATED AS "FISC SOUTH" IN THAT CERTAIN DEED RECORDED AUGUST 2, 2001, IN DOCUMENT NO. 2001-280973 OF OFFICIAL RECORDS, AND RE-RECORDED ON JUNE 2, 2003, IN DOCUMENT NO. 2003-316321 OF OFFICIAL RECORDS, IN SAID OFFICE OF THE COUNTY RECORDER OF ALAMEDA COUNTY;

THENCE, FROM SAID POINT OF COMMENCEMENT, ALONG THE EASTERN LINE OF SAID PARCEL 2 (28 RS 14), SOUTH 02°46'51" WEST 297.85 FEET TO THE POINT OF BEGINNING FOR THIS DESCRIPTION;

THENCE, FROM SAID POINT OF BEGINNING, CONTINUING ALONG SAID EASTERN LINE OF PARCEL 2 (28 RS 14), SOUTH 02°46'51" WEST 863.24 FEET TO A POINT ON THE SOUTHERN LINE OF SAID PARCEL 1 (7567 OR 117);

THENCE, ALONG SAID SOUTHERN LINE OF PARCEL 1 (7567 OR 117), NORTH 87°13'09" WEST 351.25 FEET TO THE NORTHEASTERN CORNER OF PARCEL 2B OF THOSE CERTAIN LANDS TRANSFERRED TO THE DEPARTMENT OF HOMELAND SECURITY, U.S. COAST GUARD MAINTENANCE AND LOGISTICS COMMAND PACIFIC THROUGH THE DEPARTMENT OF NAVY (DOD) BY THAT CERTAIN DOCUMENT ENTITLED "TRANSFER AND ACCEPTANCE OF MILITARY REAL PROPERTY" (DD FORM 1354), DATED MARCH 11, 2008, SAID PARCEL 2B ALSO BEING SHOWN AND SO DESIGNATED ON THAT CERTAIN RECORD OF SURVEY NO. 2113, RECORDED MAY 1, 2007, IN BOOK 31 OF RECORDS OF SURVEYS, AT PAGE 98, IN SAID OFFICE OF THE COUNTY RECORDER OF ALAMEDA COUNTY;

THENCE, FROM SAID NORTHEASTERN CORNER OF PARCEL 2B (31 RS 98), ALONG THE NORTHERN LINE OF SAID PARCEL 2B (31 RS 98), NORTH 89°07'34" WEST 75.28 FEET;

THENCE, LEAVING SAID NORTHERN LINE OF PARCEL 2B, NORTH 02°46'51" EAST 2.51 FEET TO THE SOUTHWESTERN CORNER OF PARCEL 1 (7567 OR 117);

THENCE, FROM SAID SOUTHWESTERN CORNER OF PARCEL 1 (7567 OR 117), ALONG THE WESTERN LINE OF SAID PARCEL 1 (7567 OR 117), NORTH 02°46'51" EAST 516.12;

THENCE, LEAVING SAID WESTERN LINE, NORTH 56°50'14" WEST 350.08 FEET;

THENCE, NORTH 01°54'00" EAST 396.14 FEET;

THENCE, SOUTH 88°06'00" EAST 73.00 FEET;

THENCE, ALONG THE ARC OF A NON-TANGENT 25.00 FOOT RADIUS CURVE TO THE RIGHT, FROM WHICH THE CENTER OF SAID CURVE BEARS SOUTH 88°06'00" EAST, THROUGH A CENTRAL ANGLE OF 103°27'25", AN ARC DISTANCE OF 45.14 FEET;

THENCE, ALONG THE ARC OF A REVERSE 378.00 FOOT RADIUS CURVE TO THE LEFT, FROM WHICH THE CENTER OF SAID CURVE BEARS NORTH 15°21'25" EAST, THROUGH A CENTRAL ANGLE OF 12°43'17", AN ARC DISTANCE OF 83.93 FEET;

THENCE, SOUTH 87°21'52" EAST 191.10 FEET;

THENCE, SOUTH 02°38'08" WEST 244.25 FEET;

THENCE, SOUTH 87°21'52" EAST 356.17 FEET TO SAID POINT OF BEGINNING.

CONTAINING 12.33 ACRES OF LAND, MORE OR LESS.

COURSES ARE BASED ON THE CALIFORNIA COORDINATE SYSTEM OF 1983, ZONE 3. DISTANCES SHOWN ARE GROUND DISTANCES. TO OBTAIN GRID DISTANCES DIVIDE GROUND DISTANCES BY THE COMBINED SCALE FACTOR OF 1.00007055, AS SHOWN ON THAT CERTAIN RECORD OF SURVEY NO. 1816, FILED JUNE 6, 2003, IN BOOK 28 OF RECORDS OF SURVEY AT PAGE 14, ALAMEDA COUNTY RECORDS.

ATTACHED HERETO IS A PLAT TO ACCOMPANY LEGAL DESCRIPTION, AND BY THIS REFERENCE MADE A PART HEREOF.

ALL PARCELS SHOWN HEREON ARE INTENDED TO LIE COINCIDENT TO ONE ANOTHER WITH NO GAPS OR OVERLAPS CREATED BY THIS DOCUMENT.

END OF DESCRIPTION

PRELIMINARY

JOEL GARCIA, P.L.S.  
L.S. NO. 5285



CURVE TABLE			
NO	RADIUS	DELTA	LENGTH
C1	25.00'	103°27'25"	45.14'
C2	378.00'	012°43'17"	83.93'

**LEGEND:**

POB = POINT OF BEGINNING  
 POC = POINT OF COMMENCEMENT  
 PARCEL 2 (PORTION)  
 7567 OR 117  
 6618 OR 339 (PORTION)

**NOTE:** PARCEL 2B, RS 2113 31 RS 98  
 COURSES ARE BASED ON THE CALIFORNIA COORDINATE SYSTEM OF 1983, ZONE 3. DISTANCES SHOWN ARE GROUND DISTANCES. TO OBTAIN GRID DISTANCES DIVIDE GROUND DISTANCES BY THE COMBINED SCALE FACTOR OF 1.00007055, AS SHOWN ON THAT CERTAIN RECORD OF SURVEY NO. 1816 (28 RS 14).



# PLAT TO ACCOMPANY LEGAL DESCRIPTION

ALAMEDA HOUSING AUTHORITY PARCEL  
 ALAMEDA, CALIFORNIA

DECEMBER 6, 2016

SHEET 1 OF 1

**Carlson, Barbee & Gibson, Inc.**

CIVIL ENGINEERS • SURVEYORS • PLANNERS  
 2633 CAMINO RAMON, SUITE 350  
 SAN RAMON, CALIFORNIA, (925) 866-0322

12/6/2016 3:09 PM

Date: 12/6/2016 9:18:57 AM

Parcel Name: ALA HSNB AUTH PCL - BNDRY : 1  
Description:

Client: ALAMEDA POINT

Prepared  
by: JAG

North: 2,113,576.0435' East: 6,046,026.6834'

Segment# 1: Line

Course: N2°46'51"E Length: 516.12'  
North: 2,114,091.5558' East: 6,046,051.7233'

Segment# 2: Line

Course: N56°50'14"W Length: 350.08'  
North: 2,114,283.0563' East: 6,045,758.6644'

Segment# 3: Line

Course: N1°54'00"E Length: 396.14'  
North: 2,114,678.9786' East: 6,045,771.7985'

Segment# 4: Line

Course: S88°06'00"E Length: 73.00'  
North: 2,114,676.5582' East: 6,045,844.7584'

Segment# 5: Curve

Length: 45.14' Radius: 25.00'  
Delta: 103°27'25" Tangent: 31.69'  
Chord: 39.25' Course: N53°37'43"E  
Course In: S88°06'00"E Course Out: N15°21'25"E  
RP North: 2,114,675.7293' East: 6,045,869.7446'  
End North: 2,114,699.8367' East: 6,045,876.3654'

Segment# 6: Curve

Length: 83.93' Radius: 378.00'  
Delta: 12°43'17" Tangent: 42.14'  
Chord: 83.76' Course: S81°00'13"E  
Course In: N15°21'25"E Course Out: S2°38'08"W  
RP North: 2,115,064.3401' East: 6,045,976.4717'



End North: 2,114,686.7399'

East: 6,045,959.0902'

Segment# 7: Line

Course: S87°21'52"E

North: 2,114,677.9526'

Length: 191.10'

East: 6,046,149.9880'

Segment# 8: Line

Course: S2°38'08"W

North: 2,114,433.9610'

Length: 244.25'

East: 6,046,138.7567'

Segment# 9: Line

Course: S87°21'52"E

North: 2,114,417.5832'

Length: 356.17'

East: 6,046,494.5500'

Segment# 10: Line

Course: S2°46'51"W

North: 2,113,555.3598'

Length: 863.24'

East: 6,046,452.6693'

Segment# 11: Line

Course: N87°13'09"W

North: 2,113,572.4009'

Length: 351.25'

East: 6,046,101.8330'

Segment# 12: Line

Course: N89°07'34"W

North: 2,113,573.5490'

Length: 75.28'

East: 6,046,026.5617'

Segment# 13: Line

Course: N2°46'51"E

North: 2,113,576.0561'

Length: 2.51'

East: 6,046,026.6835'

Perimeter: 3,548.21'

Error Closure: 0.0126'

Error North : 0.01255'

Area: 12.33Acre

Course: N0°18'27"E

East: 0.00007'

Precision 1: 281,603.97



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## DRAFT MINUTES

### REGULAR MEETING OF THE BOARD OF COMMISSIONERS OF THE HOUSING AUTHORITY OF THE CITY OF ALAMEDA HELD WEDNESDAY October 18, 2017

The Board of Commissioners meeting was called to order at 7:00 p.m.

#### PLEDGE OF ALLEGIANCE

1. ROLL CALL -

Present: Commissioners Allen, Kay, Kurrasch, Rickard, McCahan, and Chair Tamaoki

Absent: None

2. Public Comment on Closed Session - None

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

3-A. Executive Director Evaluation

3-B. Conference with Real Property Negotiator – (Gov. Code. Sec. 54956.8)  
Agency Negotiator: Vanessa Cooper, Executive Director and Victoria Johnson,  
Director of Housing and Community Development

Property: Parcel 1 (see attached metes and bounds description)

Negotiating Parties: Housing Authority of the City of Alameda and Carmel Partners  
Under Negotiation: Price and Terms of Land

4. Adjournment of Closed Session

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

6. Announcement of Action Taken in Closed Session, if any. Chair Tamaoki announced that in Closed Session the Board gave direction to staff and accepted the review of the Executive Director.

9-A. Recognition of Food Bank Volunteers for the New Senior Sites Program



(Chair Tamaoki moved Item 9-A from the Agenda to speak on this item at this time.)

Executive Director, Vanessa Cooper said that for approximately the last six months we have been providing services to our seniors at Independence Plaza and Anne B. Diament through the Food Bank. Ms. Cooper thanked LifeSTEPS for all of their hard work. Ms. Cooper also thanked LifeSTEPS staff for coordinating the volunteers for the Food Bank project.. Chair Tamaoki honored volunteers by handing out Certificates of Appreciation to the volunteers. In his absence, a Certificate of Appreciation was also presented to our previous Officer, Dustin Lorensen, for his services.

7. Public Comment (Non-Agenda)

One Speaker said that she had a grateful list that she wanted to share and she talked about the things that she is appreciative of at independence Plaza

Richard Neveln talked about fall prevention and an article regarding falls. He said that seniors need to be prepared in the ways of falling.

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.

Commissioner Kurrasch commented on the Housing and Community Development (HC) Monthly Overview Report with regards to the substantial rehab and the capital improvement project with the City owned property on the navy base.

Commissioner Chair McCahan commented on I.T. and internet systems going down and coming back up within ten minutes. Staff should be proud that they were able to bring it back up so quickly. He also commented on the Housing Programs Monthly Overview Report suggesting that if there is new leasing, staff should bring back the incentive program.

Commissioner Rickard commented on the HCD Monthly Overview Report and concerns about project management at the 2815 San Diego Road. Ms. Johnson gave some background regarding the contract with the City. There was discussion about this item.

Commissioner Rickard also commented that the Rent Program report refers to an online source for getting information and he suggest that it would be good to summarize some of the stats in the report. Ms. Cooper spoke on why we use the link and asked the Board for consensus on the procedure to use for future. Chair Tamaoki said that he prefers going to the link per the Rent Report Instructions on page 19, and that the Board could further discuss this item.

Ms. Cooper clarified the numbers in the Budget Variance Report on page 31 per Commissioner Rickards request.



Chair Tamaoki commented on the Housing Programs Monthly Overview Report under the FSS Recruitment. He said that this is a great success story of the participant who graduated from the program and had saved over \$35,000.

Chair Tamaoki spoke on rent increases and that new tenants would be paying a higher rent and warned Independence Plaza existing tenants that they should expect to receive a rent increase shortly. He said that no rents have been increased since 2014.

Commissioner Kurrasch moved to accept the consent calendar and Commissioner McCahan seconded. The motion carried unanimously. Items accepted or adopted are indicated by an asterisk.

