



# 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

## 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@alamedahsg.org](mailto:dconnors@alamedahsg.org). Notification 48 hours prior to the meeting will enable the City of Alameda Housing Authority Board of Commissioners to make reasonable arrangements to ensure accessibility.

## AGENDA

## REGULAR MEETING OF THE BOARD OF COMMISSIONERS

## DATE & TIME

Wednesday September 21, 2016 7:00 p.m. - CLOSED SESSION 6:00 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 three 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. CLOSED SESSION – 6:00p.m. – Adjournment to Closed Session to Consider:
  - 2-A. Executive Director Evaluation



- 3. Adjournment of Closed Session
- 4. RECONVENE REGULAR MEETING – 7:00 P.M.
- 5. Announcement of Action Taken in Closed Session, if any.
- 6. 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.
  - 6-A. Approve Minutes of the Board of Commissioners Regular Meeting held August 17, 2016. Page 4
  - 6-B. Accept the Monthly Overview Report – Page 8
  - 6-C. Accept the Budget Variance Report– Page 18
  - 6-D. Semi Annual Update of Housing Authority Two-Year Work Plan for Fiscal Years July 1, 2015 to June 30, 2017 – Page 32
  - 6-E. Approve Revised Payment Standards for the Section 8 Housing Choice Voucher Program, Effective October 2, 2016– Page 39
  - 6-F. Adopt the Resolution to Revise the Housing Authority’s Conflict of Interest Code Page 43
  - 6-G. Adopt a Resolution Supporting the 2016 Alameda County Affordable Housing Bond Measure – Page 50
- 7. AGENDA
  - 7-A. Approve an increase of 5% in the Executive Director’s Compensation Per 2014 Contract, Effective the Next Payroll after September 28, 2016 and Make Minor Adjustments to the Contract - Page 56
  - 7-B. Adopt a Resolution to Authorize Creation of an Upgraded Duties/Wage Classification for the Resident Manager Position – Page 58
  - 7-C. Eagle Ave Project Update; Approve Housing Authority to Serve as the Initial Limited Partner and Authorize Executive Director to Execute Documents Related to the Tax Credit Partnership and Selection of the Lender and Investor– Page 63
  - 7-D. Del Monte Project Update; Approve an Increase of Pre-development Loan from \$700,000 to \$1,000,000 to Island City Development and Authorize the Executive Director to Execute Related Documents – Page 65
- 8. ORAL COMMUNICATIONS, Non-Agenda (Public Comment)
- 9. COMMISSIONER COMMUNICATIONS, (Communications from the Commissioners)
- 10. ADJOURNMENT

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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.





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## DRAFT MINUTES

### REGULAR MEETING OF THE BOARD OF COMMISSIONERS OF THE HOUSING AUTHORITY OF THE CITY OF ALAMEDA HELD WEDNESDAY, August 17, 2016

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

#### PLEDGE OF ALLEGIANCE

#### 1. ROLL CALL

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

Chair Kurrasch welcomed new Commissioner Sandra Kay. The Chair announced that the Children of the World Reading Room won a National NAHRO Award and it was presented to him at the NAHRO Summer Conference in Portland.

#### 2. 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 McCahan moved to accept the Consent Calendar and Commissioner Allen seconded. The motion carried unanimously.

- \*2-A. Approve Minutes of the Board of Commissioners Regular Meeting held June 15, 2016. Page 4 (The July 2016 Meeting was Cancelled)
- \*2-B. Accept the Monthly Overview Report – Page 8
- \*2-C. Accept the Budget Variance Report for June 2016 – Page 21
- \*2-D. Accept the Quarterly Investment Report – Page 37
- \*2-E. Authorize Submission of an Application to the Department of Housing and Urban Development for Veteran's Administration Supportive Housing (VASH) Vouchers; Authorize Executive Director to Execute All Related Documents – Page 57
- \*2-F. Accept the Report on City of Alameda Rent Program Request for Proposal (RFP) for Program Administration of Ordinance 3148 – Page 60
- \*2-G. Results of the Tenant Survey – Page 65
- \*2-H. Approve Out-of-State Travel for Staff to Attend NAHRO National Conference in New Orleans, LA – Page 83



\*2-I. Accept the Quarterly Police Report – Page 84

3. AGENDA

(Agenda Items were taken out of order)

3-E. Authorize the Executive Director to Purchase the Below Market Rate Unit at 1539 Buena Vista Ave. (Marina Shores) Page 131

Ms. Johnson presented background information on Marina Shores; of 16 homes one remains unsold. One applicant was denied and filed an appeal with the City Clerk. The appeal will be heard on September 6 and the outcome is unknown. If the appeal is successful and the home had been sold there would not be anything to offer the successful applicant. The City has suggested and Staff is requesting approval to purchase the home in the event that a buyer is not approved to purchase by the end of September.

There was discussion about the wait list of other applicants and whether Lennar can continue to hold the property until an eligible buyer is confirmed. Ms. Johnson confirmed that we are not obligated to buy.

Ms. Cooper suggested coming back in September after talking with the City, and to learn the outcome of the hearing. The item was tabled to the September meeting.

3-A. Adopt the Resolution Certifying the Data Submitted for the Section 8 Management Assessment Program for FY 2015-2016 – Page 89

Tonya Schuler, Senior Management Analysis, said that the Section 8 Management Assessment Program is used to measure housing authorities' performance in key program areas and is required to be performed annually. The Report is brought to the Board and then it gets certified with HUD. Ms. Schuler highlighted some of the indicators. Ms. Cooper said that this SEMAP Report is also used to give feedback to staff.

Commissioner Tamaoki moved to accept the staff recommendation on page 95 and Commissioner Shipe seconded. The motion carried unanimously.

Roll Call Vote: Commissioner McCahan yes, Shipe yes, Tamaoki yes, Kay yes, Allen yes, and Chair Kurrasch yes

3-B. Adopt the Resolution to Revise the Employer's Contributions for Eligible Employees' Health and Dental/Vision Care, to Provide a Cost of Living Wage Increase of 3.0 Percent for All Regular and Contract Resident Employees, and to Increase the Cell Phone Stipend – Page 101



Due to the length of the staff report and the lengthy Resolution, Ms. Basta summarized the presentation with the Board. Ms. Basta covered the three percent COLA and the cell phone stipend recommendation and then move on to review the health plan benefits and structure recommendations. There was discussion about the plans, structure and Resolution Options. The effective date of the new health plan structure would be January 1, 2017.

The Board called for a voice vote. Commissioner Shipe moved to accept Option #1 of the Resolution on page 107 and Commissioner McCahan seconded. Commissioner Shipe moved to accept Option #1 of the Resolution on Page 109 and Commissioner McCahan seconded. (There was a 5 to 1 vote on each Option). Commissioner Tamaoki said that he fully supports the COLA.

Ms. Cooper said that she could come back to the Board with an analysis before January 1, 2017 on the impact of the new benefits approach.

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

3-C. Adopt the Resolution to Accept the Corrected Y-Rated Employee Salary Schedule for July 2015 – Page 116

Ms. Cooper spoke briefly about the Y-rating of employees and public sector salary schedules. She talked about the Salary Survey that was done in 2013 where there were a few employees being overpaid based on the market. Employees were Y-rated and COLAs were provided. Ms. Cooper said this request is to enable AHA to accurately post the actual salaries of the Y-rated employees as required by CalPERS. No staff have gone without money, this is just a clean-up of administrative work that needs to be done to reflect actual salaries.

Commissioner Tamaoki moved to adopt the Resolution on page 118 and Commissioner Allen seconded. The motion carried unanimously.

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

3-D. Adopt the Resolution to Amend the Revised Housing Authority's Personnel Policies – Page 120

Ms. Cooper said that a new Employee Handbook was approved by the Board in 2012 when the Housing Authority became autonomous. Ms. Cooper said that AHA is in the process of doing a full new handbook. In section IX, The Discipline Section, we discovered that we were not in full compliance so we have updated that section with the guidance of Leibert Cassidy Whitmore our H.R. attorneys. There was discussion of the Section. Information received by AHA from staff was provided to the Board.



Commissioner Allen moved to accept the staff recommendation on page 121 dealing with the Resolution on Page 122 and Commissioner Shipe seconded. The motion carried unanimously.

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

3-F. Nominate and Elect Officers of the Board of Commissioners – Page 133

Commissioner McCahan reported that on July 6 a nominating committee meeting was held to discuss the future of the Housing Authority over the next year or two. Continuity and financial stability are two key things that would be needed. Art Kurrasch could best provide continuity and Kenji Tamaoki could best provide the best financial view. Art Kurrasch is nominated for the Board Chair and Kenji Tamaoki is nominated for Vice Chair for the next year.

Chair Kurrasch yes, Commissioner Tamaoki yes, Commissioner Kay yes, Commissioner McCahan yes, Commissioner Allen yes and Commissioner Shipe yes.

Commissioner McCahan requested that Vanessa Cooper be voted the Recording Secretary and that this become part of the voting process.

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

None

5. COMMISSIONER COMMUNICATIONS, (Communications from the Commissioners)

Commissioner Shipe said that she attend the NAHRO Conference and said it was good to meet with other housing authorities across the country and she got a lot of good information.

Commissioner Tamaoki commented that a lot of really important decision were made at the meeting tonight that could not have been made without the really extensive analysis that was shown in the Board packet. He thanked the staff for all of the work done to provide this information.

6. ADJOURNMENT

There being no further business, Chair Kurrasch adjourned the meeting at 8:30pm.

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Arthur Kurrasch, Chair

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

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# Housing Authority of the City of Alameda

701 Atlantic Avenue - Alameda, California 94501-2181 - 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

Date: September 21, 2016

Re: Monthly Overview Report to the Board

## **BACKGROUND**

This memo provides a high level overview of agency activities in the prior month. Data is submitted by each of the key areas of operation.

## **OPERATIONS/HR**

Lisa Caldwell accepted the Director of Property Operations position, and will join AHA effective September 12. An Assistant Resident Manager has also been hired for Independence Plaza. We are continuing to recruit for a Project Manager for the Housing and Community Development department, and a request for an upgraded Resident Manager position for Independence Plaza is being brought to the Board this month.

Our annual clean-up and records retention day is scheduled for Friday, September 16. A list of items proposed for destruction will be brought to the Board in October.

## **PROPERTY OPERATIONS**

The properties remain full this period with approximately 12 vacancies at the end of the month. With the new waitlists, applicants are in progress for these units, or where necessary transfers are being made. Two of the four newly accessible units at ABD have been leased. A number of transfers are being made within the properties to facilitate larger capital needs issues.

## **MAINTENANCE**

Maintenance has completed 100% of the HQS repairs for 2015-16. Preventative Maintenance is now starting at Eagle Village for the 2016-17 Program year. The Maintenance Department is responding to newly occurring work orders in a timely manner, despite recent inspection reports by the Fire Department and a lender who have created additional work orders. Staff expects maintenance material costs will increase, but recent reductions in the department staffing levels should help to stabilize the finances.



The annual Fire & Earthquake Drill was conducted at Independence Plaza on August 11, 2016. Alameda Housing Staff and Bay Alarm Personnel were on site to check alarms, detectors, hoses, exit doors and emergency lights. An evacuation of Tenants and staff from 703 Atlantic Ave went smoothly and without incident.

The annual Fire & Earthquake Drill was conducted at Anne B. Diament Plaza on August 11, 2016. An evacuation of Tenants and staff from 920 Park Street went smoothly and without incident.

Recent repairs have been made to the Heating system, Hot water system & the Solar Heating system at ABD. Water leaks were found in several units, and emergency shut downs were needed to fix these problems.

A new Heating, Ventilation and Air Conditioning system at the Esperanza Community Room has been installed. Tenants and Staff are enjoying an improved environment for their daily activities.

**Work Order Analysis by Completion Month**

Year: 2016  
Report: Count  
Group by: Property  
Status=Work Completed

Name	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
1110 SHERMAN ST APTS - 9	4	2	13	17	6	5	1	2	0	0	0	0	50
1120 LINCOLN HOUSE - 4	1	2	2	8	1	1	1	0	0	0	0	0	16
2100 ESPERANZA - 120	41	56	59	136	114	109	68	85	14	0	1	0	683
3100 PARROT VILLAGE - 50	62	61	38	23	27	54	29	29	16	0	0	0	339
6010 ANN B DIAMENT PLAZA - 65	23	22	20	12	19	24	17	31	3	0	0	0	171
6020 ROSEFIELD VILLAGE - 45	16	24	89	26	23	21	20	22	6	0	0	0	247
6030 PARROT GARDENS - 8	1	18	4	4	0	3	7	5	0	0	0	0	42
6040 STANFORD HOUSE - 4	2	0	3	9	1	1	4	0	0	0	0	0	20
6050 LINCOLN WILLOW - 5	1	1	9	12	1	2	1	0	2	0	0	0	29
6060 SENIOR CONDOS - 7	2	0	4	8	1	0	2	1	0	0	0	0	18
6070 CHINA CLIPPER PLAZA - 26	6	28	19	5	5	7	8	8	6	0	0	0	92
6100 EAGLE VILLAGE - 42	8	11	13	15	21	7	18	19	12	0	0	0	124
8100 INDEPENDENCE PLAZA - 186	55	53	62	46	104	101	65	57	12	0	0	0	555
	<b>222</b>	<b>278</b>	<b>335</b>	<b>321</b>	<b>323</b>	<b>335</b>	<b>241</b>	<b>259</b>	<b>71</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>2,386</b>

In addition, below is the average completion time for work orders in August:

Month	June	July	August	September
Emergency	10.00 Hours	9.36 Hours	5.5 Hours	
Urgent	1.46 Days	1.29 Days	1.42 Days	
Routine	6.72 Days	6.78 Days	6.79 Days	

LifeSTEPS continued their focus on introductory meetings, educational workshops and the resident needs survey. Throughout the month of August the Director of Social Services provided 109.2 hours of individual case management to 86 residents on matters of rent, utilities, employment, groceries, adult education, healthcare and medical needs. Seven workshops were held at our larger properties, three at Anne B. Diamante, two at Esperanza, and two at Independence Plaza for a total of 69 participants. Topics for the workshops included Aging in Place, Back to School Parenting, Stretching Your Dollar (School supplies, Prescription), Active Aging and Health and Wellness. 18.5 hours were spent meeting with 113 residents at meet and greet socials, door to door outreach, as well as other community building enrichment activities at each of the three properties. LifeSTEPS also coordinated with the local Walgreens to provide onsite flu shots for residents.

### **HOUSING PROGRAMS**

In August 2016, HPD worked on the following projects:

#### **Waitlist Opening Update**

The HPD department completed the lottery process for three of the seven Site-Based waitlist opened on June 27, 2016. We anticipate mailing notices out to those selected in the lottery notifying them of their placement on the various Site-Based waitlists no later than the first week in October. Those who are not selected will need to review their status online; no notices will be mailed to those not selected. We are not able to respond to emails or phone calls about status due to the large volume of applicants.

In an effort to reduce the number of emails, phone calls, and in-office inquiries about status, we recently completed a lottery status update notice and posted it on our website, and placed handouts in our lobby so visitors to our website and our office will know the status of the lottery process.

Overall, we are pleased that the process went well and we will be able to offer new housing opportunities to the many families in search of affordable housing.

#### **Owner Outreach/ Incentives**

In an effort to expand our lease up rate for the Section 8 program a letter was mailed out to owners announcing our new owner incentive program. In order for an owner to participate he/she must meet the following qualifications:

- A \$500 leasing bonus for additional Section 8 units under contract and moved in by November 1.
- This must create new section 8 units, ie, an existing landlord in our program would need to add to their number of section 8 units as of June 30th.
- The bonus would be paid within 15 days of the move in.
- The landlord must sign a 12 month contract and the unit cannot have been in the Section 8 program in the last 4 months.
- This is first come, first served program, open only as funds are available. AHA reserves the right to cap the number of bonuses paid so landlords are encouraged to fill the units earlier rather than later to be eligible.
- Current PBV, Mod Rehab/SRO and Shelter Plus units are excluded from this offer.

**This is an unbudgeted item.** However we expect to have savings in the AGENCY and the expenditure will help preserve HAP, funds for 2017 and to house low income families. The cost is not expected to exceed \$20,000. The monies will be paid from non-federalized funds.

**Rent Increase Workshops**

As with previous increases in Payment Standards, property owners can now benefit from contract rent values more in line with rents paid by unassisted tenants. Many property owners who have conscientiously kept the rents charged to HCV participants at a modest level are now able to request reasonable rent increases. In an effort to expend our HAP funds we held rent increase workshops to offer information on how an increase impacts the landlord and the tenant, and the paperwork needed to make a request. Workshops were held on August 17 and 31 at our office, with a total of 24 landlords in attendance. Future workshop are as follows:

- Wednesday, September 7, 2016- 10:30-11:30AM.
- Wednesday, October 5, 2016 – 2:00-3:00PM
- Wednesday, November 2, 2016- 3:00-4:00PM

These workshops have been a great team builder for the department as well as a valuable information session for our owners.

**Family Unification Program (FUPY)**

The Housing Opportunity through Modernization Act of 2016 (HOTMA) was signed into law by President Obama on July 29, 2016. HOTMA revised the program requirements for the Family Unification Program (FUP). The changes that are effective immediately relate to FUP youth eligibility and are shown in the table below.

**Changes to FUP Youth Eligibility:**

<b>Previous</b>	<b>Now</b>
Assistance limited to 18 months.	Assistance limited to 36 months.
Initial eligibility limited to not more than 21 years of age.	Initial eligibility limited to not more than 24 years of age.
Who left foster care at age 16 or older.	Who left foster care at age 16 or older, or will leave foster care within 90 days, in accordance with a transition plan described in section 475(5)(H) of the Social Security Act, and is homeless or is at risk of becoming homeless.

On August 25, 2016 the AHA Intake and FSS staff hosted the Quarterly FUP Meeting for Beyond Emancipation and Social Services staff to discuss the changes we must implement in order to address these new changes. These changes in FUP program administration will extend the term of assistance for FUP youth from 18 months to 36 months, and extend the initial age at entry from 21 years of age to 24. We see these changes as beneficial to our successful administration of the program. There will be more updates as we move forward with the implementation which will require changes to our administrative plan and our FSS action plan.

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**Section 8 Management Assessment Program (SEMAP)**

The Housing Authority of the City of Alameda has completed its annual SEMAP Self-Certification for the fiscal year beginning July 1, 2015, and ending June 30, 2016, as required by 24 CFR 985.101. The review process was performed in July and August 2016 by both our Sr. Management Analyst and Management Analyst, assisted by our HPD Supervisors, and the Director of Housing Programs who reviewed documentation, randomly selected the required sample files for each indicator, and performed the file audit. On August 17, 2016 our Board of Commissioners approved a Resolution Certifying the data submitted for the SEMAP for FY2015-2016.