- \*8-A. Approve Minutes of the Board of Commissioners Regular Meeting held September 20, 2017 - Page 4
- \*8-B. Accept the Monthly Overview Report Administration/I.T./H.R.– Page 9
- \*8-C. Accept the Monthly Overview Report Housing & Community Development – Page 11
- \*8-D. Accept the Monthly Overview Report Housing Programs Department – Page 15
- \*8-E. Accept the Monthly Overview Report Rent & Community Programs – Page 19
- \*8-F. Accept the Monthly Overview Report Property Operations –Page 20
- \*8-G. Accept the Monthly Development Report for Del Monte Senior Housing – Page 26
- \*8-H. Accept the Monthly Development Report for 2437 Eagle Avenue – Page 29
- \*8-I. Accept the Budget Variance Report for June 30, 2017 – Page 31
- \*8-J. Approval of Extension of Contract for Nan McKay – Page 39
- 8-K. Increase the 4- and 5- Bedroom PBV Payment Standards, Which Have Fallen Below the 90% Minimum, Effective November 2, 2017 – Page 42

## 9. AGENDA

- 9-A. Recognition of Food Bank Volunteers for the New Senior Sites Program (SEE ABOVE)
- 9-B. LifeSTEPS Annual Report on Social Services (Presentation – 15 minutes) Page 46

Beth Southorn, Executive Director of LifeSTEPS, acknowledged LifeSTEPS staff who worked on this presentation. She said that she would take into consideration Mr. Nevelin suggestion about fall prevention. She thanked the Board for the much needed extra staff person. She commented about some of the services that LifeSTEPS provides. A LifeSTEPS presentation was provided to the Board.

- 9-C. Authorize the Executive Director to Execute Documents necessary to Create a New Nonprofit Ownership Entity or LLCs for Housing Authority Owned Properties to Comply with HUD Requirements for Project-Based Voucher Contracts; Authorize the Executive Director to Execute and Record Regulatory Agreements at Housing Authority Owned Properties at 80% AMI As Necessary – Page 63



Ms. Cooper gave some background about the Project Based Voucher Contracts. Four of the contacts are soon going to expire in 2018. She talked about the Regulatory Agreements and Affordability Restrictions. She talked about the four options for establishing a separate ownership entity. There was discussion about the options. Ms. Cooper talked about the timeline.

Commissioner Rickard moved to authorized the recommendation on 68 and Commissioner Allen seconded.

Roll Call Vote: Chair Tamaoki yes, Commissioner Kay yes, Commissioner Kurrasch yes, Commissioner McCahan yes, Commissioner Rickard yes, Commissioner Allen yes.

9-D. North Housing Project Update; Approve a \$3.3 Million Loan to Island City Development for Pre-Development and Demolition Costs at the North Housing Site – Page 89

Victoria Johnson spoke on this item and gave some background information on project and funding. She said that the demolition cost may be higher than anticipated and wanted to give the Board notice. Ms. Johnson talked about the loan process and how she would proceed. She said that the funding could be moved into the account in two parts. There was discussion about contamination and soil testing. Ms. Johnson said that a complete study has been done. The next step would be to engage the correct consultants and quantify the exact cost of demolition. Chair Tamaoki said that he is more inclined to approve a recommendation for the redevelopment loan for \$300,000.

Mr. Neveln commented that someone should look into the value of resource recovery from the units..

Chair Tamaoki moved to approve a loan for \$300,000, Commissioner Kurrasch seconded. The motion carried unanimously.

9-E. Appoint a New Vice Chair of the Board; Receive Board Direction on the Appointment of a New Member to the Ad Hoc Asset Management Committee - Page 92

Ms. Cooper said John McCahan was nominated as Vice Chair and invited other recommendations. No other recommendations. John McCahan accepted.

Commissioner Kurrasch moved to accept the nomination of John McCahan as Vice Chair and Commissioner Allen seconded. The motion carried unanimously.

Ms. Cooper reviewed the Activity Schedule with the Board. Ms. Cooper said with the resignation of Stephanie Shipe on the Asset Management Committee the Board had two options. It could appoint another committee member or put the committee on hold. Ms. Cooper said that we could bring the scheduled activities of the Asset Manager back to the board meeting on the same schedule if there was no committee.



Chair Tamaoki said that a tremendous amount of work has been done on this Committee.

Commissioner Rickard moved to dissolve the Ad Hoc Asset Management Committee and Commissioner Allen seconded. The motion carried unanimously.

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

Mr. Neveln commented that a larger font size is needed on some of the postings and publications. He would like some policy direction be given for a larger font size.

One Speaker announced the Health Fair and Great American Shake Down.

11. COMMISSIONER COMMUNICATIONS, (Communications from the Commissioners)

Chair Kurrasch announced the passing of former Board of Commissioner Joy Pratt. Commissioner Rickard said he is honored to be a part of the Board.

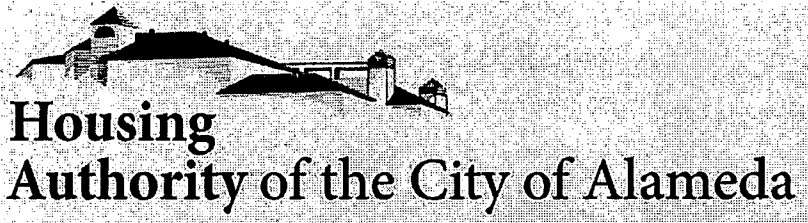
12. ADJOURNMENT OF REGULAR MEETING

There being no further business, Chair Tamaoki adjourned the meeting in honor of former Commissioner Joy Pratt at 8:23 p.m.

\_\_\_\_\_  
Kenji Tamaoki, Chair

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





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To: Honorable Chair and  
Members of the Board of Commissioners

From: Vanessa M. Cooper  
Executive Director

Prepared by: Janet Basta  
Director of Human Resources and Operations

Date: November 15, 2017

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

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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

Open enrollment for calendar year 2018 is in the final stages. In August, the Board approved an increase in dental insurance rates of up to 7%. Rates for 2018 increased by 3%, so the approved increase was greater than the one that was needed to put the new rates in effect, and the maximum employer contribution rate was set at the 2018 employee+2 or more dependent level. Vision Services Plan (VSP) rates increased by 1.5% for 2018. The IRS increased the maximum levels of some components of the Flexible Spending Account (FSA) plans that AHA offers; the maximum election for the health FSA is now \$2650, up from \$2600; the maximum transit plan is \$3120 (up from \$3060 in 2017). Dependent care remains at \$5000. The AHA Executive Director approved adoption of the new limits and renewal of the plan for 2018, and employees have until early December to enroll. Finally, the maximum contribution limits for the 457 plan (deferred compensation) will increase by \$500 for 2018, to \$18,500 (\$24,500 for the over 50 catch-up).

Recruiting continued to be the primary focus in the past month. A Maintenance Supervisor has been hired and will start in mid-November. First round interviews have been completed for the Property Management Supervisor position. A recruiter with expertise in finance positions has been brought on to recruit for the Director of Finance position, and will recruit for this position along with the Controller position over the next 1-2 months. Temporary staff, including our Nan McKay consultant, continue to keep the Finance Department running well. Interviews for the Senior Accounting Technician position will likely start before the Director and Controller positions are filled. We expect to begin recruiting for the Deputy Executive Director following the

November board meeting, and will be working with an outside firm on this position. Other upcoming recruitments include a Regional Manager II for Esperanza Plaza, and a Program Assistant for Administration.

AHA supervisors have been invited to participate in a 90-minute webinar on Intergenerational Communication on November 8. This webinar, sponsored by AHMA-NCH, will provide a basic understanding of the different traits and personalities of each of the different generations and provide supervisors with strategies for working effectively with each.

#### Information Technology/Administration

The newly formed IT Governance Committee met in October to discuss planned upgrades to the IT infrastructure and to update staff on future changes to the software systems being implemented to improve efficiency. This Committee will meet monthly to provide guidance to IT staff and was suggested by the 2015 IT consultant report as a best practice to be implemented. The only outstanding items from that report are to design a disaster recovery plan and a strategic plan for IT. The disaster plan is currently being developed, and the strategic plan will be developed in 2018.

Two staff attended a one-day training on Laserfiche hosted by our Laserfiche vendor, ECS, as a pre-cursor to attending the Empower conference, hosted by Laserfiche, in January 2018. This training provides an overview of the entire Laserfiche Suite and at the same time provides hands-on technical training. This allows staff to implement streamlining and automation in Laserfiche such as the work flows working behind the scenes on the employment applications received and the scanning at the Reception desk.

#### **RECOMMENDATION**

For information only.

Respectfully submitted,



Janet Basta  
Director of Human Resources and Operations

JCB/TMSC





# Housing Authority of the City of Alameda

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TDD (510) 522-8467

701 Atlantic Avenue • Alameda, California 94501-2161

To: Honorable Chair and  
Members of the Board of Commissioners

From: Victoria Johnson  
Director of Housing and Community Development

Date: November 15, 2017

Re: Monthly Overview Report to the Board: Housing and Community Development

## BACKGROUND

This memo provides an overview of departmental activities in the prior month.

## DISCUSSION

### Capital Projects

**AHA Office/Independence Plaza Elevator Repairs** – Staff is coordinating with Kone Elevator and Clean Harbors Environmental Services to remove groundwater that has collected in two separate elevator pits. Once removed, the conditions will be assessed and repair recommendations provided to prevent the issue from reoccurring.

**China Clipper, Pool Demolition/Fill** – Pendleton Construction has begun the demolition and fill of the non-operational swimming pool at China Clipper, as well as removed the masonry pillars and wood awnings from the site. The project is scheduled to be completed in early December.

**Independence Plaza, ADA Upgrades** – Staff has applied for the permits to ADA upgrade 20 units, common area entrances and the parking lot at Independence Plaza. The bid package has been completed and will be distributed once the permit is secure. Staff has also engaged a third party consultant to provide a cost analysis prior to bid solicitation. Work is expected to start in early 2018 and last 6-9 months. Property Management will work closely with the tenants impacted.

**Minor Home Repair Grant Project (CDBG funded)** – Staff is assisting a homeowner facilitate a Minor Home Repair Grant for the sum of \$5,000. Scope items will include plumbing repairs, floor and cabinetry installation, electrical work and painting.

**Rosefield Village, 738 Eagle Avenue Substantial Rehab Project** – The contractor is completing the finish work, as well as the exterior ADA ramp. Product material delivery



has delayed the project by two to three weeks, the work will conclude in early December. A site visit walkthrough for the Board has been scheduled on Wednesday, November 15 at 6pm – a staff representative will be in attendance.

Residential Rehab Loan Projects (CDBG funded) – Staff is coordinating separate Residential Rehab Loans for the Alameda Point Collective (APC) and Resources for Community Development (RCD). The completed loan documents have been provided to the organizations and are presently pending execution. The loan sum for APC is \$190,000; funds will be used to repair lateral sewer lines, make sidewalk repairs and install neighborhood lighting to residences on Corpus Christi and Pensacola Roads. The loan sum for RCD is \$187,000; the subject property is located at 461 Haight Avenue, scope items include window replacement, reroofing, insulation upgrades, safety upgrades and painting. The work at San Diego Road is delayed pending input from the Building Department.

Roof Assessment – Staff has begun efforts to assess the roofs throughout the Housing Authority portfolio. Inspection services are to be provided by consultants secured through the recent RFQ submittals.

Maintenance Support – HCD Staff continues to collaborate with Property Management with maintenance support, while the department works to fill the vacant supervisor position. Joint projects have included heater repairs, contract administration, landscape maintenance and Fire Department inspections.

### **Inclusionary and Below Market Rate Programs**

City Ventures has officially launched the marketing for three BMR units for sale to the public at Mulberry, which is located at 2100 Clement Street. The three-bedroom units range from 1453sf to 1557 sf and are priced at \$447,000.

There are two Open Houses and one information session before the application due date of November 27, 2017. The three units are expected to close between January and March 2018.

In addition to the three that will be sold to the public, four units will be sold to AHA, which will be retained to increase the number of affordable rental units in Alameda. The units are priced at \$136,500 and \$272,400. Currently, staff is working with the City Attorney's office to develop an Affordability Housing Agreement template for units that are purchased by AHA and retained as Section 8 rentals. The four units are expected to close between December 2017 and December 2018, based on the construction timeline for the development.

The buyer for the final unit at Alameda landing was disqualified based on updated income docs that exceeded the allowed income limit. Staff is currently reviewing the next two applications of households with lottery numbers in the low 100s.

### **Pre-development Loans**

The Housing Authority has made separate pre-development loans to Island City Development on behalf of three development projects: Del Monte, Everett & Eagle and



Rosefield. A \$250,000 working capital loan to ICD was also made in 2017. The Del Monte and Everett and Eagle loans have been repaid. The Board has also approved a loan for \$300,000 for the North Housing project but the funds have not yet been transferred.

The original loan amounts and unexpended balances for Rosefield as of October 30, 2017 are shown below. This includes invoices that have been presented but not yet paid.

Add NH loan

Rosefield Village

Pre-development Loan	\$ 1,000,000
Usage through August	\$ 261,626
Balance	\$ 738,374

Pipeline

Eagle & Everett Apartments – Construction is on schedule and a separate report on the project is attached.

Del Monte Senior – Construction is on schedule and a separate report on the project is attached.

North Housing – Following the joint Board meeting with the BoC and members of the Alameda Point Collaborative and Building Futures with Women and Children, a task force committee was formed and met on November 8, 2017. The Board's adhoc committee has also met three times since the last Board meeting and a separate report on the project is attached.

Rosefield Village – Staff is working with the environmental consultants to update reports based on the Planning Board vote to support a higher number of units. Staff held interviews with development consulting firms that offer a broad range of services. A second interview with Real Estate Development Services (REDS) will be scheduled for late November and an updated report will be presented to the Board by the end of the year.

The ability to develop the Rosefield and other projects may be greatly impacted by the recently proposed tax legislation and other events in the financial markets. To use the example of the development of 2437 Eagle Avenue, a 10% reduction in tax credit pricing and a 250 basis point increase in interest rates, created a \$1.5mm funding gap in late 2016. That project was able to close only because the Housing Authority contributed an additional \$500,000 and County loan funds were available at just the right moment.

The federal "Tax Cuts and Jobs Act" package introduced on November 2, 2017 will make significant changes to tax rules that would affect all tax-credit development. The



Bill would delete the sections of the Internal Revenue Code that authorize tax-exempt bonds as of December 31, 2017 and the Bill does not now include any transition rules for refundings. These proposed actions would effectively eliminate the 4% tax credit program. Industry experts estimate that repeal of the 4 percent tax-credit means a loss (nationally) of approximately 800,000 affordable rental units over 10 years.