On August 26, 2016 our Executive Director submitted our SEMAP certification to HUD and we are awaiting confirmation of our final rating from HUD. Based on our final score of 96.3% we anticipate we will be certified as a High Performer Agency.

**Outreach Activities for FSS Program**

Active recruitment efforts continue in the FSS program.

We hosted enrollment events in June, July and, August with the following outcomes:

- June 29<sup>th</sup>, 10:00AM – 11:30AM (8 attended- 6 application was completed)
- July 26<sup>th</sup>, 10:00AM-11:30AM (7 attended- 5 applications were completed)
- August 23<sup>rd</sup>, 5:30PM – 7:00PM (12 attended- 5 applications were completed)

Thanks to the hard work of our FSS coordinator along with the assistance of our summer intern we accepted applications from sixteen applicants and successfully enrolled an additional 4 new participants into the FSS program.

**HPD Department Statistics**

The HPD department processed the following work in the month of August.

<b>Statistics</b>	<b>June 2016</b>	<b>July 2016</b>	<b>August</b>
Annual Re-examinations Processed	105	102	106
Rent Increases Processed	27	22	67
Interim Re-examinations Processed	60	45	19
HQS Inspections Conducted	56 non-AHA 43% pass rate	55 non-AHA 44% pass rate	39 non-AHA 82% pass rate
AHA Owned	Annual AHA unit inspections were completed by June 30, 2016	Annual AHA unit inspections complete	Annual AHA unit inspections complete
New Admissions	3	1	2
Port Move-In	4	2	5
Vouchers Issued	0 HCV 4 (FUPY)	0 HCV 0 (FUPY)	6 (HCV) 3 (FUPY)

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## HOUSING AND COMMUNITY DEVELOPMENT

### Capital Projects

The four-unit accessibility renovation project at Anne B. Diament is complete for all units as well as the associated site work and common area improvements. All units have passed HQS inspections and one is currently occupied. Staff is working with the contractor on project close-out items. Despite the fact that it was necessary to replace the originally selected contractor (who withdrew his bid) and the subsequent late start, the project was completed within the Board approved budget amount of \$505,000 and within the stated contract time period.

Staff has been working to increase the pool of pre-qualified general contractors. Four contractors responded to a RFQ published in April 2016. All four firms were determined to be qualified to bid on major projects. These firms are Arbor Building Group, Brown Construction, JH Fitzmaurice and Swinerton.

Another RFQ was published in August and two additional responses were received on September 12, 2016 from Cahill Contractors, Inc. and Nibbi Brothers General Contractors. After staff review, these additional firms may be pre-qualified to bring the pool to six.

### Public Facilities Rehabilitation

The project to install of accessible crosswalk improvements at various intersections is being managed by the City Public Works Department and should be completed by October.

### Inclusionary and Below Market Rate Programs

Alameda Landing: All 16 BMR homes have been sold. Ten homes have closed and the remaining six are scheduled to close by the end of the year.

Marina Shores Single-Family: Four homes have closed over the summer and two single family home remains to close by October.

Marina Shores Condos: Nine condos have been sold and one remains unsold. In August, staff brought an update report on the status of the remaining unit. One of the unsuccessful applicants submitted an appeal to the City Clerk and the item was originally scheduled to be considered by the City Council. However, the City Attorney advised that it would be more appropriate to hold an administrative hearing and the hearing was held on September 6, 2016. The hearing officer recommended that the appeal be upheld, and staff notified the applicants to submit additional documentation that was omitted from the original application. Following review of the supplemental information, staff will recommend approval or denial of the application. If approved, the applicants will be able to secure a mortgage and to purchase the remaining unit. If denied, a back-up buyer has been pre-qualified and will be able to move forward in the process.

## Real Estate Development

### Portfolio Projects

An RFP was published to provide (tenant) moving services for AHA's managed properties. The deadline for submittals is September 22.

Staff submitted an application to HUD for an award of Veteran's Administration Supportive Housing (VASH) vouchers for 25 new VASH be project-based at a new construction project. It was originally planned (and the Board approved) to submit two applications - one for new construction and one for existing units – but staff was notified by the VA that only one application could be accepted. Notifications are expected by November. If successful, staff will conduct a separate competitive process to award the vouchers.

Stargell Commons - Staff continues to attend the monthly draw meetings. The project is currently 50% complete on a cost basis. The project is expected to be completed in April of 2017 which is two months past the originally projected completion but can still meet the tax credit delivery schedule. Delays are attributable to weather, site access, coordination issues, and other factors.

The project marketing materials and dedicated phone number for leasing inquiries will be managed by RCD and will be available by November 1, 2016.

Del Monte Senior – A separate staff report on this project is included within the Board agenda.

2437 Eagle Avenue – A separate staff report on this project is included within the Board agenda.

North Housing – Staff continues to work with the Navy, third party environmental consultants, outside counsel, the State regulating agencies, and City Counsel to provide the necessary items for acquisition. The Covenant to Restrict the Use of the Property "CRUP" and related documents have been submitted to the State agencies for approval and (AHA) has prepared a Marsh Crust CRUP required by the Navy for conveyance. Agreements with Regional Water Board and Cal-EPA DTSC are in process as needed for CRUP and Soil and Groundwater Management Plan review and approval. A new broker for the City required Pollution Legal Liability has been secured and quotes for the policies will be forwarded in approximately 30 days. We can then select the best fit and negotiate the additional details so that the policy is ready when the Navy is ready for conveyance.

Rosefield Village – Staff is working with a third party real estate development consultant to assist with project management. A RFP for site planning and architectural design has been published and responses are due in early October.

Staff has also been working with PNC Real Estate to release six Eagle Village units from the Fannie Mae mortgage that secures the Parrot and Eagle Village properties. These six units are on the south side of Eagle Avenue and are immediately adjacent to Rosefield Village. The tenants in these units now share a parking area with Rosefield Village tenants. The intent of this action is to combine the Eagle units with the Rosefield property through a lot-line adjustment which will create a rectangular 2 acre parcel on the south side of Eagle Avenue. There will be no immediate impact to tenants at the site, but when Rosefield transfers to third party property management

and new ownership, the six units and tenants will be considered Rosefield rather than Eagle Village residents and will be managed accordingly.

Parrot Village and Gardens – The City Department of Recreation and Parks is working to acquire the horizontal swath of land that is currently owned by Union Pacific railroad and that forms the southern edge of the park. There is one triangular parcel of land (.66 acres) that is located at the north end of Wood Street and adjacent to the Parrot Village parking area. Staff has previously discussed this parcel with the Board as a potential acquisition site, to be combined with the Parrot Village property. Staff is gathering information about the parcel and will return to the Board with more information.

Staff is working with the Recreation and Parks Department to provide pedestrian and emergency-vehicle access to the upcoming Jean Sweeney Park. The City is going to request an access easement or license agreement for these purposes. This item will be brought to the Board for approval in October or November.

### **RENT & COMMUNITY PROGRAMS**

The August monthly program report is available to the public on the Rent Program website at [www.alamedarentprogram.org](http://www.alamedarentprogram.org). In the News and Notices Tab there is a reports section. The monthly report includes a detailed program update narrative, data chart and trend charts. Timely payment has been received for the all billing to date.

### **Outreach Strategies**

- 27 individuals attended an informational workshop or notice clinic in August
- Staff increased efforts to share informational flyers with local organizations such as Boys & Girls Club and Alameda County Family Justice Center
- Staff finalized an educational brochure to be distributed in September
- Workshops on Fair Housing with ECHO were developed and scheduled for Fall 2016
- Step-by-step instructions for notice requirements was translated into 4 languages

### **Rent Increases**

RRAC case summary for August cases heard at September 7<sup>th</sup> RRAC meeting:

- 85 cases filed
- 65 cases resolved before RRAC agenda was released (1 week prior to RRAC meeting)
- 20 cases on RRAC agenda
- 8 cases resolved before RRAC meeting on September 7
- 1 case had a review of the 12-month (4.9%) lease option. The RRAC gave a recommendation to reduce the rent increase to a 3.6% increase.
- 11 cases had no action by the RRAC because the tenant was not present at the meeting. The rent increase will become effective as stated in the notice.

- This month had a high volume of rent increases because a large property in Alameda served rent increase notices that offered 12-month rates at or below 5% and month-to-month rates above 5%. Therefore, unless tenant and landlord came to an agreement, the landlord was required to have the month-to-month option reviewed by the Rent Review Advisory Committee for all tenants.

### **Program Administrator Role**

On August 22, 2016, staff and Commissioner Kurrasch met with City staff to discuss the rent program. At this meeting it was discussed that AHA has the systems, staff and procedures in place to provide service to the City under Ordinance 3148 until an RFP process can be completed (RFP issuance is expected mid-November). AHA is committed to submitting a response to that RFP. In the event that the Ordinance 3148 continues after the end of the contract (December 31, 2016), AHA will continue to provide service until the results of the RFP are issued and the resulting Program Administrator is under contract. In this scenario, an extension to the contract would be brought to the Board in November or December 2016. If the Housing Authority is the successful bidder under the RFP, a new permanent services agreement would be brought to the Board in early 2017 after the awards of the RFP. In the event that Ordinance 3148 is replaced with the Renter's Initiative, AHA will assist the City in the transfer of records and systems and can provide advice as necessary to establish that program, but will not be the Program Administrator. The new rent program would need to be in place 10 days after the certification of the election results.

### **Rent Review Advisory Committee (RRAC)**

The Rent Review Advisory Committee adopted amended Rules & Procedures at the September 7, 2016 meeting. Members had reviewed initial amendments at the August 1 RRAC meeting and directed staff to incorporate edits and bring the document back to the Committee at the next available meeting. The edits included adjustments to:

- the procedure for special meetings
- explanation of the Committee's review process
- additional placement of public comment on the agenda
- more clarity on maintenance of membership

### **Terminations of Tenancy**

August valid notice filings: 6

- 5 "No Cause" terminations
  - A property has reached their 25% annual cap on "no cause" terminations
  - Staff is in communication with tenants to verify tenants received full amount of entitled relocation assistance
- 1 "Owner Move-in" termination
- Landlords and tenants are strongly encouraged to have any agreement in writing relating to payment of relocation benefits.



**Capital Improvement Plans (CIP)**

August CIP filings: 0

**Program Administration**

- Staff is working with a consultant to make all required forms available by online submission.
- Due to increased volume in notice filings, inquiries, and education needs, temporary staff will be brought on board in September.

➤ **CDBG/HOME Programs:**

Staff is working on the Consolidated Annual Performance and Evaluation Report (CAPER) for the CDBG and HOME programs. A draft of the annual results was made available to the public for comments on August 26. The final CAPER is due to HUD on September 28, 2016.

**FINANCE**

Please see the Budget Variance Report.

**RECOMMENDATION**

For information only.

Respectfully submitted,



Vanessa M. Cooper  
Executive Director

VMC/all

Attachment



# Housing Authority of the City of Alameda

701 Atlantic Avenue - Alameda, California 94501-2161 - Tel: (510) 747-4300 - Fax: (510)522-7848 - TOD: (510) 522-8467

To: Honorable Chair and  
Members of the Board of Commissioners

From: Vanessa M. Cooper  
Executive Director

Prepared by: Marie Wang, Finance Director

Date: September 21, 2016

RE: Budget Variance Report for July and August, 2016

## BACKGROUND

On May 18, 2016 the Board of Commissioners approved a two-year operating budget for all programs covering the fiscal years July 1, 2016 through June 30, 2018. This Budget Variance Report covers preliminary unaudited financial operating results compared to the budget approved on May 18, 2016, for the two month period of July 1, 2016 to August 31, 2016. Although the year-end financial data is accrued, the month to month financials are on a cash basis.

The format of this budget variance report is different from the report presented in FY 15-16. It is more compatible with the format of the FY 16-17 approved budget. It presents a Housing Assistance Payments (HAP) Pass-through Budget and the HCV/Section 8 Operations budget individually. Since it is a brand new format, we may be making more format changes in the upcoming months.

This budget report is mainly for the operating budget. We will be presenting the capital budget report to the Board at the next Board meeting.

## DISCUSSION

Overall operating income is less than the year-to-date budget by \$221,652 (10 %), mainly due to the delay of the payment of Tax Increment from City. (\$250,106). It took time for the City to process the payment for the new fiscal year. We did not receive last year payment until November, 2015. There is a time lag for the professional service revenue (\$164,684) too. The professional service revenue (\$100K) will not be received from ICD until November.

Agency wide expenses are lower than the year-to-date budget by \$625,303 (32 %). The June expenses were generally paid in July. Due to the year-end processing, the June expenses were accrued and included in June, resulting a lower July expenses. The operating surplus is, therefore, \$717,805, which is \$403,650 higher than the year-to-date budgeted surplus of \$314,155. (128 %).

HOUSING ASSISTANCE PAYMENTS (HAP) PASS-THROUGH

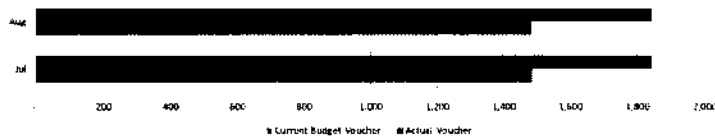
The Housing Assistance Payments (HAP) Pass-through budget includes all the Housing Choice Voucher/Section 8, Shelter Plus and Bessie Coleman (SRO) programs. The year-to-date revenue is \$632,933 less than the budget. (13%). There is a time lag for the revenue received from Bessie Coleman Program for July and August. The HAP payments to landlords was \$537,734 (12%) less than the year-to-date budget. So the year-to-date payments to landlords were \$95,199 more than the revenue received as of August 31, 2016.

A project reserve (or HAP funds Held by HUD reserve) whereby AHA can draw additional HAP funds if our HAP costs exceed any year's HAP budget has been established by HUD in lieu of significant RNP (Restricted Net Position) cash reserves held by AHA in the past. Currently this HUD held HAP reserve has a balance in excess of \$3.6 million dollars as of August 31, 2016. As the payment standard increases effective April 2016, the HUD held HAP reserve balance will be fully utilized in the future.

Our August lease rate is at 80.4 percent due to the tight housing market. The year-to-date lease rate is at 80.4 percent for the fiscal year ending August 31, 2016, and 81.7 percent for the HUD calendar year 2016 annual funding cycle, which began in January. As HUD increased the budget authority since January 2016, the year-to-date utilization rate of actual HAP expense has decreased to 94.11% of the HUD Budget Amount for the fiscal year ending August 31, 2016, and 92.6 % for the HUD calendar year 2016 annual funding cycle.

Unit Category	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	YTD
Actual Voucher	1,485	1,483											2,968
Current Budget Voucher	1,845	1,815											3,660
Over (under) Budget	(360)	(332)											(722)
Percent Leased Per Mo	80.5%	80.4%											80.4%

Actual HAP Expense vs. Budget HAP Expense



Actual HAP Expense	\$ 2,825,295	\$ 2,996,145											\$ 4,029,438
HUD Budget Amount	\$ 2,140,749	\$ 2,140,749											\$ 4,281,498
Over (under)	\$ (117,454)	\$ (134,604)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (251,699)
Utilization	94.5%	93.7%											94.11%

Utilization of HAP Funding



### HOUSING CHOICE VOUCHER PROGRAM OPERATIONS

On May 26, HUD sent a letter to Executive Directors increasing the administrative fee proration for calendar year (CY) 2016 from 80 percent to 84 percent. The Department has allocated previously unused funds towards the administrative fee as the FY 2016 Appropriations Act allows it to do.

The operating (or administrative) portion of the Housing Choice Voucher program presented at this report also includes the Shelter Plus Program and ROSS/FSS Project Coordinator Programs

The operating revenue is higher than the year-to-date budget by \$104,682 (37 %). This is mainly due to the higher than budgeted Administrative Fees revenue. The operating expense is lower than the budget by \$93,880 (25%), mainly due to the year-end accrual in June. It has an operating surplus of \$94,801 compared to the year-to-date budgeted deficit of \$103,761.

### PROPERTY OPERATIONS

#### **PARROT VILLAGE AND EAGLE VILLAGE**

Total operating revenue for Parrot Village and Eagle Village properties is slightly over budget by \$14,933 (4%). This is mainly due to the actual vacancy loss is less than the budget by \$12,154. There is no write-off either. Operating expenses are under budget by \$97,859. This is mainly due to the year-end expenses that were paid in July, but were accrued in June due to the year-end processing, resulting in a surplus of \$250,584 versus the year-to-date budgeted surplus of \$137,792.

#### **HOUSING AUTHORITY OWNED**

Operating revenue finished this month slightly over budget by \$23,309 (2%). There were 15 vacant units in July and August. This includes Rosefield Village and A.B. Diamant where a total of 7 units were offline. There is no write off and the saving is \$10,069. The tenant HAP subsidy is lower by \$40,557 with lower occupied units.

The expenses are under budget by \$243,955 (31%). This is mainly due to the year-end expenses that were paid in July, but were accrued in June due to the year-end processing, resulting in a surplus of \$425,440 versus the year-to-date budgeted surplus of \$158,176.

#### **INDEPENDENCE PLAZA**

Operating revenue is under budget by \$224,353 (46%), mainly due to the delay of the payment of Tax Increment from City. (\$250,106). There were 2 vacant units in July and 1 vacant unit in August, which resulted a saving in the vacancy loss by \$20,238, compared with the budget.

The expenses are under budget by \$85,226 (29%). This is mainly due to the year-end expenses normally were paid in July, but were accrued in June due to the

year-end processing, resulting in a surplus of \$47,392 versus the year-to-date budgeted surplus of \$186,519.

#### **AHA/CDBG/HCD/OTHER MANAGED PROGRAMS**

This section includes Housing Community Development, CDBG, Successor Agency, Development and other Programs. The reimbursement programs are under contract with the City for CDBG, HOME and other affordable housing programs. Reimbursement billings are processed by the City. There is not any current revenue for Successor Housing agency, the funds received from the City in August of 2012 is utilized to fund the budgeted activities.

Operating revenue is under budget by \$138,660 (83%). The professional service revenue (\$100K) will not be billed to ICD until November. The expenses are under budget by \$104,388 (45%). This is mainly due to the year-end expenses normally were paid in July, but were accrued in June for the year-end processing, resulting an overall deficit of \$100,412.

#### **OTHER FINANCIAL ISSUES**

##### **GASB-68**

As a local government agency, AHA has to maintain its books by standards set by the Government Accounting Standards Board (GASB). Each year the GASB sets guidelines for accounting practices, identified by number. Effective FY 2016, AHA must operate by GASB rule 68, which is commonly known as GASB-68. This new rule, GASB-68, requires all government agencies (States, Counties, Cities and Special Purpose Local Governments) to report pension liabilities which have historically been reported on a pay as you go basis by all government entities. Since AHA is a member of the CalPERS retirement system, AHA is required to report each year on any unfunded pension liability.