Further, the proposal is to reduce the top corporate tax rate from 35 percent in 2017 to 20 percent in 2018. This would reduce the tax loss benefits of LIHTC investments, since the value of depreciation expense deductions would be reduced. An analysis by Novogradac & Company found that lowering the corporate tax rate to 20 percent would reduce LIHTC equity by about 15 percent, translating to \$1.2 billion or more in loss equity annually. Nationally, this loss of investor equity translates into the loss of approximately 90,000 affordable rental units over 10 years. This also assumes that other tax-credit activities do not replace investment in low-income housing.

The Housing Authority has relied upon the tax-exempt bond program for the majority of the total units owned by AHA. Parrot Village and Eagle Village were developed with tax-exempt bonds and are currently the beneficiaries of a tax-exempt bond refunding. Independence Plaza was originally developed with a tax-exempt bond. That bond was reissued twice but it was paid in full in 2014 and replaced with a conventional loan. Breakers at Bayport, Shinsei Gardens and Park Alameda were developed with tax-exempt bonds. Stargell Commons, Del Monte Senior and 2437 Eagle Avenue were (or are now being) developed with 9% tax credits.

Vigorous debate is expected to occur over the coming weeks regarding these and other provisions of the proposed tax bill. AHA staff is involved in advocacy efforts by California Association of Housing Authorities and NAHRO to highlight these issues to lawmakers. Even in an amended form, some tax and interest rate changes are likely and it will be prudent to consider a wide range of development alternatives that will enable future housing projects to proceed in an altered financing landscape.

Possible strategies might include higher AMI units that could cross-subsidize lower AMI units, modular or other building technologies to reduce costs, partnerships with market-rate developers that are required to provide inclusionary units, and strategic management of the existing portfolio and upcoming buyout opportunities. Staff will perform research and provide a summary and a report to the Board in early 2018 that includes discussion of varied approaches to development.

### **Asset Management**

Staff continues to collect data for the property profile summary spreadsheet and affordability matrix for the AHA portfolio, including partner properties. Staff manages the eight (8) organizational entities related to AHA, including audit support, property tax exemptions, and regulatory and tax filings. Staff continues to support audit preparation and completes quarterly bank reporting to our financial partners.

The Playa del Alameda refinance closed on October 16, 2017. The AHA received proceeds in the amount of \$286,124. Staff was able secure assurance of future



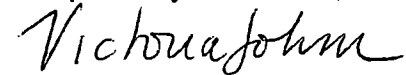
affordability through recording a Memo of Agreement that references the affordability requirements of the original AHA loan agreement.

In October 2017 the Board approved the formation of a non-profit ownership entity for Housing Authority owned properties to comply with HUD requirements for project-based voucher contracts. The name of the new corporation is *Alameda Affordable Housing Corporation* and the Articles of Incorporation were filed on October 31, 2017. The organizational meeting of the Board of Directors of this new corporation will be held on November 15, 2017.

RECOMMENDATION

For information only.

Respectfully submitted,



Victoria Johnson  
Director of Housing and Community Development





# Housing Authority of the City of Alameda

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

To: Honorable Chair and  
Members of the Board of Commissioners

From: Lynette Jordan  
Director of Housing Programs

Date: November 15, 2017

Re: Monthly Overview Report to the Board Housing Programs

## **BACKGROUND**

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

## **HOUSING PROGRAMS FUNDING AND UTILIZATION UPDATE**

AHA Executive Management staff continued to meet bi-weekly in the month of October to monitor our funding and leasing options by utilizing the HUD Two-Year Forecasting Tool (TYT). A review of our October forecast shows there will be less than \$100K remaining in HAP reserves at 2017 year-end or 0.4%.

Based on this data the Executive Director requested a payment from our HUD held reserves of up to \$400,000 to meet our anticipated November and December HAP costs. On November 6, 2017 HUD approved an advance of \$427,700 for November and \$80,000 for December HAP expenses.

Staff remain concerned that we will be at or very close to shortfall by the 2017 year-end. With this in mind, staff are also planning a training with HUD field office staff to review our two-year tool and begin analyzing the data to better prepare for the possibility of shortfall

As previously reported staff set a lease-up deadline for all new voucher searchers of November 15, 2017 at 5:00pm. There are currently 21 new voucher participants searching for housing in the City of Alameda. AHA mailed reminder letters to all voucher searchers in October and staff held additional renter's workshops to inform and assist voucher holders with their search. HPD staff met on October 26, 2017 with Beyond Emancipation our Foster Youth referral agency to remind them of the deadline as well. AHA will not issue any new vouchers until the financial picture from the Federal Government is clearer and staff will continue to work with HUD Field Office staff, to monitor our HAP spending throughout the year.

Since launching the Landlord Leasing Incentive Program in August 2016, staff has successfully added **45 additional units**, which has helped AHA to maintain our lease-up rate for the Section 8 program. However, at this time we have decided the leasing incentive will also end November 15.

### **HUD High Performer Certification**

On October 23, 2017, the City of Alameda Housing Authority (AHA) received our Section Eight Management Assessment Program (SEMAP) official certification of High Performer status for FY 2016. SEMAP enables HUD to manage the Housing Choice Voucher (HCV) program by identifying PHA capabilities and deficiencies related to the administration of the HCV program.

### **FSS Recruitment**

Active recruitment efforts continue in the FSS program. After hosting several FSS recruitment events we have enrolled two new program participants in the month of September, increased our waitlist of potential new program participants to eight. Our goal is to maintain a consistent program enrollment of 35 active participants.

AHA has two participants graduating in November with FSS balances totaling \$35,000. Both participants were active program participants for the entire 5-year period. Successful outcomes like these show us this program is very much worthwhile and beneficial.

### **Training Schedule**

#### **1. Housing Quality Standards (HQS) by Nan McKay & Associates Staff - October 23-26, 2017**

In the month of October HPD hosted a 3-day HQS training at Independence Plaza community room. This 3-day training provides information on general room standards, and an analysis of inspection results focusing on the four SEMAP indicators that relate to HQS inspections. This class also included a discussion of the new Uniformed Physical Condition Standards (UPCS-V). Maintenance staff and HPD staff attended and received training on what constitutes a decent, safe, and sanitary unit and heard about the latest guidance regarding biennial inspections. Twenty-two of our PHA colleagues and vendors from Oakland, and Sterling Inspections attended the training. The training was well received.

### **Up-Coming Trainings**

#### **2. Housing Choice Voucher (HCV) Occupancy Training- by NAHRO Staff - November 13-17, 2017**

HCV Occupancy Training is three trainings: eligibility, rent calculation, and occupancy, all rolled into one. Upon completion of this training, staff should be able to explain and apply HUD regulations and guidance to determine eligibility, the intake process, occupancy, and rent calculation in the HCV program. In this training staff will also learn to calculate the HAP and family share for an HCV family using the payment standard, utility allowance, and gross rent. Thirty-three staff from Bay Area PHAS will attend.

### **HPD Department Statistics**

<b>Statistics</b>	<b>Aug</b>	<b>Sep</b>	<b>Oct</b>
<b>Annual Re-examinations Processed</b>	114	160	134
<b>Rent Increases</b>	28	27	53
<b>Interim Re-examinations Processed</b>	32	46	28
<b>HQS Inspections Conducted</b>	68 36% pass rate	55 44% pass rate	60 82% pass rate
<b>HQS in AHA Owned</b>	0 Annuals completed	35 55% pass rate	65- ABD 71% pass rate

**Voucher issuance and lease up data**

<b>Statistics</b>	<b>Aug</b>	<b>Sep</b>	<b>Oct</b>
<b>Section 8 Movers seeking housing</b>	4	10	8
<b>New voucher holders seeking housing</b>	15	11	15
<b>Voucher holders ported out and seeking elsewhere</b>	9	7	6
<b>Total voucher holders seeking housing</b>	28	28	2
<b>Total vouchers leased up in month</b>	7	6	8
<b>Non- Port Leased up</b>	7	3	2
<b>Port Move-In Leased up</b>	0	3	6
<b>New Vouchers Issued</b>	0(HCV) 1(FUPY)	0(HCV) 0(FUPY)	0(HCV) 0(FUPY)



Honorable Chair and  
Members of the Board of Commissioners

November 15, 2017  
Page 4 of 4

**RECOMMENDATION**

For information only.

Respectfully submitted,



Lynette Jordan  
Director of Housing Programs

VC/all



# Housing Authority of the City of Alameda

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

To: Honorable Chair and Members of the Board of Commissioners  
From: Suzanne Warner, Director, Rent and Community Programs  
Date: November 15, 2017  
Re: Monthly Overview Report to the Board – Rent and Community Programs

## BACKGROUND

The monthly reports for the Rent Stabilization Program are available at [www.alamedarentprogram.org](http://www.alamedarentprogram.org).

For the month of October, the following submissions were reviewed:

Rent Increases	21
Rent Increases Reviewed by the RRAC	3
Terminations of Tenancy	12
Capital Improvement Plans	0

For outcomes of submissions reviewed, please see the full report available on the website. The City expects to issue invoices to landlords for the \$120 per unit program fee in the coming weeks. The program staff is gearing up to respond to an expected increase in call volume as a result.

## CITY COUNCIL ITEMS

AHA continues to operate the program under Ordinance 3148.

## RECOMMENDATION

For information only.

Respectfully submitted,

Suzanne Warner  
Director of Rent and Community Program



# Housing Authority of the City of Alameda

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

To: Honorable Chair and  
Members of the Board of Commissioners

From: Lisa Caldwell, Director of Property Operations

Date: November 15, 2017

Re: Monthly Overview Report to the Board for Property Operations

## BACKGROUND

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

## DISCUSSION

### VACANCY – October

Vacancies remain low due to the tight market conditions and the strong lease up coordination between the Property Management and Housing Programs departments. Applicants from our waitlists have been outreached or are in process for all vacant units. Three applicants are processed at a time for each vacancy.

Property	Unit #	Vacancies end of October	Rate
Anne B. Diamant Plaza	65	3	5%
China Clipper Plaza	26	2	8%
Eagle Village	42	0	0%
Esperanza	120	0	0%
Independence Plaza	186	0	0%
Parrot Village	50	2	4%
Rosefield Village	46	0	0%
Combined Smaller Sites *	38	0	0%
<b>Total</b>	<b>573</b>	<b>7</b>	<b>1%</b>

\*Lincoln House (4), Lincoln/Willow (5), Parrot Gardens (8), Senior Condos (7), Sherman Street (9),

Stanford House (4) and 1 detached home located on Paru Street.

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

In October there were six (6) units at Rosefield that were permanently offline due to the upcoming rehabilitation of the property, these units are not included in the vacancy numbers & rate listed above. Two units have become vacant since The John Stewart Company took over management in July. All units that become vacant at Rosefield will not be leased at this time. These units will be used to address any reasonable accommodations within Rosefield, right sizing current residents as necessary and to move residents in substandard units if the vacant unit is in better condition. After all of the above are addressed the remaining vacant units will be moved offline.

As vacancies come up at other AHA owned sites residents at Rosefield will be offered these units, where eligible, in order to accommodate as many current residents that want to remain housed in Alameda.

Effective November 1, 2017 all upcoming vacant units at Independence Plaza will not be filled in order to accommodate upcoming ADA capital improvements to 20 units. Please maintenance section below in this memo for more details.

RENT COLLECTIONS – October

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

All properties had a collection rate of 95% or above in October with the exception of China Clipper which has had two vacant units in the month of October. China Clipper is a 26 unit complex and having 2 vacant units caused the collection rate to fall below 95%.

GPR - Budget vs. Collected

Property	ABD	China Clipper	Eagle Village	ESP	IP Tenant Rent Only	Parrot Village	All Other Sites	Total
Budgeted GPR	80,193	33,246	72,022	280,153	134,390	123,076	50,306	<b>773,386</b>
Collected	84,591	31,062	71,628	286,399	133,678	124,919	48,790	<b>781,067</b>
Collection Rate	105%	93%	99%	102%	99%	101%	97%	<b>101%</b>

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

Effective July 1, 2017 The John Stewart Company took over the property management of Rosefield Village. AHA Property Management staff and The John Stewart Company staff continue to working closely to ensure a smooth transitions for the tenants. Weekly calls take place to discuss financial reporting and the property needs.

Below are the collection rates for Rosefield Village for the month of September.

For the month of October the collection rate was above 95%. As mentioned above there are currently 6 units offline at Rosefield.

GPR - Budget vs. Collected

Rosefield	October
Budgeted GPR	79,531
Collected	85023
Collection Rate	107%

Rent increase notices for 2017 are wrapping up for all sites (except Independence Plaza). The rent increase notices are provided 60 days prior to the effective date. Many of the increases are to the contract rent for Section 8 voucher holders and should not affect the tenant's portion. The exception will be to the tenant based voucher holder households that are over housed and paying for an extra bedroom above the allowed voucher size. Increases are generally within 5%. However the contract rent at AHA properties remain significantly lower (20-30% lower) than the payment standard. Over time if the agency has sufficient HAP funds available, contract rents should be brought closer to the payment standard which will help with cash flow and upgrades at the sites.

Staff is preparing for 2018 rent increases. Increases will be within the 5% range again and are still below the payment standard for voucher units. As mentioned in previous reports residents at Independence Plaza have not had rent increases since 2014. Separate from this report staff will be presenting a rent increase structure to the Board during the November board meeting and rent increase notices will be issued to qualifying residents following the meeting

CONTRACTS

The majority of property management related contracts have been brought to the board for extensions and approval of contract amendments not to exceed 5 years. The RFP process has be started for the elevator service contract, which was the only pending contract for 2017. The deadline to submit bids is November 28, 2017 by 5pm.