According to the CalPERS Actuarial Valuation Report as of June 30, 2014 for the Miscellaneous Plan of the Housing Authority of the City of Alameda, the estimated balance of Authority's Unfunded Accrued Liability (UAL) as of June 30, 2016 would be \$1,600,594. This is lower than the previous estimate of \$1,874,684. According to the Senior Pension Actuary at CalPERS Actuarial Office, there is no penalty if the liability remains unpaid, but the plan charges 7.5% on any existing unfunded liability.

Although the Board has approved a payment of \$1,954,024 to pay down the liability, staff delayed the payment as previously reported in order to obtain further information from CalPERS. Staff has made a payment of \$1,000,000 on June 8, 2016 to avoid the 7.5% interest charge on outstanding liabilities. This partial payment was made due to the concern that if the Unfunded Accrued Liability (UAL) balances decreases more, as we have observed for the past year, we would not take the risk of overpaying the UAL. The staff will continue monitoring the UAL balance to make recommendations of either paying down or paying off the balance. If the total amount recommended to pay off exceeds the previous approved pay off of \$1,954,024, staff will return to the Board for approval.

Since the \$1,000,000 payment was made before June 15<sup>th</sup>, CalPERS informed us that our 2016-17 Employer Unfunded Liability reduced by \$64,526.

CalPERS just released the actuarial valuations report with the measurement date of June 30, 2015 for the whole risk-pool, which they made available to everyone online. The difference this year is that they aren't providing individualized reports with the required disclosures readily available (like they did last year.) The staff will review the report and make any new recommendations, if necessary, to the Board, once the updated balance of Unfunded Accrued Liability (UAL) is calculated and confirmed.

#### **GASB-45/OPEB**

The Government Accounting Standards Board (GASB) has mandated disclosure of other post-employment benefit (OPEB) liabilities for all government employers beginning in 2009. During fiscal years prior to 2012 the Authority's employees were actually employees of the City of Alameda and not employees of the Authority itself, therefore there was no OPEB obligation or expense recognized in fiscal years prior to 2012. During fiscal year 2015 the Authority administered this program on a pay-as-you-go basis and actual costs were expensed as incurred. To comply with GASB 45, the Authority estimated the present value of the projected benefits of the OPEB program using the Alternative Measurement Method as permitted by GASB Statements Numbers 43 and 45.

The goal of GASB 45 is to match recognition of retiree medical expense with the periods during which the benefit is earned. The entry age normal cost method effectively meets this goal in most circumstances. The Authority has adopted an entry age normal cost method to determine the present value of benefits and the actuarial accrued liability. The plan currently has no assets. The amortization method is a level percent of payroll, with an amortization period of thirty years. The Authority has adopted a pay-as-you-go policy and is not currently funding this liability above the monthly requirement; instead, the Authority makes actual monthly payments for its portion of the retirees' premiums. The payments for 2015 totaled \$2,416. The Authority accrued a management determined estimate of \$9,838 at the end of the prior fiscal year. In 2016.

AHA has issued a Request for Proposal (RFP) for an independent assessment of OPEB liabilities for the analysis on the post-employment health benefits and make recommendations of possible improvements in regards to AHA Actuarial Funding Policy and the benefit structure of AHA. The deadline for submitting the proposal is September 28, 2016. The staff will report the result to the Board once a consultant is selected.

#### **BUDGET CONSIDERATION/FINANCIAL IMPACT**

At the bottom of each budget variance report, the balance is shown by either a surplus or deficit. An adjustment for any deficit is made by transferring from accumulated operating reserves. Generally, surpluses are added to operating reserves while deficits are reductions to operating reserves.

RECOMMENDATION

For information only.

Respectfully submitted,

Handwritten signature of Vanessa Cooper in black ink.

Vanessa M. Cooper  
Executive Director

VC/MW

Attachments: 1. Budget Variance Report

Description	Housing Authority of the City of Alameda Unaudited Budget Variance Report For the two month Fiscal Period Ending August 31, 2016									
	Year-to-Date (YTD) Actual Income and Expenditures									
	Parrot & Eagle Village	AHA Owned	Independence Plaza	HCV/Section 8 Operations	HCD/COBG/Sucessor Agency/DEV/Oth for Properties	Year-to-Date Total Actual	Year-to-Date Budget	Year-to-Date Variance	% at +/-	Annual Budget FY 16-17
YTD Actual	YTD Actual	YTD Actual	YTD Actual	YTD Actual	YTD Actual	YTD Actual	YTD Actual	YTD Actual	YTD Actual	
<b>Revenue</b>										
Tenant Rent Received	96,956	298,544	263,680			659,180	611,250	47,930	8%	3,667,501
Tenant HAP Subsidy	305,936	715,724	0			1,021,660	1,061,287	(39,627)	-4%	6,367,720
Tax Increment Payments from City			0			0	250,106	(250,106)	-100%	1,500,633
Gross Potential Rent	402,892	1,014,268	263,680			1,680,840	1,922,642	(241,802)	-13%	11,535,854
Vacancy Loss	(7,944)	(44,910)	(5,451)			(58,305)	(96,132)	37,827	-39%	(576,793)
Rent Free Unit	(5,728)	(11,358)	(3,786)			(20,872)	(450)	(20,422)	2%	(122,532)
Write Off							(19,227)	19,227	-100%	(115,359)
Net Rental Income	\$ 389,220	\$ 958,000	\$ 254,443			\$ 1,601,663	\$ 1,786,862	(185,199)	-10%	10,721,170
Maintenance Charges	1,349	5,553	1,467			8,369	2,383	5,986	251%	14,300
Late Charges	290	680	70			1,040	1,040	0	100%	0
Commercial Rents		4,802	0			4,802	4,652	150	3%	27,911
Total Tenant Revenue	\$ 390,859	\$ 969,035	\$ 255,980			\$ 1,615,874	\$ 1,793,897	(178,023)	-10%	10,763,381
HUD Grant & Administrative Fees				382,968		382,968	278,345	104,623	38%	1,670,068
Other Income	(883)	7,527	2,787	140	27,591	37,162	185,414	(148,252)	-80%	1,112,486
<b>Total Revenue</b>	<b>389,976</b>	<b>976,562</b>	<b>258,767</b>	<b>383,108</b>	<b>27,591</b>	<b>2,036,004</b>	<b>2,257,656</b>	<b>(221,652)</b>	<b>-10%</b>	<b>13,545,935</b>
<b>Expenses:</b>										
<b>Administrative</b>										
Administrative Salaries	30,335	97,126	29,306	168,700	90,597	416,064	512,456	96,392	19%	3,074,733
Admin Employee Benefit	11,095	29,726	10,764	61,937	32,973	146,445	198,443	51,998	26%	1,190,658
Temporary Help - Administrative	5,258	11,352	5,542	13,355	448	35,955	31,927	(4,028)	-13%	191,560
Legal Expense	1,354	4,437	1,267	7,695	4,056	18,809	24,559	5,750	23%	147,354
Auditing Fees	0	0	0	0	0	0	7,398	7,398	100%	44,387
Other Admin. Expenses	5,037	20,858	8,396	28,159	2,242	64,692	168,439	103,747	62%	1,010,632
Total Administrative Expense	53,080	163,497	55,275	279,846	130,266	681,964	943,221	261,257	28%	5,659,324
Tenant/Social Services/Police										
Tenant Services - Salaries	2,196	6,482	2,613			11,291	21,249	9,958	47%	127,495
Tenant Employee Benefits	1,559	14,782	2,030	3,200	1,144	22,715	11,354	(11,361)	-100%	68,124
Police Services	4,068	11,131	3,045	1,072	17	19,333	35,000	15,667	45%	210,000
Tenant-Relocation Costs		0					4,852	4,852	100%	29,109
Tenant and Social Services - Activities	1,824	6,005	3,350	198		11,377	28,056	16,679	59%	168,338
Total Tenant Services and Benefits	9,648	38,400	16,418	4470	1161	64,716	100,511	35,795	36%	603,066
Utilities										
Total Utilities	10,924	50,605	17,356	285		79,170	203,645	124,475	61%	1,221,872
Regular Maintenance										
Maintenance - Salaries	20,370	57,722	29,772		53	107,917	191,844	83,927	44%	1,151,061
Maint Employee Benefits	7,760	17,696	11,362	1	20	36,839	87,551	50,712	58%	525,306
Maintenance Materials	4,100	8,262	4,590	48		17,000	39,921	22,921	57%	239,526

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Housing Authority of the City of Alameda												
Unaudited Budget Variance Report												
For the two month Fiscal Period Ending August 31, 2016												
Description	Year - to-Date (YTD) Actual Income and Expenditures											
	Parrot & Eagle Village	AHA Owned	Independence Plaza	HCV/Section 8 Operations	Agency/DEV/Oth or Properties	HCD/COBG/Source	YTD Actual	YTD Actual	Total Actual	Budget	Year-to-Date Variance	% at +/-
Maintenance Contract Cost	14,697	70,720	36,166	2,601			124,184	159,333	35,149		22%	955,995
Total Maintenance	46,927	154,400	81,889	2,650	73		285,939	478,648	192,709		40%	2,871,888
General Expenses												
Interest Expense	14,939	132,572	40,588	0			188,099	182,383	(5,716)		-3%	1,094,298
Insurance - Liability	0	2,856	1,874	910			5,640	5,051	(590)		-17%	30,303
Insurance - Property	3,676	5,500	3,124	0			12,300	11,728	(572)		-5%	70,370
Insurance - Vehicle	198	1,292	230	146			1,866	1,647	(219)		-13%	9,882
Total General Expenses	18,813	142,220	45,816	1,056			207,905	200,809	(7,096)		-4%	1,204,853
Total Operating Expenses	139,392	549,122	211,374	288,307	131,500		1,319,695	2,499,998	1,180,303		47%	5,131,496
Other Expenses												
Pre-development Cost		2,000					-3,497	16,667	18,164		109%	100,000
Total Other Expenses		2,000					-3,497	16,667	18,164		109%	100,000
Total Expenses	139,392	551,122	211,374	288,307	128,003		1,318,198	1,943,501	625,303		32%	11,661,003
Net Income	250,584	425,440	47,392	94,801	(100,412)		717,805	314,155	403,650		128%	1,884,932