**RESIDENT SERVICES**

For the month of September LifeSTEPS provided 116.25 hours of individual case management to 236 residents on matters of rent, utilities, housekeeping, coping and emotional support, transportation assistance, healthcare and medical needs.

LifeSTEPS provided 20 educational classes in September. 3 classes were held at Anne B. Diamante, 12 at Esperanza, 5 at Independence Plaza and 0 for our scattered sites for a total of 55 participants. Topics for the workshops focused on Healthy Lifestyles and Back to School preparation.

Furthermore, 83 hours were spent conducting community building enrichment activities such as an ice cream social, game time, coffee social, talent show and Halloween events. Additional services for the month included food giveaways in conjunction with the Alameda Food Bank and nutrition classes, and educational scholarship outreach. 561 residents attended these additional services. Further 164 hours of individualized counseling were provided.

The Reading Room at Esperanza is generally open weekly for children's reading and other activities. Alameda Family Services continues to provide services at Esperanza for families, seniors and the homeless. After school services are provided the Boys & Girls Club of Alameda. In a new partnership with AHA, the Alameda Food Bank is now providing services twice a month to both Anne B Diament and independence Plaza. The following households total were served. Discuss have started on expanding this service to Esperanza in early 2018.

<b>Property</b>	<b>No of units</b>	<b>Households Served</b>
Anne B Diament	65	50
Independence Plaza	186	94

**MAINTENANCE**

The Maintenance Supervisor position has been filled and the new supervisor will start in the middle of November.

Annual HQS inspections for 2017-2018 have been completed at Eagle Village and Anne B. Diament. Staff is working on corrections for second inspections at Anne B. Diament. Staff is currently working on preventive maintenance at Parrot Village.

Upcoming capital improvement at Independence Plaza work includes ADA upgrades to 20 units and will take place over the upcoming year and will take months to complete. This is expected to cost \$1.7 Million dollars. As mentioned above the leasing of vacant units will stop effective November 1, 2018 in order to have units available for the current tenants that need to be relocated while the work is being completed. For those residents that have a reasonable accommodation and require an ADA unit will be able to move back in their original unit. Those residents that do not have a reasonable accommodation

will reside in their relocated unit on site permanently. If a resident needs to be relocated offsite during this time they will be able to return but it may be to a different unit. AHA will pay for and coordinate the tenants' moves to and from the units. The units impacted are currently under consideration and more information will be provided in a tenant meeting once decided. Staff will work closely with the resident Council President to ensure that all residents have the necessary information.

Below is the average completion time for work orders through October 2017.

Month	Goal	August	September	October
<b>Emergency</b>	<b>24 Hours</b>	Within 24 Hours	Within 24 Hours	Within 24 Hours
<b>Urgent</b>	<b>3 Days</b>	2.00 Days	2.00 Days	3.00 Days
<b>Routine</b>	<b>7 Days</b>	6.00 Days	4.00 Days	6.00 Days

The work order report below shows the work orders completed calendar year to date.

**Work Order Analysis by Completion Month**

Property Name	Units	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
AHA OFFICE	N/A	8	8	16	12	14	14	25	25	19	11			152
SHERMAN STREET	9	5	12	7	3	2	2	1	2	3	5			42
LINCOLN HOUSE	4	4	4	4	4	2	3		2	3				26
ESPERANZA	120	75	93	199	92	48	45	42	64	43	31			732
PARROT VILLAGE	50	77	36	29	28	25	32	26	28	23	35			339
Detached Homes	1	1												1
ANNE B DIAMENT PLAZA	65	24	16	28	27	18	19	13	75	42	23			285
ROSEFIELD VILLAGE	46	47	55	34	12	15	14		2	2				181
PARROT GARDENS	8	9	3	5	2	2	3	2		1	3			30
STANFORD HOUSE	4	3	4	5	6	4	1		3		1			27
LINCOLN/WILLOW	5	2	9	9		1	1		1	1	3			27
SENIOR CONDOS	7	2	7	4	2		4	1	2		2			24
CHINA CLIPPER PLAZA	26	39	18	10	8	6	6	11	10	4	3			115
EAGLE VILLAGE	42	9	7	16	11	24	20	14	61	36	23			221
INDEPENDENCE PLAZA	186	92	61	76	155	177	82	47	77	62	53			882
<b>Total</b>	<b>573</b>	<b>397</b>	<b>333</b>	<b>442</b>	<b>362</b>	<b>338</b>	<b>246</b>	<b>182</b>	<b>352</b>	<b>239</b>	<b>193</b>			<b>3,084</b>

\* Effective 7/1/2017 Rosefield Village maintenance work orders will be completed by The John Stewart Company and not included on the chart above.


**FINANCIAL IMPACT**

Report only, no financial impact.

**RECOMMENDATION**

For information only.

Respectfully submitted,



Lisa Caldwell  
Director of Property Operations

VMC/all





# Housing Authority of the City of Alameda

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

To: Honorable Chair and  
Members of the Board of Commissioners

From: Vanessa M. Cooper, Executive Director

Prepared by: Tobi Liebermann  
Housing and Community Development Sr. Project Manager

Date: November 15, 2017

Re: Monthly Development Report: Sherman & Buena Vista LP Project  
Update (Del Monte Senior)

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## BACKGROUND

The Community Development Department provides monthly reports on projects under construction where AHA is acting as developer or lender and provides performance guarantees.

The Sherman & Buena Vista LP (Del Monte Senior) project (Project) includes the new construction of 31 units located at 1301 Buena Vista Ave. Construction funds were secured at the financial closing on December 14, 2016 and BBVA Compass is serving as construction lender. Brown Construction is the General Contractor.

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

Gross Floor Area = 28,466 Square Feet (includes common areas)

## DISCUSSION

Construction of the Project started on December 27, 2016. The current percent complete as of the end of September billing is 63%. To date, a total of 50 days of time extensions have been approved due to rain delays, plan coordination issues, design omissions and other factors. Current construction activities include completion of stucco installation, ongoing drywall and caulking and ongoing MEP work.

The construction contract totals \$11,148,028. The development budget includes a 5% hard cost construction contingency in the amount of \$557,401. There are three owner approved prime contract change orders (PCCO) at this time. Approved PCCOs now total \$162,059 including both added costs and credits.

Owner contingency funds are held separately from the contract and as change orders are approved, the original construction contract value will increase accordingly as shown in the table below.

<b>Contingency Utilization</b>				
	Original Budget	Current Revisions	Previous Revisions	Current Budget
Construction Contract	11,148,028	0	162,059	11,310,087
Construction Contingency	557,401	0	-162,059	395,342
Soft Cost Contingency	143,686	-2,315	-34,876	106,495

<b>General Construction Contract Utilization</b>				
Contract Total	Value of Work Completed	Retention Withheld	Payments to Date	Balance to Finish
11,310,087	7,177,039	717,704	6,459,335	4,850,752

As required by the Tax Credit Allocation Committee (TCAC), the 10% test has been certified and submitted.

**FINANCIAL IMPACT**

A pre-development loan from AHA to ICD in the amount of \$1M was made on behalf of the Project and was repaid. The current construction draw schedule is shown below. The land line item is shown as disbursed but is a deferred payment. The \$ Disbursed includes the current draw amount.

	\$ Budget	\$ Disbursed	% Disbursed	\$ Balance
Land	3,435,000	3,435,000	100%	-
Hard Costs	11,705,429	6,459,335	55%	5,246,094
Soft Costs	4,059,874	2,354,560	58%	1,705,314
<b>Total</b>	<b>19,200,303</b>	<b>12,248,896</b>	<b>64%</b>	<b>6,951,407</b>

Honorable Chair and  
Members of the Board of Commissioners

November 15, 2017  
Page 3

Respectfully submitted,

A handwritten signature in black ink, appearing to read "Vanessa M. Cooper".

Vanessa M. Cooper  
Executive Director

VMC:tl



# Housing Authority of the City of Alameda

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

701 Atlantic Avenue • Alameda, California 94501-2161

To: Honorable Chair and  
Members of the Board of Commissioners

From: Vanessa M. Cooper  
Executive Director

Prepared by: Tobi Liebermann  
Housing and Community Development Sr. Project Manager

Date: November 15, 2017

Re: Monthly Development Report: Everett and Eagle LP Project Update

## BACKGROUND

The Community Development Department provides monthly reports on projects under construction where AHA is acting as developer or lender and provides performance guarantees.

The Everett and Eagle LP (2437 Eagle Family) project (Project) includes the new construction of 20 units located at 2437 Eagle Ave. Construction funds were secured at the financial closing on June 29, 2017 and JPMorgan Chase is serving as construction lender. J.H. Fitzmaurice, Inc. is the General Contractor.

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

Gross Floor Area = 26,167 Square Feet (includes common areas)

## DISCUSSION

Construction of the Project started on July 7, 2017. The current percent complete as of the end of October billing is approximately 11%. Current GC activities include underground utilities and foundation work.

The construction contract totals \$11,593,223 including two approved prime contract change orders for a total of \$36,957. The development budget includes a 5% hard cost

construction contingency in the amount of \$577,813. Owner contingency funds are held separately from the contract and as change orders are approved, the original construction contract value will increase accordingly as shown in the table below.

<b>Contingency Utilization</b>				
	Original Budget	Current Revisions	Previous Revisions	Current Budget
Construction Contract	11,556,266	49,375	36,957	11,642,598
Construction Contingency	577,813	-49,375	-36,957	491,480
Soft Cost Contingency	148,371	-320	-48,922	99,129

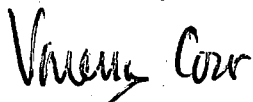
<b>General Construction Contract Utilization</b>				
Contract Total	Value of Work Completed	Retention Withheld	Payments to Date	Balance to Finish
11,642,598	1,261,7604	126,176	1,135,584	10,507,014

**FINANCIAL IMPACT**

A pre-development loan from AHA to ICD in the amount of \$1M was made on behalf of the Project and was paid back in August. The current construction draw schedule is shown below. The \$ Disbursed includes the current draw amount.

	\$ Budget	\$ Disbursed	% Disbursed	\$ Balance
Land	34,900	15,833	45%	19,067
Hard Costs	12,134,079	1,135,584	9%	10,998,495
Soft Costs	2,759,942	1,708,226	71%	1,051,716
<b>Total</b>	<b>14,928,921</b>	<b>2,859,643</b>	<b>19%</b>	<b>12,069,278</b>

Respectfully submitted,



Vanessa M. Cooper  
Executive Director

VMC:tl



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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: November 15, 2017

RE: Approval of Goals for the Executive Director's 2018 Performance Evaluation

---

### BACKGROUND

At the September and October 2017 Board meetings, the Board, Staff and Public met to discuss performance goals and the process for evaluating the Executive Director.

### DISCUSSION

Per her contract, the Executive Director will be evaluated annually by the Board at or close to the anniversary of the Executive Director's hire date of September 29, 2014. This memo serves to bring the 2017-18 goals to the Board for final approval. It is important to note that these goals, including delivery dates, may need to be revised if AHA is unable to hire the vacant Director level positions in the coming few months.

### Goals for 2017-18

1. **Lead the Board and Staff through a process to review and deliver a Vision and Strategic Plan for review by the Board** with a target date of December 2018.  
Create a communication plan to share the vision with staff, partners and tenants.  
Manage the process of moving AHA towards the vision and goals, once agreed upon.

The Strategic Plan will include:

- Hiring a consultant to facilitate the strategic planning process
- Establishing strategic goals for AHA for next 3-5 years including stretch goals
- Defining the metrics to evaluate AHA's progress against goals compared to other Medium Sized PHA's
- Section 8 Program details
- Property Management details
- Housing and Community Development activities/services etc.
- Employee Training and Development plan

- Long-term financial strength planning (including, but not limited to, sustainability, property, maintenance, pension liabilities, potential impact of political events on AHA activities)
  - Plans to continue to foster a positive work culture and staff "esprit de corps"
2. **Finalize and implement the succession plan including:**
    - a. Hiring and training the Deputy Executive Director and Finance Director;
    - b. Updating the 2017 report on succession planning with a report back to the Board with a target date of March 2018.
    - c. Engaging a consultant to conduct a review of job descriptions, salary and benefits packages for senior management and report back to the Board with a target date of September 2018;
    - d. Cross-train directors to be able to conduct Board and other public meetings with a target date of September 2018;
    - e. Ensuring Board succession planning: working with the City to ensure Board positions are filled in a timely fashion and ensure that new Board member(s) are provided with training (ongoing)
  3. **Achieve specific goals in accordance with the plan and the direction of the Board in the 2017 evaluation process**
    - a. Complete the emergency preparedness plan and report back to the Board with a target date of March 2018
    - b. Complete an evaluation of in-house development versus partnering with third-party developers with a target date of May 2018
    - c. Complete an assessment of pension liabilities and report to the Board with a target date of July 2018
    - d. Complete an assessment of Rent Control as a long-term business activity and report to the Board by September 2018 (note: AHA is under contract for this until 2020 so any changes before then likely would be organizational and minor at this time.)
  4. **Personal, professional development:** Attend at least 2 professional development trainings during the review period. Address feedback, as necessary, from 360 evaluation.

#### RECOMMENDATION

This report is for discussion and approval by the Board of Commissioners.

Respectfully submitted,



Vanessa M. Cooper  
Executive Director



# Housing Authority of the City of Alameda

701 Atlantic Avenue - Alameda, California 94501-2161 - TEL: (510) 747-4300 - FAX: (510) 522-7848 - TDD: (510) 522-8467

To: Honorable Chair and  
Members of the Board of Commissioners

From: Vanessa M. Cooper  
Executive Director

Prepared by: Tonya Schuler-Cummins, Senior Management Analyst

Date: November 15, 2017

Re: Records Disposition

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## BACKGROUND

The Records Retention Policy and Procedure require the Executive Director to authorize the destruction of public and business records in accordance with Housing Authority policy. Approval for destruction does not need to be secured prior to disposing of working drafts and originals of documents that have been scanned and stored electronically. The Executive Director will also provide a written list of records that have been destroyed to the Board of Commissioners on an annual basis. This list shall not include any names of tenants and/or participants.