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**Budget Comparison - Housing Assistance Payments (HAP) Pass Through Budget**

Period = Jul 2016-Aug 2016

	PTD Actual	PTD Budget	Variance	% Var	YTD Actual	YTD Budget	Variance	% Var	Annual
Total HUD Subsidy	4,010,109	4,643,042	-632,933	-13	4,010,109	4,643,042	-632,933	-13	27,858,249
HUD Operating Grants	4,010,109	4,643,042	-632,933	-13	4,010,109	4,643,042	-632,933	-13	27,858,249
Total HUD Subsidy	4,010,109	4,643,042	-632,933	-13	4,010,109	4,643,042	-632,933	-13	27,858,249
HUD Payments									
Rent to Owners - Bessie Coleman	30,685	34,444	-3,759	-11	30,685	34,444	-3,759	-11	206,664
PORT-In (A/R Billings)	-16,145	0	-16,145	-100	-16,145	0	-16,145	-100	0
Housing Assistance Payments - Landlords	4,074,876	4,608,598	-533,722	-12	4,074,876	4,608,598	-533,722	-12	27,651,585
Housing Assistance Payments - FSS	10,389	0	10,389	-100	10,389	0	10,389	-100	0
Utility Allowance to Tenants	5,503	0	5,503	-100	5,503	0	5,503	-100	0
Housing Assistance Payments	4,105,308	4,643,042	-537,734	-12	4,105,308	4,643,042	-537,734	-12	27,858,249
Total Expenses	4,105,308	4,643,042	-537,734	-12	4,105,308	4,643,042	-537,734	-12	27,858,249
Income/Loss	-95,199	0	-95,199	-100	-95,199	0	-95,199	-100	0

**Parrot and Eagle Village  
Budget Comparison**

Period = Jul 2016-Aug 2016

DRAFT

	PTD Actual	PTD Budget	Variance	% Var	YTD Actual	YTD Budget	Variance	% Var	Annual
<b>Revenue</b>									
Tenant Rent Received	96,956	96,956	0	0	96,956	96,956	0	0	581,736
Tenant HAP Subsidy	305,936	305,006	930	0	305,936	305,006	930	0	1,830,034
Gross Potential Rent	402,892	401,962	930	0	402,892	401,962	930	0	2,411,770
Vacancy Loss	-7,944	-20,098	12,154	60	-7,944	-20,098	12,154	60	-120,588
Rent Free Unit	-5,728	-5,278	450	0	-5,728	-5,278	450	0	-31,668
Write Off	0	-4,020	4,020	100	0	-4,020	4,020	100	-24,117
Net Rental Income	389,220	372,567	16,653	4	389,220	372,567	16,653	4	2,235,397
Maintenance Charges	1,349	383	965	252	1,349	383	965	252	2,300
Late Charges	290	0	290	N/A	290	0	290	N/A	0
<b>Total Tenant Revenue</b>	<b>390,859</b>	<b>372,950</b>	<b>17,909</b>	<b>5</b>	<b>390,859</b>	<b>372,950</b>	<b>17,909</b>	<b>5</b>	<b>2,237,697</b>
Other Income	-883	2,093	-2,976	-142	-883	2,093	-2,976	-142	12,559
<b>Total Revenue</b>	<b>389,976</b>	<b>375,043</b>	<b>14,933</b>	<b>4</b>	<b>389,976</b>	<b>375,043</b>	<b>14,933</b>	<b>4</b>	<b>2,250,256</b>
<b>Expenses:</b>									
<b>Administrative</b>									
Administrative Salaries	30,335	37,363	7,028	19	30,335	37,363	7,028	19	224,176
Admin Employee Benefit	11,095	15,448	4,352	172	11,095	15,448	4,352	28	92,694
Temporary Help - Administrative	5,258	1,251	-4,008	-320	5,258	1,251	-4,008	-320	7,504
Legal Expense	1,354	2,006	653	33	1,354	2,006	653	33	12,039
Auditing Fees	0	1,083	1,083	100	0	1,083	1,083	100	6,499
Other Admin Expenses	5,037	11,528	6,490	970	5,037	11,528	6,490	970	69,169
<b>Total Administrative Expense</b>	<b>53,080</b>	<b>68,680</b>	<b>15,600</b>	<b>23</b>	<b>53,080</b>	<b>68,680</b>	<b>15,600</b>	<b>23</b>	<b>412,081</b>
<b>Tenant/Social Services/Police</b>									
Tenant Services - Salaries	2,196	4,133	1,937	47	2,196	4,133	1,937	47	24,798
Employee Benefits	1,559	2,183	624	29	1,559	2,183	624	29	13,097
Police Services	4,068	4,550	482	11	4,068	4,550	482	11	27,300
Tenant Service Activities - Contracts and	1,824	4,423	2,599	59	1,824	4,423	2,599	59	26,540
<b>Total Tenant Services and Benefits</b>	<b>9,648</b>	<b>15,289</b>	<b>5,642</b>	<b>37</b>	<b>9,648</b>	<b>15,289</b>	<b>5,642</b>	<b>37</b>	<b>91,735</b>
<b>Total Utilities</b>	<b>10,924</b>	<b>42,730</b>	<b>31,806</b>	<b>74</b>	<b>10,924</b>	<b>42,730</b>	<b>31,806</b>	<b>74</b>	<b>256,378</b>
<b>Regular Maintenance</b>									
Maintenance - Salaries	20,370	36,211	15,841	44	20,370	36,211	15,841	44	217,267
Maintenance Employee Benefits	7,760	16,547	8,787	53	7,760	16,547	8,787	53	99,281
Maintenance Materials	4,100	8,416	4,316	51	4,100	8,416	4,316	51	50,493
Maintenance Contract Cost	14,697	33,505	18,808	56	14,697	33,505	18,808	56	201,031
<b>Total Maintenance</b>	<b>46,927</b>	<b>94,679</b>	<b>47,752</b>	<b>50</b>	<b>46,927</b>	<b>94,679</b>	<b>47,752</b>	<b>50</b>	<b>568,072</b>
<b>General Expenses</b>									
Interest Expense	14,939	11,459	-3,480	-30	14,939	11,459	-3,480	-30	68,756
Insurance - Liability	0	812	812	100	0	812	812	100	4,874
Insurance - Property	3,676	3,336	-340	-10	3,676	3,336	-340	-10	20,017
Insurance - Vehicle	198	265	67	25	198	265	67	25	1,590
<b>Total General Expenses</b>	<b>18,813</b>	<b>15,873</b>	<b>-2,940</b>	<b>-19</b>	<b>18,813</b>	<b>15,873</b>	<b>-2,940</b>	<b>-19</b>	<b>95,237</b>
<b>Total Expenses</b>	<b>139,392</b>	<b>237,250</b>	<b>97,859</b>	<b>41</b>	<b>139,392</b>	<b>237,250</b>	<b>97,859</b>	<b>41</b>	<b>1,423,503</b>
<b>Net Income</b>	<b>250,584</b>	<b>137,792</b>	<b>112,792</b>	<b>82</b>	<b>250,584</b>	<b>137,792</b>	<b>112,792</b>	<b>82</b>	<b>826,753</b>