## DISCUSSION

The Housing Authority set aside a day to review records in retention and dispose of any records that were allowed under the Records Retention Policy. Attachment A shows the records that were disposed of since the last report to the Board of Commissioners in 2016.

## FINANCIAL IMPACT

There is no direct financial impact of these policy changes.

## RECOMMENDATION

For information only under the Records Retention Policy.





Honorable Chair and  
Members of the Board of Commissioners

November 15, 2017  
Page 2 of 2

Respectfully submitted,



Vanessa M. Cooper  
Executive Director

VMC/tmsc

Attachments: Attachment A - Records Destroyed



## Attachment A

Description of Contents	Record Retention Date (year)	Date Disposed
EIV documentation	pre-2017	3/1/2017
Wait List documents	2016	7/21/2017
HPD 2014 Annuals/Interims/Ports	2017	9/15/2017
2014 Annuals	2017	9/15/2017
2014 Interims	2017	9/15/2017
2013-2014 HQS	2017	9/15/2017
2014 HQS	2017	9/15/2017
2014 Interim/Annuals	2017	9/15/2017
2014 Interim/Annuals	2017	9/15/2017
2014 HQS	2017	9/15/2017
2014 Annuals	2017	9/15/2017
2014 Annuals	2017	9/22/2017
2014 and earlier HQS	2017	9/22/2017
2014 and earlier Ports	2017	9/22/2017
2014 Annuals	2017	9/22/2017
2013-2014 Inspections	2017	9/22/2017
2014 HQS	2017	9/22/2017
2014 Annuals and WL documents	2017	9/22/2017
2013 Annuals	2016	9/22/2017
2014 HQS	2017	9/22/2017
2014 Annuals/HQS/Ports	2017	9/22/2017
2014 Annuals	2017	9/22/2017
2014 HQS	2017	9/22/2017
2014 Annuals	2017	9/22/2017
2013 Interims	2016	9/22/2017
WL 2014 (first part of year)	2017	9/22/2017
2013 WL Documents	2016	9/22/2017
2013 WL Documents	2016	9/22/2017
2013 WL Documents	2016	9/22/2017
2014 Annual	2017	9/22/2017
2014 Interim	2017	9/22/2017
2014 Parking Rules	2017	10/13/2017
2014 Annuals/Interims	2017	10/13/2017
2012-2013 Interims	2016	10/13/2017
2014 Annuals	2017	10/13/2017
2014 Annuals	2017	10/13/2017
2014 Annuals/Interims	2017	10/13/2017
2014 SEMAP Documents	2017	10/13/2017
2014 Annuals	2017	10/13/2017
2014 Annuals	2017	10/13/2017
Form 700 2007-2010	2013-2017	10/13/2017
2003/2004 Owner checks	2007-2008	10/13/2017
Miscellaneous Tenant Complaints that are scanned up to 2017	2017	10/13/2017

Attachment A

Description of Contents	Record Retention Date (year)	Date Disposed
CDBG Closed files (2007-2011)	2017	10/13/2017
Recordings of Informal Hearings	varies	10/13/2017
2014 Annuals	2017	10/13/2017
pre 2014 WL documents	2017	10/13/2017
Files who moved out with a balancing owing (debts written off)	varies	10/13/2017
Files who moved out with a balancing owing (debts written off)	varies	10/13/2017
2014 Annuals and Ports	2017	10/13/2017
Files who moved out with a balancing owing (debts written off)	varies	11/6/2017
IRS form I9 for terminated employees	varies	11/15/2017
2014 Annuals/Interims	2017	11/6/2017
2014 Annuals/Interims	2017	11/6/2017
2014 Annuals/Interims	2017	11/6/2017

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To: Honorable Chair and  
Members of the Board of Commissioners

From: Vanessa M. Cooper  
Executive Director

Date: November 15, 2017

Re: Approve Out-of-State Travel for Staff and Board to Attend NAHRO 2018  
Conferences

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#### BACKGROUND

It has been Housing Authority practice that out-of-state travel be approved by the Board of Commissioners.

#### DISCUSSION

There are sufficient funds in the Travel and Training Budget for travel to out-of-state Conferences. The costs for the Housing Authority will be air and per diem. Conferences are held in the following locations:

NAHRO Leadership Meeting and Strategic Planning Committee: January 19-21, 2018 – Austin, TX (One Staff)

Washington Conference: April 22-24, 2018 – Arlington, VA (One Board, Two Staff)

National Conference: October 25-27, 2018 – Atlanta, GA (Up to Two Board, One Staff)

#### FISCAL IMPACT

There are sufficient funds in the travel budget. No change in the budget for travel and training is required.

#### RECOMMENDATION

Approve out-of-state travel for staff and Commissioners to attend NAHRO 2018 Conferences.

Honorable Chair and  
Members of the Board of Commissioners

November 15, 2017  
Page 2 of 2

Respectfully submitted,



Vanessa M. Cooper  
Executive Director





# Housing Authority of the City of Alameda

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

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To: Honorable Chair and Members of the Board of Commissioners

From: Vanessa M. Cooper, Executive Director

Submitted by: Lisa Caldwell, Director of Property Operations

Date: November 15, 2017

RE: Report on a 5% Rent Increase for Existing Independence Plaza Residents  
Effective February 1, 2018

## BACKGROUND

Staff previously informed the Board in June 2017 of the significant financial distress the Independence Plaza property will experience in 2026 when the operating subsidy from the City expires. Based on this analysis, staff is proposing a rent increase of 5% for all existing residents who have lived there for at least 12 months. Over the coming year, staff will further assess the options for long term financial self-sufficiency at Independence Plaza and will report back to the Board.

AHA's immediate goal is to respect the financial situation of those residents who currently live at Independence Plaza while, at the same time, beginning to implement structural financial changes, such as higher rent levels and the rebalancing of mix of resident incomes, that will assist the property to either be in a position to refinance or, at a minimum, be financially self-sufficient by 2026.

In response to the data reviewed at the June 2017 presentation, staff has already taken steps to increase revenue to the property in three meaningful ways. First, AHA property management established new rent levels of \$900 per month for a 1-bedroom unit and \$1,100 for a 2-bedroom unit for all new move-ins beginning on September 1, 2017. The average number of new move-ins over the past three years is 19 per year and, therefore, it is expected that by 2026 a significant portion of the property will have turned over and most residents will be paying the new move-in rent levels. AHA will continue to ensure compliance with the 29 very-low income units required by the Affordable Housing Agreement during this transition time.

Secondly, AHA has raised the maximum applicant income based on the Area Median Income (AMI) for new move-ins from 50% AMI to 80% AMI (\$56,300 for one person, and \$64,350 for two persons) to balance out the deeply affordable units already leased at the property. Per the

June 2017 presentation, there are many more extremely low-income (30% of AMI and below) households living at the property than was envisioned in the original financing and projected cash flow of the property. New move-ins, except reasonable accommodation transfers from other AHA-owned sites, will come from the Affordable Waitlist opened in 2016.

Thirdly, Independence Plaza is accepting Housing Choice Vouchers (HCV) and this will help provide housing for more very-low income senior households in Alameda while also helping to increase revenue at the property. These households are also being pulled from the waitlist opened in 2016.

Despite these efforts to increase revenue, there have been no rent increases for existing residents since 2014. Moreover, previous rent increases were minimal and not commensurate with the initial pro-forma amounts nor with the affordable market rents. Because of this long term stagnation, current rents are significantly below the affordable market. The range of rents currently charged at Independence Plaza is \$415 to \$1,200 for a 1-bedroom unit and \$415 to \$1,400 for a 2-bedroom unit. Over half the units are leased at the lower rents of these two ranges.

The Executive Director has the authority to increase the rent without Board approval, however, this report is being provided as information for the Board and residents due to the long-term financial planning needs for Independence Plaza that was presented in June 2017.

## DISCUSSION

Effective February 1, 2018, rents for those who have been residents for more than 12 months will be subject to a 5% rent increase. For those residents who have not yet reached their 12-month anniversary, the 5% increase will be made on the anniversary of their move-in. Only one rent increase will be made for each household within the next 12-month period.

The impact of the 5% increase would be \$70.00 per month for the highest rent levels and \$20.00 per month for the lowest rent levels (5% of \$1,400 is \$70 and 5% of \$415 is \$20.75, rounded down to the nearest dollar). Although staff understands that for some residents this increase will represent a significant increase, it is expected that residents will be able to pay. Based on the 2017 income certification data completed this past summer, the increases represent less than 2% of total income for 106 households and represents 2-3% of annual income for a further 53 households. For the remaining 7 households who were income certified in 2017, the increase represents 3-5% of their annual income. Independence Plaza residents pay their rent on time monthly. On average, three Independence Plaza residents receive a 3-Day notice to Pay or Quit each month and in every case they pay the rent by the end of the month. There has not been an eviction for non payment of rent in the last 24 months.

Since the last rent increases in 2014, additional support services have been provided to Independence Plaza residents to assist with economic self-sufficiency, including a case worker through LifeSTEPS who is on site daily and bi-weekly on-site food bank service for access to free fresh food.

In an effort to help households plan for and manage the rent increases at all sites, LifeSTEPS will be available to provide individualized counseling, which will include budgeting and access to LifeSTEPS rental assistance if the household meets their criteria. AHA will provide a \$5,000 contribution to LifeSTEPS for rental assistance for 2018 that will be available to residents throughout our portfolio on a first-come-first-served basis, as determined by LifeSTEPS.

As mentioned above, staff will return to the Board in the next 12 months to provide an update on the impact of these changes and the options for long term financial self-sufficiency of the property. Some of the options to be included in the analysis are:

- Income-based rent increases for higher income, existing residents
- Harmonizing of the rent levels among income groups at 30%, 50% and 80% rents
- Charging rent at 30% of income for those with incomes over 80% AMI
- Adding Project-Based Vouchers, including VASH Vouchers
- Raising the new move-in rent for 2019 to the maximum allowable 80% AMI rent
- Adding a limited number of 120% units paying full market rents

The Affordable Housing Agreement for Independence Plaza states that 29 of the 65 affordable units will be restricted at the 50% AMI rents per the California Health and Safety Code (\$914 for 1 person and \$1,044 for 2 persons) and 36 will be restricted at the 120% AMI rents (\$2,046 for 1 person and \$2,338 for 2 persons). The property currently houses 132 residents at 50% AMI or below and therefore easily meets the affordability requirements.

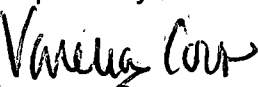
#### FINANCIAL IMPACT

A 5% increase to existing residents would be an approximate annual increase to the property income in the amount of \$65,000.

#### RECOMMENDATION

For discussion and information only.

Respectfully submitted,

  
Vanessa Cooper  
Executive Director

VMC/LMC





# Housing Authority of the City of Alameda

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

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To: Honorable Chair and Members of the Board of Commissioners

From: Vanessa Cooper, Executive Director

Prepared  
By: Victoria Johnson, Director of Housing and Community Development

Date: November 15, 2017

Re: North Housing Project Update; Provide Direction to Staff

## BACKGROUND

In 2012, the Housing Authority was approved to receive 13 acres of land from the Navy at the former Coast Guard housing site known as North Housing. The AHA 'public benefit conveyance' approval was based on a proposal submitted by AHA, Alameda Point Collaborative (APC) and Building Futures with Women and Children (BFWC) to develop 90 units of permanent supportive housing. A formal survey of the site was ordered by AHA and approved by the Navy in 2016.

The Navy now wishes to sell the parcel of land adjacent to the North Housing site and published a public bid notice for the 14-acre neighboring parcel. After bids were received, Carmel Partners was announced as the successful bidder. Housing Authority staff has met with Carmel Partners regularly since July, including several meetings that included City staff. On August 15, 2017 the Housing Authority received a written offer from Carmel with an expiration date of September 30, 2017. On October 30, 2017 another written offer letter was received with an expiration date of November 30, 2017.

On November 8, 2017 the Board met in closed and open session and no action was taken. The Board directed staff to obtain additional information. General Counsel also clarified the requirements related to the sale of any property. Before the Board can take action that authorizes any sale, the specific price and terms of the sale must be publicly noticed in compliance with Brown Act procedures.

## DISCUSSION

At the Special Board meeting held on November 8, 2017, staff provided a detailed update on the project including reference to the Planning Board meeting to be held on Monday November 13, 2017. The Planning Board will consider a request to remove the Government "G" overlay from the entire North Housing site. Under the current zoning the total site (approximately 30 acres) allows no more than 435 housing units, exclusive of density bonus, across three parcels to be owned by AHA, Habitat and the private buyer. The requested action at the Planning Board is to restore the underlying zoning designation which is multi-family R-4 and allows 30 units per acre, exclusive of density bonus. Staff has subsequently learned that if land is transferred from a public (government) ownership to private ownership, the approval cannot be denied by a local government, so the action – while it does require a public hearing – is in fact ministerial.

Staff continues to work with CBG as civil engineer to assist with a preliminary analysis of the infrastructure conditions and future needs of the North Housing site. As of the drafting of this report, the City staff has not yet determined the final requirements that must be met by Carmel with respect to roads or utility services.

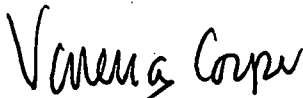
## FISCAL IMPACT

Funds from the CDBG program of approximately \$150,000 have been approved to pay for surveys, environmental assessments and related costs. The Board has previously authorized a \$300,000 loan to ICD be used to pay for planning, engineering and other related services. At a later date, staff will obtain estimates of cost for building demolition and return to the Board with a pre-development budget.

## RECOMMENDATION

Provide direction to staff on issues regarding the North Housing development site.