**AHA Owned**  
**Budget Comparison - AHA Owned**

Period = Jul 2015-Aug 2016

DRAFT

	PTD Actual	PTD Budget	Variance	% Var	YTD Actual	YTD Budget	Variance	% Var	Annual
<b>Revenue</b>									
Tenant Rent Received	298,544	250,614	47,930	19	298,544	250,614	47,930	19	1,503,684
Tenant HAP Subsidy	715,724	756,281	(40,557)	(5)	715,724	756,281	(40,557)	(5)	4,537,685
Gross Potential Rent	1,014,268	1,006,895	7,373	14	1,014,268	1,006,895	7,373	14	6,041,369
Vacancy Loss	(44,910)	(50,345)	5,435	(11)	(44,910)	(50,345)	5,435	(11)	(302,069)
Rent Free Unit	(11,358)	(11,358)	0	0	(11,358)	(11,358)	0	0	(68,148)
Write Off	0	(10,069)	10,069	100	0	(10,069)	10,069	100	(60,414)
Net Rental Income	958,000	935,123	22,877	2	958,000	935,123	22,877	2	5,610,738
Maintenance Charges	5,553	1,225	4,328	353	5,553	1,225	4,328	353	7,350
Late Charges	680	0	680	N/A	680	0	680	N/A	0
Commercial Rents	4,802	4,652	150	3	4,802	4,652	150	3	27,911
<b>Total Tenant Revenue</b>	<b>969,035</b>	<b>941,000</b>	<b>28,035</b>	<b>3</b>	<b>969,035</b>	<b>941,000</b>	<b>28,035</b>	<b>3</b>	<b>5,645,999</b>
Other Income	7,527	12,252	(4,725)	(39)	7,527	12,252	(4,725)	(39)	73,515
<b>Total Revenue</b>	<b>976,562</b>	<b>953,252</b>	<b>23,309</b>	<b>2</b>	<b>976,562</b>	<b>953,252</b>	<b>23,309</b>	<b>2</b>	<b>5,719,514</b>
<b>Expenses:</b>									
<b>Administrative</b>									
Administrative Salaries	97,126	119,628	(22,502)	(19)	97,126	119,628	(22,502)	(19)	717,770
Admin Employee Benefits	29,726	49,479	(19,753)	(40)	29,726	49,479	(19,753)	(40)	296,871
Temporary Help - Administrative	11,352	4,037	7,315	(181)	11,352	4,037	7,315	(181)	24,224
Legal Expense	4,437	6,477	(2,041)	(32)	4,437	6,477	(2,041)	(32)	38,865
Auditing Fees	0	3,092	(3,092)	100	0	3,092	(3,092)	100	18,550
Other Admin. Expenses	20,856	39,941	(19,085)	(48)	20,856	39,941	(19,085)	(48)	239,645
<b>Total Administrative Expense</b>	<b>163,497</b>	<b>222,654</b>	<b>(59,157)</b>	<b>27</b>	<b>163,497</b>	<b>222,654</b>	<b>(59,157)</b>	<b>27</b>	<b>1,335,925</b>
<b>Tenant/Social Services/Police</b>									
Tenant Services - Salaries	6,482	12,198	(5,717)	(47)	6,482	12,198	(5,717)	(47)	73,190
Employee Benefits	14,782	6,783	7,999	(118)	14,782	6,783	7,999	(118)	40,698
Police Services	11,131	15,820	(4,689)	(30)	11,131	15,820	(4,689)	(30)	94,920
Tenant-Recreation Costs	0	4,852	(4,852)	100	0	4,852	(4,852)	100	29,109
Tenant and Social Services - Activities	6,005	14,135	(8,130)	(58)	6,005	14,135	(8,130)	(58)	84,810
<b>Total Tenant Services and Benefits</b>	<b>38,400</b>	<b>53,788</b>	<b>(15,388)</b>	<b>29</b>	<b>38,400</b>	<b>53,788</b>	<b>(15,388)</b>	<b>29</b>	<b>322,727</b>
<b>Total Utilities</b>	<b>50,605</b>	<b>108,359</b>	<b>(57,754)</b>	<b>53</b>	<b>50,605</b>	<b>108,359</b>	<b>(57,754)</b>	<b>53</b>	<b>650,153</b>
<b>Regular Maintenance</b>									
Maintenance - Salaries	57,722	102,613	(44,891)	(44)	57,722	102,613	(44,891)	(44)	615,679
Maint Employee Benefits	17,696	46,227	(28,531)	(62)	17,696	46,227	(28,531)	(62)	277,361
Maintenance Materials	8,262	21,607	(13,344)	(62)	8,262	21,607	(13,344)	(62)	129,640
Maintenance Contract Cost	70,720	99,508	(28,787)	(29)	70,720	99,508	(28,787)	(29)	597,045
<b>Total Maintenance</b>	<b>154,400</b>	<b>269,954</b>	<b>(115,554)</b>	<b>43</b>	<b>154,400</b>	<b>269,954</b>	<b>(115,554)</b>	<b>43</b>	<b>1,619,725</b>
<b>General Expenses</b>									
Interest Expense	132,572	131,739	832	(1)	132,572	131,739	832	(1)	790,436
Insurance - Liability	2,856	2,596	260	(10)	2,856	2,596	260	(10)	15,576
Insurance - Property	5,500	5,140	360	(7)	5,500	5,140	360	(7)	30,841
Insurance - Vehicle	1,292	846	446	(53)	1,292	846	446	(53)	5,078
Total General Expenses	142,220	140,322	1,898	(1)	142,220	140,322	1,898	(1)	841,931
Total Operating Expenses	549,122	795,077	(245,955)	31	549,122	795,077	(245,955)	31	4,770,461
Pre-development Cost	2,000	0	2,000	N/A	2,000	0	2,000	N/A	0
<b>Total Expenses</b>	<b>551,122</b>	<b>795,077</b>	<b>(243,955)</b>	<b>31</b>	<b>551,122</b>	<b>795,077</b>	<b>(243,955)</b>	<b>31</b>	<b>4,770,461</b>
<b>Net Income</b>	<b>425,440</b>	<b>158,176</b>	<b>267,264</b>	<b>169</b>	<b>425,440</b>	<b>158,176</b>	<b>267,264</b>	<b>169</b>	<b>949,053</b>

INDEPENDENCE PLAZA (8100)  
**Budget Comparison**  
 Period: Jul 2016-Aug 2016  
 DRAFT

	PTD Actual	PTD Budget	Variance	% Var	YTD Actual	YTD Budget	Variance	% Var	Annual
<b>Revenue</b>									
Tenant Rent Received	263,680	263,680	0	0	263,680	263,680	0	0	1,582,081
Tax Increment Payments from the City	0	250,106	-250,106	-100	0	250,106	-250,106	-100	1,500,633
Gross Potential Rent	263,680	513,786	-250,106	-100	263,680	513,786	-250,106	-100	3,082,714
Vacancy Loss	-5,451	-25,689	20,238	79	-5,451	-25,689	20,238	79	-154,136
Rent Free Unit	-3,786	-3,786	0	0	-3,786	-3,786	0	0	-22,716
Write Off	0	-5,138	5,138	100	0	-5,138	5,138	100	-30,827
Net Rental Income	254,443	479,173	-224,730	-47	254,443	479,173	-224,730	-47	2,875,035
Maintenance Charges	1,467	667	800	120	1,467	667	800	120	4,000
Late Charges	70	108	-38	-35	70	108	-38	-35	650
<b>Total Tenant Revenue</b>	<b>255,980</b>	<b>479,947</b>	<b>-223,968</b>	<b>-47</b>	<b>255,980</b>	<b>479,947</b>	<b>-223,968</b>	<b>-47</b>	<b>2,879,685</b>
Other Income	2,787	3,172	-385	-12	2,787	3,172	-385	-12	19,032
<b>Total Revenue</b>	<b>258,767</b>	<b>483,119</b>	<b>-224,353</b>	<b>-46</b>	<b>258,767</b>	<b>483,119</b>	<b>-224,353</b>	<b>-46</b>	<b>2,898,717</b>
<b>Expenses:</b>									
<b>Administrative</b>									
Administrative Salaries	29,306	36,096	6,789	19	29,306	36,096	6,789	19	216,573
Admin Employee Benefit	10,764	14,926	4,162	28	10,764	14,926	4,162	28	89,554
Temporary Help - Administrative	5,542	1,210	-4,332	-358	5,542	1,210	-4,332	-358	7,259
Legal Expense	1,267	1,941	674	35	1,267	1,941	674	35	11,646
Auditing Fees	0	1,333	1,333	100	0	1,333	1,333	100	7,996
Other Admin Expenses	8,396	14,482	6,086	42	8,396	14,482	6,086	42	86,902
<b>Total Administrative Expense</b>	<b>55,275</b>	<b>69,988</b>	<b>14,713</b>	<b>21</b>	<b>55,275</b>	<b>69,988</b>	<b>14,713</b>	<b>21</b>	<b>419,930</b>
<b>Tenant/Social Services/Police</b>									
Tenant Services - Salaries	2,613	4,918	2,305	47	2,613	4,918	2,305	47	29,508
Employee Benefits	2,030	2,388	359	15	2,030	2,388	359	15	14,330
Police Services	3,045	6,125	3,080	50	3,045	6,125	3,080	50	36,750
Tenant and Social Services - Activities	3,350	8,942	5,592	63	3,350	8,942	5,592	63	53,655
<b>Total Tenant Services and Benefits</b>	<b>11,038</b>	<b>22,373</b>	<b>11,335</b>	<b>51</b>	<b>11,038</b>	<b>22,373</b>	<b>11,335</b>	<b>51</b>	<b>134,243</b>
<b>Total Utilities</b>	<b>17,356</b>	<b>50,169</b>	<b>32,811</b>	<b>65</b>	<b>17,356</b>	<b>50,169</b>	<b>32,811</b>	<b>65</b>	<b>301,005</b>
<b>Regular Maintenance</b>									
Maintenance - Salaries	29,772	52,925	23,153	44	29,772	52,925	23,153	44	317,549
Maint Employee Benefits	11,362	24,777	13,415	54	11,362	24,777	13,415	54	148,662
Maintenance Materials	4,590	9,330	4,740	51	4,590	9,330	4,740	51	55,978
Maintenance Contract Cost	36,166	22,425	-13,741	-61	36,166	22,425	-13,741	-61	134,548
<b>Total Maintenance</b>	<b>81,889</b>	<b>109,456</b>	<b>27,567</b>	<b>25</b>	<b>81,889</b>	<b>109,456</b>	<b>27,567</b>	<b>25</b>	<b>656,737</b>
<b>General Expenses</b>									
Interest Expense	40,588	39,184	-1,403	-4	40,588	39,184	-1,403	-4	235,106
Insurance - Liability	1,874	1,642	-232	-14	1,874	1,642	-232	-14	9,854
Insurance - Property	3,124	3,252	128	4	3,124	3,252	128	4	19,512
Insurance - Vehicle	230	536	306	57	230	536	306	57	3,213
<b>Total General Expenses</b>	<b>45,816</b>	<b>44,614</b>	<b>-1,201</b>	<b>-43</b>	<b>45,816</b>	<b>44,614</b>	<b>-1,201</b>	<b>-43</b>	<b>267,685</b>
<b>Total Expenses</b>	<b>211,374</b>	<b>296,600</b>	<b>85,226</b>	<b>29</b>	<b>211,374</b>	<b>296,600</b>	<b>85,226</b>	<b>29</b>	<b>1,779,600</b>
<b>Net Income</b>	<b>47,392</b>	<b>186,519</b>	<b>-139,127</b>	<b>-75</b>	<b>47,392</b>	<b>186,519</b>	<b>-139,127</b>	<b>-75</b>	<b>1,119,117</b>