Respectfully submitted,



Vanessa Cooper



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TDD (510) 522-8467

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701 Atlantic Avenue • Alameda, California 94501-2161

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To: Honorable Chair and Members of the Board of Commissioners

From: Vanessa M. Cooper, Executive Director

Date: November 15, 2017

RE: Discussion of Housing Authority Two-Year Work Plans for Fiscal Years July 1, 2015 to June 30, 2017 (closeout) and July 1, 2017 to June 30, 2019

### BACKGROUND

Staff has presented a Two-Year Work Plan for the past several years beginning with each new two-year budget cycle and has provided regular semi-annual updates at Board of Commissioners meetings.

### DISCUSSION

The Two-Year Work Plan for the period from July 1, 2015 to June 30, 2017 is attached, along with an update in the final column. This was also provided to the Commissioners as part of the Executive Director's performance evaluation.

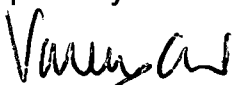
The new Two-Year Work Plan for July 1, 2017 to June 30, 2019 is also attached. It is an ambitious work plan for the next two years based on foreseeable activities. It relies heavily on being able to fill the approximately 8 (not including positions that are approved but that there are no plans to fill at this time) current vacancies in the agency in a timely manner and, of course, new unforeseen items will arise during this period that may mean existing priorities change.

It should also be noted that Congress has not yet appropriated the continued funding for the Section 8 program beyond the December 8 end date for the current Continuing Resolution. The Board will be kept informed of all significant changes to this plan. The Two-Year Work Plan will be reviewed again during and after the Strategic Planning process, which will be held in 2018, and the tasks here will be aligned with AHA's Strategic Goals.

### RECOMMENDATION

This report is for information and discussion purposes only.

Respectfully submitted,

  
Vanessa M. Cooper  
Executive Director

VMC:dc

Honorable Chair and Members  
Members of the Board of Commissioners

November 15, 2017  
Page 2 of 2

Attachments:       Exhibit 1: Two-Year Work Plan July 1, 2015 to June 30, 2017  
                          Exhibit 2: Two-Year Work Plan July 1, 2017 to June 30, 2019

**DRAFT**

Housing Authority of the City of Alameda

TWO-YEAR WORK PLAN

7/1/2015 - 6/30/2017

Shaded items are complete

Task	Responsible Staff	Timeline	Status September 30 2017	For 17-19 plan?
<b>1 Human Resources, Training, Employment and Employee Well Being Issues</b>				
<b>a. Complete transition from City:</b>				
Renew services agreement	Exec Dir/HCD Dir	April 2017 Board Item	2 year renewal complete; next 2 year with council to commence 7/1/17.	complete
Align staff schedules; review possible 9/75 work schedule for office staff	Exec Dir/HR & HR & Ops Dir		Partially complete. Still a small group working on closed Fridays. Instituted office closure every other Friday.	Close
<b>b. Complete hiring of vacant positions</b>				
a. Director of Finance	Exec Dir/HR & HR & Ops Dir	8/31/15	Hired Mane Wang; recruitment for replacement in progress	carry forward
b. Director of Housing Programs	Exec Dir/HR & HR & Ops Dir	10/1/15	Hired Lynnette Jordan	Close
c. Senior Management/Analyst	Exec Dir/HR & HR & Ops Dir	8/1/15	Hired Tonya Schuler; Management Analyst filled	Close
d. Facilities Project Manager	Exec Dir/HR & HR & Ops Dir/Fac Dir	8/1/15	Hired Lisa Caldwell, Director of Prop Ops - Hired Mike Billington	Close
e. Intern Positions	HCD Dir/Fac Dir	ongoing	Now Recruiting interns for 2017, Completed in 2015 & 16	Close - will continue program however
c. Recruit 2 new board members. Provide new Commissioner training	Exec Dir	ongoing	Completed. Created onboarding training.	Close
d. Complete onboard and off boarding system	HR & HR & Ops Dir	ongoing	Onboarding Complete.	Close but but HP/Ops Director will continue to formalize off boarding
e. Provide targeted training for staff (including IT skills and customer service)	All Managers	ongoing	Implemented Yard/7s; e-learning; excel, Microsoft, office, HQS and HCV; executive management, time management, key staff sent to customer service training	Close but will continue to provide customer service and IT training in coming period
f. Full audit of HR files and policies	HR & HR & Ops Dir	42551	Files complete; policies are ongoing; key personnel policies completed in 15/16. Full review completed 12/2016.	Close but HP/Ops Director will continue to update HR policies as necessary
g. Research employee recognition programs	Exec Dir/HR & HR & Ops Dir	ongoing	Continue to evaluate benefits package	Extend to next plan
h. Update Contract for Resident Managers	HR & HR & Ops Dir	9/30/15	Completed for all Resident Managers and Assistants	Close
i. Review possible HRIS systems	HR & HR & Ops Dir	12/31/16	In 2016-18 budget; identified possible solution through current payroll system	Extend to next plan
j. Complete compensation study and report to Board	HR & HR & Ops Dir/Exec Dir	8/31/16	Completed	Continue to next plan and include review of management benefits

k.	Develop plan to address GASB 68 liability for unfunded pension benefits; present to board	Fin Dir	7/31/16	Presented at August 2016 meeting; \$1mn paid. Hiring consultant to provide repay analyst. OPEB liability and pre pay brought to board	Pre-payment analysis and annual review needed. Extend to next plan
l.	Create supervisory training and manual	HR & HR & Ops Dir	6/30/16	Completed: Supervisors receiving external training and ongoing updates and focused supervisor training internally. Director retreat (including training) being held annually.	Extend into next plan as part of ongoing training and development; consider best delivery mechanisms.
m.	Continue timely performance evaluations; tie goals to 2 year plan for Directors; SMART goals	All Directors	Ongoing	In place	Performance evaluation tool will be revised in next two year period.
n.	Succession planning for Directors	All Directors	Ongoing	New directors hired. Mid management team also in place. Each dept. working on written procedures.	Extend to next plan. Training including leadership development and succession planning scheduled for fall
p.	Issue and train staff on IIPP	Fac Dir/HR & HR & Ops Dir.	ongoing	Revised and reissued June 2016	Close. HR/Ops Director to conduct periodic review
<b>2 Development Projects</b>					
a.	Start analysis of tax credit rehabilitation of China Clipper	HCD Dir	12/30/15	On hold - Rosefield is priority	Extend to next plan
b.	Island High site: Obtain funding and commence construction of 22 units	HCD Dir	6/1/17	Application submitted for funding - TCAC Extension Granted: Close June 2017, Construction underway	Ongoing: Extend to next plan
c.	North Housing Parcel: Complete environmental assessment and prepare site survey; gain site control.	HCD Dir	Ongoing	Environmental Assessment complete April 2016; Open houses held in 2017. Pending Land From Navy	Ongoing: Extend to next plan
d.	Stargell Commons: Oversee construction of 32 units and lease up	HCD Dir	6/30/2017 - on Track	Construction start 12/15; Groundbreaking ceremony 3/16; Grand opening 5/17	Close
e.	Del Monte: Obtain entitlements and complete pre-development for 31 units	HCD Dir	Ongoing	Entitlements complete pending site acquisition; Application submitted for funding; Construction started December 2016	Ongoing: Extend to next plan
f.	Identify other development/acquisition & rehab opportunities & present to board as they arise	HCD Dir	Ongoing	Rosefield proposals submitted to Board; Bond application submitted June 2016; targeted close by Dec. 2018	Ongoing: Extend to next plan
g.	Development/Acquisition Plan: Present update Pipeline Plan to Board in October 2015 and Five Year Plan to City Council in November 2015	HCD Dir	Complete	Complete: Updated Five year Plan to Board September 2016	Close
h.	RFP for property management services for new development	HCD Dir	3/30/16	Completed Feb. 2016- JSCO selected	Close
<b>3 Monitor Federal Budget Process to Identify Potential Impacts &amp; monitor compliance with annual plan</b>					
a.	Analyze impact of HUD's Administrative Fee study & reduced leasing on Section 8 Program.	Fin Dir/HPD Dir	42521	See 2016-18 budget; proposal on admin fees and reserve use presented May 2016	Ongoing - See monthly budget and HPD Memo
b.	Determine ways to reduce Section 8 administrative costs to meet income	Fin Dir/HPD Dir/Exec Dir.	42551	Inspections biennially; triennial recerts upcoming; reduced headcount by 1 in sec 8; Need to implement HOTMA changes. Pending HUD Regs	Ongoing: HPD Director responsible going forward
c.	Prepare new 2-year budget for FY 16-18; revise as necessary mid period.	Exec Dir/Fin Dir	42521	Completed	Ongoing
d.	Maximize leasing in the section 8 program	HPD Dir	42551	Utilizing 109% of HAP currently; August 2016 implemented landlord incentive plan; landlord outreach; will create marketing material and implement marketing strategy; maximized PBV lease up	Ongoing: HPD Director responsible going forward
<b>4 Achieve Program Compliance</b>					

a.	Attain SEMAP High Performer status	HPD Dir	42643	Achieved - reported to Board in August 2016	Completed: Ongoing; HPD Director responsible going forward.
b.	Implement Quadel report recommendations in HPD	HPD Dir	42735	On going - reported to Board in mid 2015. Follow up to Board in 2017	Completed. Report due on October
c.	PBV: prepare a specific plan or the allocation; renewal and/or expansion of PBV contracts	HPD Dir	Ongoing	Need to move all properties to LLCs in the near future	Initial work expected in October.
d.	PBV: Clarify procedures to monitor performance at PBV units and standards for rent increases; timely filling of vacancies	HPD Dir	Ongoing	Complete and on-going.	Close
e.	Finalize measurement system to replace PHAS (Property Management)	Exec Dir/Snr PM/Dir of Pops	3/30/17	New measures in monthly board report	Close: Ongoing
f.	Maintain vacancy rate at 2% or below, except right sizing	Snr PM/HPD Dir/Fac Dir	Ongoing	Right sizing complete for those with more than 1 extra bed. Ongoing	Close: Ongoing
g.	Complete Annual Plans and Submit to HUD, issue annual report	Snr Mgt Analyst	April each year	Annual Plan submitted to HUD each year on time	Close: Ongoing
<b>5 Complete Waiting List Update All Programs</b>					
a.	Review non-HCV waitlist structure	HPD Dir/Snr Mgt Analyst	42369	Completed - significant amendment presented in April 2016	Close
b.	Purge & open all non-HCV waitlists	HPD Dir/Snr Mgt Analyst	42612	Completed	Close
<b>6 Enhance Use of Technology/Administrative Streamlining</b>					
a.	Complete Phase II of document scanning - Administration files	HR & HR & Ops Dir/Exec Admin	Ongoing	In progress	Extend to next plan
b.	Develop a plan to complete scanning backlog and ensure quality control of scanning. Automate scanning.	HR & HR & Ops Dir /Snr Mgt Analyst/Dirs	6/30/16	In progress; Significantly caught up on section 8 backlog	Ongoing
c.	Create and implement document retention policy for paper and online documents	HR & HR & Ops Dir /Snr Mgt Analyst	Ongoing	Policy is in place. New storage created at I.P. Schedule in place with annual cleanup day	Complete
d.	Explore options for online rental payment, (could use LF Forms but fee) briefings, re-exams (Rent Café (est. May/June 2017) and applications; online signatures	HPD Dir/Snr PM/Snr Mgt Analyst	6/30/16	Under review. Online Lazerfiche Forms purchased.	In progress
e.	Implement biennial inspections, handheld and other HUD recommended administrative streamlining	HPD Dir	6/30/16	Biennial inspections and handheld for inspections implemented. Proposal forthcoming for other measures.	complete and ongoing
f.	Implement recommendations from IT Report	Snr Mgt Analyst		Working on evaluating and implementing another e-mail system in FY2017 budget. Email implemented Nov. 2016. Need to review governance and disaster plan.	Governance and disaster recover to be carried forward
g.	Implement Yardi affordable for PM dept.	Snr PM/Snr Mgt Analyst	4/31/17	New implementation date December 2017.	Extend to next plan
h.	Complete new website	HR & Ops Dir	completed	Launched November 2016	Close
<b>7 Draft New Policies/Keep Existing Policies Up-to-Date</b>					
a.	Development Policy (update): Add Regulatory Agreements, Edit Funding Sources, Serve Mixed-Income, Policy on PBV	Exec Dir/HCD Dir	9/30/15	Board approved update in October 2015	Close
b.	Fiscal Sustainability Policy: bring to Board	Fin Dir	8/31/16	Draft completed.	Extend to next plan

c.	Property Management Policy (update)	Snr PM/Snr Mgt Analyst	Ongoing	Multiple updates brought to board	Close: Ongoing
d.	Administrative Plan (update)	HPD Dir/Snr Mgt Analyst	Ongoing	Multiple updates brought to board	Close: Ongoing
e.	Update Personnel Policies	HR & HR & Ops Dir	completed	Approved December 2016	Close: Ongoing
f.	Update written procedures for Finance	Fin Dir	6/30/16	Key ones are complete; Will need review by new finance staff. Ongoing	Ongoing
g.	Update & implement Investment Policy in accordance with comments from investment advisor	Exec Dir/Exec Dir/Fin Dir	42643	Investment advisor selected; policy updated in Jan 2016 and Jan 2017	Close: Ongoing
h.	Complete written SOPs for HPD	HPD Dir	In Progress	In progress	Full set completed; carry forward to next plan
<b>8 Ensure Continued Financial Sustainability for all Complexes &amp; Agency</b>					
a.	Establish Asset Management Policy	Exec Dir / Fin Dir/ Snr Analyst	6/30/17	Hired Asset Manager 3/17	Extend to next plan
b.	Review cost allocation	Fin Dir /Snr Mgt Analyst	6/30/17	Done for 2016-18 budget. New plan in progress	Completed but Develop new plan in 2017-19 plan
c.	Year 15 analysis for PBV properties	HCD Dir	ongoing	In progress - Asset Manager will continue to plan	Ongoing
d.	Portfolio wide cost/income analysis	Fin Dir/Exec Dir/HCD Dir	6/30/17	Start with Rosefield and Eagle; Asset Manager has started analysis	Extend to next plan
e.	Hire Consultant to perform Cost & Quality review of Maintenance	Exec Dir/Fac Dir	9/30/16	In progress	Extend to next plan
f.	Complete unit right sizing activity to ensure maximum utilization of AHA units	Snr Mgt Analyst/Snr PM	12/31/15	Significantly complete; closed out and staff address individual cases as arise. IP Still In Progress	Close: Ongoing
g.	Implement findings in Nelrod Report	Facilities Dir	9/30/16	In progress	Do review of progress in next plan
h.	Prepare plan to move AHA properties to non-profit or LLC ownership	?	6/30/16	Work with outside counsel and CPA	In process for October
<b>9 Inclusionary Housing Program</b>					
a.	Analyze program data for 15 years; adopt updates & revisions to homeownership programs; modify Ordinance as needed	HCD Dir	12/30/15	Initial review July 2015; ongoing work with City staff. Administrative Improvements underway 2016. Postpone policy update by City Council until 2017 per City Manager	Extend to next plan
<b>10 CDBG Program</b>					
a.	Complete update to Rehabilitation Program documents; expand marketing; update Section 3 programs to current regs	HCD Dir	12/31/15	Documents updated	Close
b.	Review and monitor and changes to RRAC program if recommended by City Council	HCD Dir	ongoing	See below on rent control	Close
<b>11 Complete Capital Improvements; Meet physical property needs</b>					
a.	Review and implement ADA requirements for office buildings	HCD Dir	Ongoing	ADA doors to be added. Upgrade parking spaces. Began with design consultant April 2017	In progress; Extend to next plan



b.	Complete all FY2016 budgeted projects	HCD Dir	6/30/16	Two projects completed; other capital work transferred to HCD. CIP schedule update Jan. 2017	Close: CIP reviewed in budget process
c.	Create budget for FY2017 improvements	HCD Dir	6/30/17	In 2016-18 budget	Ongoing
d.	Complete Comprehensive Needs Assessment reports, including resource use analysis. Prepare new CIP based on reports.	Facilities Dir/Fin Dir/HCD Dir	12/31/15	Reports have been reviewed and finalized	Close
e.	Identify and implement Green Initiatives, including possible sub metering	Facilities Dir	ongoing	Toilets changed at office to low flow. Water sub-meters to be installed at Eagle Village fall 2016	Identify new opportunities in next plan
f.	Review and implement changes in Procurement policy to meet business and regulatory needs	Facilities Dir	12/31/15	Revised procurement policy brought to board in Jan 2016	Close
g.	Complete new disaster preparedness plan in coordination with city	Facilities Dir	6/30/16	Committee started. Goal to have plan by 10/2017	In progress. Extend to next plan
<b>12 Obtain favorable MTW legislation or other increased flexibility</b>		Exec Dir with Board Chair	ongoing		
a.	Build alliances with similar organizations seeking flexibility. Engage consultant and/or lobbyist to assist with flexibility			Consultant on board.	Close: Ongoing
b.	Identify key areas of flexibility needed for AHA; including regional efforts to amend 20% PBV cap		ongoing	MTW application due in spring 2016. Staff submitted comments to the MTW notice. HUD postponed NOFA. Participating in statewide MTW discussions	In process: Extend to next plan
<b>13 Maximize participant/tenant wellbeing</b>					
a.	Assess Community Solutions Action Plan for Grade Level Reading Prog.	Exec Dir/FSS Coord	6/30/16	Reading room is open weekly. Budget includes stipends for volunteers/or temp staff to expand services	No further action at this time. Close
b.	Review and maximize utilization of Boys & Girls Club	Exec Dir/FSS Coord	6/30/16	New agreement signed; intern worked on enrollment. Further 3 year agreement to be signed by June 30, 2017	Close: responsibility of the HPD department
c.	Develop plan to utilize increased rental income for social worker hours for each major complex	Exec Dir/HR & HR & Ops Dir	6/30/16	Social worker hired. Proposing 2nd Worker in 2017-18	Close; second social worker hired.
d.	Assess need for MOU with AUSD	Exec Dir/FSS Coord	6/30/16	on hold	Close.
<b>14 Other</b>					
	Plan and implement 75th anniversary celebrations	Exec Dir with Directors	12/31/15	Complete	Close
	Purge storage areas and organize paper documents every 6 months	All	ongoing	completed	Close: Ongoing
	Schedule retreat/strategic planning session for Board	Exec Dir	11/30/16	held annually in September	Close: Ongoing
<b>15 Rent Program</b>					
a.	Execute a PA Agreement	VC/CY	6/6/17	In Progress	Completed
b.	Complete Office Move for Program	CY	6/15/17	In Progress	Due October 1
c.	Develop & Implement a Client Management Database	CY/MA	9/15/17	In Progress	Extend to next plan

d.	Implement Online Forms	CY/MA	9/15/17	In Progress	Extend to next plan
e.	Establish Media Presence	CY/MA	9/15/17	In Progress	Extend to next plan
f.	Complete Hiring of Vacant Positions (Management Analyst, 2 Specialist and PA)	CY	8/15/17	In Progress	Completed
g.	Complete Policies and Procedures Manual	CY	12/15/17	In Progress	Extend to next plan
h.	Analyze Program Data for 2nd Annual Report	CY/MA	3/15/18	In Progress	Extend to next plan
	ADDED LATER				
	Hire a Maintenance Supervisor, Management Analyst, Housing Specialist 1, Rental Program staff (Director, Specialists)	HR & Ops Dir		Complete	Close
b.	Complete study of incomes and rents at Independence Plaza in order to develop rent structure that prepares for tax credits. Bring to Board by Dec 2016	Snr PM/Snr MA		Data has been collected. Presented to the board in 12/16. 2nd Presentation in Summer 2017	Final proposal to the Board in Q4 2017
c.	Prepare and Implement 2-year Capital Improvement Plan	HCD Director with staff	5/15/16	Prepared and approved by Board, in progress	Ongoing
d.	Hire Senior Project Manager (Capital Projects and Development)	HCD Director with staff	6/30/16	Completed	Close
g.	Expand housing choice for ELI households: submit application for VASH vouchers (20 new construction, 20 existing property)	ED/Snr Mgt Analyst		Completed. Award will be made May 2017	Close
h.	Convert to Microsoft Outlook	Sr Mgt Analyst	12/31/16	Done 11/2016	Close
i.	Convert to Yard 7	Sr Mgt Analyst	6/30/17	Done 4/10/17	Close
j.	Outside review of Finance Department	Fin Director	3/31/17	initial visits completed. Pending report	Extend to next plan
l.	Update Agency/Administrative Procedures Staff	HR & Ops Dir	ongoing	Work has begun with several updates completed.	Extend to next plan

Dept.	Task	Deadline
All	Update and maintain written procedures for all departments	ongoing
All	Rebid all contracts that expire during the period as needed	ongoing
All	Develop Quality Control measures for all departments	Q2 2019
All	Purge storage areas and organize paper documents every 12 months	ongoing
Exec	Hire, onboard and train Finance Director	Q1 2018
Exec	Hire, onboard and train Deputy Executive Director	Q1 2018
Exec	Train Rent Program Director	Q1 2018
Exec	Conduct Vision and Strategic Planning Process	Q4 2018
Exec	Develop measures for Strategic Plan and Vision; implement measurement systems	Q4 2018
Exec	Provide board memo updating Succession Plan	Q1 2018
Exec	Review options for streamlined cost allocation and propose a revised Cost Allocation Plan method for 2018-19	Q2 2018
Exec	Develop AFFH plan for AHA and City in coordination with other Alameda County entities	Q3 2018
Exec	Manage Board activities including recruitment, onboarding and ongoing compliance and training	ongoing
Exec	Participate in regional efforts to expand MTW; seek flexibility options as needed for AHA though waivers where possible.	ongoing
Exec	Advocate for housing policies locally and at the state and federal level that expand housing options in Alameda for low income families	ongoing

Exec	Complete Lead MOU with County Health dept.	Q2 2018
Exec	Complete RFP process for auditors	Q4 2017
Fin.	Hire staff, train and develop cohesive team	Q2 2018
Fin.	Complete revision of chart of accounts	Q1 2018
Fin	Provide financial stability information for Strategic Plan	Q2 2018
Fin	Present a memo to the Board re prefunding of GASB 68 (unfunded pension liabilities)	Q2 2018
Fin	Complete audit process and final FDS submission each year by March 30	ongoing
Fin	Complete and implement recommendations of Nan McKay review of Finance Department	Q4 2018
Fin	Implement Yardi budget module for 2018-19 budget and reporting.	Q1 2018
HCD	Eagle & Everett site: Complete development, lease up and stabilization. Convert to Perm financing.	Q3 2019
HCD	Del Monte site: Complete development, lease up and stabilization. Convert to Perm financing.	Q4 2018
HCD	North Housing Site: Complete environmental assessment; update site survey; gain site control; complete demolition.	Q1 2019
HCD	Rosefield: Complete planning process, provide financial options	Q2 2018
HCD	Independence Plaza: Present a memo to Board on an income, rehab and refinancing plan to meet 2026 deadline	Q3 2019
HCD	Establish Asset Management Policy including cliff schedule, rehabilitation plan and review of reserves	Q2 2018
HCD	China Clipper: Present analysis of tax credit rehabilitation	Q4 2018

HCD	Complete creation of non-profit instrumentality; transfer properties to new entity	Q2 2018
HCD	Present a memo to the Board outlining a range of options for use of third parties for development work	Q2 2018
HCD	Review and implement ADA requirements for office buildings and 10 units of accessible features at Independence Plaza	Q3 2018
HCD	Identify and implement green initiatives: change out 100% of toilets to low-flow; expand water sub-metering to additional properties where feasible or with sub rehab	Q3 2018
HCD	BMR: Present annual report to Board; summarize updates & revisions to homeownership programs.	Q2 2018
HCD	Present updated Development/Acquisition Plan to Board annually	Q3 2018; Q3 2019
HCD	Manage CIPs in accordance with the approved budgets and capital needs	Ongoing
HCD	Review and renew City Service Agreement; include assessment of pension liabilities for City funded positions	Q2 2019
HPD	Attain SEMAP High Performer status each year	Q3 2018; Q3 2019
HPD	Ensure timely and complete Annual Plan submission to HUD each year	Q1 2018; Q1 2019
HPD	Manage section 8 funding to maximize leasing and to avoid shortfall where possible	ongoing
HPD	PBV: execute PBV renewals with new non-profit	Q3 2018
HPD	Implement VASH PBV program; implement VASH HCV program if selected	Q3 2018
HPD	Determine ways to reduce Section 8 administrative costs to meet admin fee income	ongoing
HPD	Develop paperless procedures for all aspects of HPD processing.	Q3 2018
HPD	Implement Yardi Rent Cafe for annual submission and management of applications	Q2 2018

HPD	Evaluate online landlord portal	Q3 2018
HPD	Complete review of FSS Program; determine future funding	Q1 2018
HPD	Close out Quadel report recommendations in HPD	Q1 2018
HR & Ops	Hire for vacant positions as necessary and as they arise; plan for retirements	ongoing
HR & Ops	Provide targeted training for staff (including supervision, IT skills and customer service)	ongoing
HR & Ops	Research employee recognition programs	Q1 2019
HR & Ops	Review and implement an HRIS system	Q4 2018
HR & Ops	Review and implement changes to the performance evaluation tool. Train staff.	Q2 2018
HR & Ops	Rebid vision, dental, and ancillary HR benefits	Q3 2018
HR & Ops	Align staff schedules	Q4 2018
HR & Ops	Complete off-boarding system.	Q4 2018
HR & Ops	Update Agency/Administrative Procedures for Staff	ongoing
HR & Ops	Run annual intern program	Q2 and ongoing
Prop. Ops	Complete Emergency Planning; present plan to Board and staff, including physical properties, IT systems and resident safety.	Q1 2018
Prop. Ops	Conduct a review of property operations (including maintenance) cost/income analysis and compare with third party management options.	Q3 2018
Prop. Ops	Implement check scanning at ABD and Esperanza	Q2 2018

Prop. Ops	Implement Yardi affordable for PM dept.	Q2 2018
Prop. Ops	Ongoing management of JSCO at Rosefield, Eagle, and DeMonte new developments	ongoing
Prop. Ops	Hire and train two supervisors	Q4 2017
Prop. Ops	Develop reporting mechanism for JSCO managed sites	Q1 2018
Prop. Ops	Implement new lease and house rules at all sites	Q1 2019
Prop. Ops	Update all forms for Property Operations, including application process	Q1 2019
Prop. Ops	Manage social services partnerships to minimize terminations and maximize resident well being	ongoing
Rent Prog.	Manage Rent Program in accordance with services agreement with city.	ongoing
Rent Prog.	Research, procure and implement database for Rent Program	Q2 2018
Rent Prog.	Conduct a review of Rent Program as an ongoing business for AHA	Q4 2018
Rent Prog.	Expand outreach service; update all materials to reflect 3148 only	Q2 2018
Rent Prog.	Conduct customer satisfaction survey	Q4 2018
Rent Prog.	Train new staff to complete key activities	Q1 2018
Rent Prog.	Establish new office location and related policies/procedures	Q1 2018







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To: Honorable Chair and  
Members of the Board of Commissioners

From: Vanessa M. Cooper  
Executive Director

Prepared by: Janet Basta  
Director of Human Resources and Operations

Date: November 15, 2017

Re: Adopt the Resolution to Accept the Revised AHA Pay Schedule for FY 2017-2018

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**BACKGROUND**

The purpose of this resolution is to request adoption of a revised Pay Schedule for AHA employees, including a change in wage range for one position.

**DISCUSSION**

In August, 2017, the Board approved a 4% COLA for employees, and a corresponding Schedule of Authorized Positions with Salary Ranges and the full Salary Schedule for FY 2018 which includes all steps for all ranges, whether such ranges had positions currently assigned to them or not.

Based on a recommendation from legal counsel to ensure compliance with CalPERS regulatory requirements, the Schedule of Authorized Positions with Salary Ranges is being revised and retitled to Pay Schedule and will show each step for any positions that have multiple steps in the assigned wage. No changes are being proposed to the Schedule of Authorized Positions that depicts the number of positions assigned to each title that was approved on August 15, 2017; that document is attached for reference and information only. The Pay Schedule includes one Y-rated position, the Custodian; the incumbent Custodian has retired, however, and therefore the Y-rated salary will not be reflected in updates to the Pay Schedule for upcoming fiscal years. With the 2017 4% COLA, the regular Housing Assistant range is now above the prior Y-rated range, and this position is therefore no longer Y-rated.

Additionally, the Board approved a Deputy Executive Director position beginning in January 2018. This position was initially placed in Range 51, which is one step (2.5%) higher than the

Director of Finance, based on the initial placement of this position several years ago which was done before the Director of Finance position compensation study was done. Prior to commencing recruitment for the Deputy position, AHA management determined that a salary study of the Deputy Executive Director position would be advisable. Based on the results of that study including a recommendation from the compensation consultant regarding placement of the Deputy Executive Director position relative to the Director of Finance and the Executive Director for internal equity purposes, the recommendation for the Deputy Executive Director position is range 54 (\$12,622-\$15,342/month), which is approximately 10% higher than the Finance Director range.

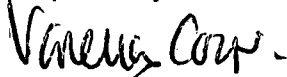
### FINANCIAL IMPACT

The only position impacted by these changes is the Deputy Executive Director. The maximum additional cost for the remainder of FY 2018 would be \$5,322 - \$6,474, depending on the step the successful candidate is hired at. It is not anticipated that a candidate will be identified by January 1, 2018 and it is therefore projected that salary savings in the current budget will be adequate to cover this difference.

### RECOMMENDATION

That the Board approve the attached Pay Schedule.

Respectfully submitted,



Vanessa M. Cooper  
Executive Director

VMC/jcb

Attachments:

Exhibit 1: Schedule of Authorized Positions

Exhibit 2: Pay Schedule

HOUSING AUTHORITY OF THE CITY OF ALAMEDA

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

ADOPT THE PAY SCHEDULE FY 2017-2018

**WHEREAS**, the Housing Authority of the City of Alameda has identified a need for a revised Pay Schedule; and

**WHEREAS**, the Housing Authority of the City of Alameda has identified a need to increase the salary level for the Deputy Executive Director position;

**NOW, THEREFORE, BE IT RESOLVED**, that on November 15, 2017, the Housing Authority will adopt the revised Pay Schedule for FY 2017-2018.

ATTEST:

\_\_\_\_\_  
Kenji Tamaoki, Chair  
Board of Commissioners

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

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

**Housing Authority of the City of Alameda**  
**Schedule of Authorized Positions**  
**August 16, 2017**

Department/Position Title	Approved FTE 2017	Approved FTE 2018	Proposed FTE 2018
<b>Administration Department</b>			
Executive Director	1.00	1.00	1.00
Deputy Executive Director	0.00	1.00	1.00
Director of HR and Operations	1.00	1.00	1.00
Executive Assistant	1.00	1.00	1.00
Senior Management Analyst	1.00	1.00	1.00
Management Analyst	2.00	2.00	2.00
Program Assistant	0.00	1.00	1.00
Sub-total	6.00	8.00	8.00
<b>Finance Department</b>			
Director of Finance	1.00	1.00	1.00
Controller	1.00	1.00	1.00
Accounting Officer	1.00	1.00	1.00
Senior Accounting Technician	1.00	1.00	2.00
Accounting Technician	1.00	1.00	0.00
Sub-total	5.00	5.00	5.00
<b>Housing Programs Department</b>			
Director of Housing Programs	1.00	1.00	1.00
Housing Programs Supervisor	2.00	2.00	2.00
Housing Specialist III	1.00	1.00	1.00
Housing Specialist I & II	8.00	8.00	8.00
Housing Assistant	5.00	3.00	2.00
Sub-total	17.00	15.00	14.00
<b>Property Operations Department</b>			
Director of Property Operations	1.00	1.00	1.00
Property Management Supervisor	1.00	1.00	1.00
Housing Specialist I/II	1.00	1.00	1.00
Maintenance Supervisor	1.00	1.00	1.00
Lead Maintenance Technician	1.00	0.00	0.00
Maintenance Technician I & II	7.00	6.00	6.00
Maintenance Specialist	1.00	1.00	1.00
Custodian	1.00	1.00	1.00
Resident Manager	3.65	3.20	3.20
Resident Manager II	1.00	2.00	2.00
Assistant Resident Manager	0.75	1.00	1.00
Resident Custodian	0.75	0.00	0.00
Sub-total	20.15	18.20	18.20
<b>Housing and Community Development Department</b>			
Director of Housing and Community Development	1.00	1.00	1.00
Senior Project Manager	1.00	1.00	1.00
Project Manager	2.00	2.00	2.00
Asset Manager	1.00	1.00	1.00
Management Analyst	1.00	1.00	1.00
Facilities Project Specialist	1.00	1.00	1.00
Sub-total	7.00	7.00	7.00
<b>Rental and Community Programs Department</b>			
(See note E)			
Director of Rental and Community Programs	1.00	1.00	1.00
Management Analyst	2.00	2.00	2.00
Rental and Community Programs Specialist	3.00	3.00	3.00
Program Assistant	1.00	1.00	1.00
Sub-total	7.00	7.00	7.00
<b>Total</b>	<b>62.15</b>	<b>60.20</b>	<b>59.20</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 employment contract.

Note B: Housing Specialist I and II are combined as a total count to allow for flexibility in staffing.

Note C: This position is budgeted for one-half of the upcoming fiscal year; will be hired as a full-time position.

Note D: Maintenance Technician I and II are combined as a total count to allow for flexibility in staffing.

Note E: The Rent Programs Department positions are billed to the City of Alameda to support the rent ordinance work.

One Management Analyst position is funded by CDBG and Successor Housing Agency funds.

Note F: this position may be filled at a lower level, ie, Senior Account Technician, dependent on business needs.

**HOUSING AUTHORITY OF THE CITY OF ALAMEDA  
PAY SCHEDULE FY 2017-2018**

Position Title	Salary Range	Effective Date	MONTHLY SALARY				
			Step 1	Step 2	Step 3	Step 4	Step 5
Custodian****	7	7/1/2017	\$ 4,012	\$ 4,212	\$ 4,423	\$ 4,643	\$ 4,876
Custodian Y-Rate*	Y Rate	7/1/2017	\$ 3,498				\$ 4,923
Housing Assistant	8	7/1/2017	\$ 4,109	\$ 4,315	\$ 4,531	\$ 4,757	\$ 4,995
Accounting Technician	10	7/1/2017	\$ 4,315	\$ 4,531	\$ 4,757	\$ 4,995	\$ 5,245
Program Assistant	12	7/1/2017	\$ 4,531	\$ 4,757	\$ 4,995	\$ 5,245	\$ 5,507
Housing Specialist I	14	7/1/2017	\$ 4,757	\$ 4,995	\$ 5,245	\$ 5,507	\$ 5,782
Maintenance Technician I****	14	7/1/2017	\$ 4,757	\$ 4,995	\$ 5,245	\$ 5,507	\$ 5,782
Facilities Project Specialist	15	7/1/2017	\$ 4,876	\$ 5,120	\$ 5,375	\$ 5,645	\$ 5,927
Senior Accounting Technician	15	7/1/2017	\$ 4,876	\$ 5,120	\$ 5,375	\$ 5,645	\$ 5,927
Housing Specialist II	18	7/1/2017	\$ 5,245	\$ 5,507	\$ 5,782	\$ 6,071	\$ 6,375
Rent and Community Programs Specialist	18	7/1/2017	\$ 5,245	\$ 5,507	\$ 5,782	\$ 6,071	\$ 6,375
Maintenance Specialist	19	7/1/2017	\$ 5,375	\$ 5,645	\$ 5,927	\$ 6,223	\$ 6,535
Maintenance Technician II****	20	7/1/2017	\$ 5,507	\$ 5,782	\$ 6,071	\$ 6,375	\$ 6,694
Executive Assistant	22	7/1/2017	\$ 5,782	\$ 6,071	\$ 6,375	\$ 6,694	\$ 7,029
Housing Specialist III	24	7/1/2017	\$ 6,071	\$ 6,375	\$ 6,694	\$ 7,029	\$ 7,380
Lead Maintenance Technician****	24	7/1/2017	\$ 6,071	\$ 6,375	\$ 6,694	\$ 7,029	\$ 7,380
Property Management Supervisor	26	7/1/2017	\$ 6,375	\$ 6,694	\$ 7,029	\$ 7,380	\$ 7,749
Housing Programs Supervisor	26	7/1/2017	\$ 6,375	\$ 6,694	\$ 7,029	\$ 7,380	\$ 7,749
Maintenance Supervisor	26	7/1/2017	\$ 6,375	\$ 6,694	\$ 7,029	\$ 7,380	\$ 7,749
Accounting Officer	28	7/1/2017	\$ 6,694	\$ 7,029	\$ 7,380	\$ 7,749	\$ 8,136
Management Analyst	32	7/1/2017	\$ 7,380	\$ 7,749	\$ 8,136	\$ 8,543	\$ 8,970
Project Manager	33	7/1/2017	\$ 7,564	\$ 7,943	\$ 8,339	\$ 8,756	\$ 9,195
Asset Manager	33	7/1/2017	\$ 7,564	\$ 7,943	\$ 8,339	\$ 8,756	\$ 9,195
Controller	36	7/1/2017	\$ 8,136	\$ 8,543	\$ 8,970	\$ 9,419	\$ 9,889
Program Manager	37	7/1/2017	\$ 8,339	\$ 8,756	\$ 9,195	\$ 9,654	\$ 10,137
Senior Project Manager	37	7/1/2017	\$ 8,339	\$ 8,756	\$ 9,195	\$ 9,654	\$ 10,137
Senior Management Analyst	37	7/1/2017	\$ 8,339	\$ 8,756	\$ 9,195	\$ 9,654	\$ 10,137
Director of Housing Programs	43	7/1/2017	\$ 9,654	\$ 10,137	\$ 10,644	\$ 11,176	\$ 11,735
Director of Property Operations	43	7/1/2017	\$ 9,654	\$ 10,137	\$ 10,644	\$ 11,176	\$ 11,735
Director of Rental and Community Programs	43	7/1/2017	\$ 9,654	\$ 10,137	\$ 10,644	\$ 11,176	\$ 11,735
Director of HR and Operations	47	7/1/2017	\$ 10,644	\$ 11,176	\$ 11,735	\$ 12,321	\$ 12,937
Director of Housing and Community Development	47	7/1/2017	\$ 10,644	\$ 11,176	\$ 11,735	\$ 12,321	\$ 12,937
Director of Finance	50	7/1/2017	\$ 11,448	\$ 12,021	\$ 12,622	\$ 13,253	\$ 13,916
Deputy Executive Director	54	11/15/2017	\$ 12,622	\$ 13,253	\$ 13,916	\$ 14,611	\$ 15,342
Executive Director**	N/A	7/1/2017	\$ 19,818	\$ 20,809			
Resident Manager II***, ****	N/A	7/1/2017	\$ 27.04/hour				
Resident Manager***, ****	N/A	7/1/2017	\$ 11.03/hour				
Assistant Resident Manager***	N/A	7/1/2017	\$ 11.03/hour				
Resident Custodian***	N/A	7/1/2017	\$ 11.03/hour				

\*Y-Rated employees are on a separate salary schedule with 8 wage steps; no COLA is applied

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

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

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



# Housing Authority of the City of Alameda

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To: Honorable Chair and  
Members of the Board of Commissioners

From: Vanessa M. Cooper  
Executive Director

Prepared by: Danielle Thoe  
Housing and Community Development Analyst

Date: November 15, 2017

Re: Select Property Names for the New Construction Developments at 2437  
Eagle Avenue and 1301 Buena Vista

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## BACKGROUND

The Housing Authority currently has under construction housing developments at 1301 Buena Vista Ave. and 2437 Eagle Ave. These projects will provide 31 units of senior housing and 20 units of family housing respectively.

## DISCUSSION

In preparation for the completion and lease up of these projects, Housing Authority staff contributed a number of suggestions for each project's name. Another option is to use the actual street address as the property name.

1301 Buena Vista Ave. Suggested Project Names:

- Pineapple Plaza
- Terra Mari Senior Gardens (meaning "land and sea," taken from the City seal)
- Beltline Vista (the property sits roughly along the Beltline)
- Depot Village
- Senior Residences at Littlejohn Park
- Sherman & Buena Vista
- Encinal Basin
- Harborview
- The Docks at Buena Vista

- Robinhood
- 1301 Buena Vista

2437 Eagle Ave. Suggested Project Names:

- Eagle's Landing
- Triangle Village Apartments (located within the triangle of Park St, Tilden Way, and the Estuary)
- Parkside
- Everett Park Apartments
- Island East Commons
- East Central Apartments
- Eastside Place
- Alameda Island Homes
- 2437 Eagle

RECOMMENDATION

This report is for discussion only; staff seeks input on the ideas presented and/or additional ideas for the names of these two projects. Staff will follow general Board direction and select the final name.

Respectfully submitted,



Vanessa M. Cooper  
Executive Director

VMC:tl