HCV/Section 8 Operations ( NO HAP)											
Budget Comparison											
Period = Jul 2016-Aug 2016											
DRAFT											
	PTD Actual	PTD Budget	Variance	% Var	YTD Actual	YTD Budget	Variance	% Var	Annual		
<b>Revenue</b>											
HUD Grant & Admin Fees	382,968	278,344	104,624	37	382,968	278,344	104,624	37	1,670,068		
Other Income	140	82	58	71	140	82	58	71	491		
<b>Total Revenue</b>	<b>383,108</b>	<b>278,426</b>	<b>104,682</b>	<b>37</b>	<b>383,108</b>	<b>278,426</b>	<b>104,682</b>	<b>37</b>	<b>1,670,559</b>		
<b>Expenses:</b>											
<b>Administrative</b>											
Administrative Salaries	168,700	207,783	39,083	19	168,700	207,783	39,083	19	1,246,697		
Admin Employee Benefit	61,937	81,683	19,746	24	61,937	81,683	19,746	24	490,099		
Temporary Help - Administrative	13,355	6,783	-6,572	-97	13,355	6,783	-6,572	-97	40,698		
Legal Expense	7,695	10,883	3,188	29	7,695	10,883	3,188	29	65,296		
Auditing Fees	0	1,057	1,057	100	0	1,057	1,057	100	6,341		
Other Admin Expenses	28,159	58,084	29,925	52	28,159	58,084	29,925	52	348,498		
<b>Total Administrative Expense</b>	<b>279,846</b>	<b>366,273</b>	<b>86,427</b>	<b>23</b>	<b>279,846</b>	<b>366,273</b>	<b>86,427</b>	<b>23</b>	<b>2,197,629</b>		
<b>Tenant/Social Services/Police</b>											
Tenant Svcs Employee Benefits	3,200	0	-3,200	N/A	3,200	0	-3,200	N/A	0		
Police Services	1,072	8,505	7,433	87	1,072	8,505	7,433	87	51,030		
Tenant and Social Services - Activities	198	556	358	64	198	556	358	64	3,333		
<b>Total Tenant Services and Benefits</b>	<b>4,470</b>	<b>9,061</b>	<b>4,591</b>	<b>51</b>	<b>4,470</b>	<b>9,061</b>	<b>4,591</b>	<b>51</b>	<b>54,363</b>		
<b>Total Utilities</b>	<b>285</b>	<b>2,390</b>	<b>2,105</b>	<b>88</b>	<b>285</b>	<b>2,390</b>	<b>2,105</b>	<b>88</b>	<b>14,337</b>		
<b>Maint Employee Benefits - Uniforms/Sho</b>	<b>1</b>	<b>0</b>	<b>-1</b>	<b>-100</b>	<b>1</b>	<b>0</b>	<b>-1</b>	<b>-100</b>	<b>0</b>		
Maintenance Materials	48	569	521	92	48	569	521	92	3,414		
Total Maintenance Contract Cost	2,601	3,894	1,293	33	2,601	3,894	1,293	33	23,364		
<b>Total Maintenance</b>	<b>2,650</b>	<b>4,463</b>	<b>1,813</b>	<b>41</b>	<b>2,650</b>	<b>4,463</b>	<b>1,813</b>	<b>41</b>	<b>26,778</b>		
<b>General Expenses</b>											
Insurance - Liability	910	0	-910	-100	910	0	-910	-100	0		
Insurance - Vehicle	146	0	-146	-100	146	0	-146	-100	0		
<b>Total General Expenses</b>	<b>1,056</b>	<b>0</b>	<b>-1,056</b>	<b>-100</b>	<b>1,056</b>	<b>0</b>	<b>-1,056</b>	<b>-100</b>	<b>0</b>		
<b>Total Expenses</b>	<b>288,307</b>	<b>382,187</b>	<b>93,880</b>	<b>25</b>	<b>288,307</b>	<b>382,187</b>	<b>93,880</b>	<b>25</b>	<b>2,293,107</b>		
<b>Net Income</b>	<b>94,801</b>	<b>-103,761</b>	<b>198,562</b>	<b>191</b>	<b>94,801</b>	<b>-103,761</b>	<b>198,562</b>	<b>191</b>	<b>-622,548</b>		

HCD/CDBG/Successor Agency/DEV/Other Programs  
 Budget Comparison - HCD/CDBG/Successor Agency

Period = Jul 2016-Aug 2016

	PTD Actual	PTD Budget	Variance	% Var	YTD Actual	YTD Budget	Variance	% Var	Annual
<b>Revenue</b>									
Interest Income	0	1,564	-1,564	-100	0	1,564	-1,564	-100	9,382
Other - Income	26,697	0	26,697	100	26,697	0	26,697	100	0
Land Fee/Ground Lease	894	1,568	-674	43	894	1,568	-674	43	9,405
Professional Service Revenue	0	164,683	-164,683	-100	0	164,683	-164,683	-100	988,102
<b>Total Income</b>	<b>27,591</b>	<b>166,251</b>	<b>-138,660</b>	<b>-83</b>	<b>27,591</b>	<b>166,251</b>	<b>-138,660</b>	<b>-83</b>	<b>1,006,889</b>
<b>Total Revenue</b>	<b>27,591</b>	<b>166,251</b>	<b>-138,660</b>	<b>-83</b>	<b>27,591</b>	<b>166,251</b>	<b>-138,660</b>	<b>-83</b>	<b>1,006,889</b>
<b>Expenses:</b>									
<b>Administrative</b>									
Administrative Salaries	90,597	111,586	20,989	19	90,597	111,586	20,989	19	669,516
Admin Employee Benefit	32,923	36,907	3,984	11	32,923	36,907	3,984	11	221,442
Temporary Help - Administrative	448	18,646	18,198	98	448	18,646	18,198	98	111,875
Legal Expense	4,056	3,252	-804	-25	4,056	3,252	-804	-25	19,509
Auditing Fees	0	833	833	100	0	833	833	100	5,000
Other Admin Expenses	2,242	44,406	42,164	95	2,242	44,406	42,164	95	286,425
<b>Total Administrative Expense</b>	<b>130,266</b>	<b>215,630</b>	<b>85,364</b>	<b>40</b>	<b>130,266</b>	<b>215,630</b>	<b>85,364</b>	<b>40</b>	<b>1,293,767</b>
Tenant/Social Services/Police									
Employee Benefits	1,144	0	-1,144	-100	1,144	0	-1,144	-100	0
Police Services	17	0	-17	-100	17	0	-17	-100	0
<b>Total Tenant Services and Benefits</b>	<b>1,161</b>	<b>0</b>	<b>-1,161</b>	<b>-100</b>	<b>1,161</b>	<b>0</b>	<b>-1,161</b>	<b>-100</b>	<b>0</b>
Regular Maintenance									
Maintenance - Salaries	53	94	41	44	53	94	41	44	566
Maint Employee Benefits	20	0	-20	N/A	20	0	-20	N/A	0
<b>Total Maintenance</b>	<b>73</b>	<b>94</b>	<b>21</b>	<b>23</b>	<b>73</b>	<b>94</b>	<b>21</b>	<b>23</b>	<b>566</b>
<b>Total Operating Expenses</b>	<b>131,500</b>	<b>215,724</b>	<b>84,224</b>	<b>39</b>	<b>131,500</b>	<b>215,724</b>	<b>84,224</b>	<b>39</b>	<b>1,294,333</b>
<b>Other Expenses</b>									
Pre-development Cost	-3,497	16,667	20,164	121	-3,497	16,667	20,164	121	100,000
<b>Total Other Expenses</b>	<b>-3,497</b>	<b>16,667</b>	<b>20,164</b>	<b>121</b>	<b>-3,497</b>	<b>16,667</b>	<b>20,164</b>	<b>121</b>	<b>100,000</b>
<b>Total Expenses</b>	<b>128,003</b>	<b>232,391</b>	<b>104,388</b>	<b>45</b>	<b>128,003</b>	<b>232,391</b>	<b>104,388</b>	<b>45</b>	<b>1,394,333</b>
<b>Net Income</b>	<b>-100,412</b>	<b>-66,140</b>	<b>-34,272</b>	<b>-52</b>	<b>-100,412</b>	<b>-66,140</b>	<b>-34,272</b>	<b>-52</b>	<b>-387,444</b>



# 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

Date: September 21, 2016

RE: Semi Annual Update of Housing Authority Two-Year Work Plan for Fiscal Years  
July 1, 2015 to June 30, 2017

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## BACKGROUND

Staff has presented a Two-Year Work Plan for the past several years beginning in 2009 and has provided semi-annual updates at Housing Commission and Board of Commissioners meetings. The new July 1, 2015 to June 30, 2017 was adopted at the May 2015 Board of Commissioner's Meeting. Staff last presented an update on the Two-Year Work Plan for the period from July 1, 2013 to June 30, 2015 at the April 20, 2016 Board of Commissioner's Meeting.

## DISCUSSION

The Two-Year Work Plans is for the period July 1, 2015 to June 30, 2017. New, unforeseen items have been added at the end of the work plan, such as the rent stabilization work.

## RECOMMENDATION

This report is for information and discussion purposes only.

Respectfully submitted,

Vanessa M. Cooper  
Executive Director

VMC:dc

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



Housing Authority of the City of Alameda  
TWO-YEAR WORK PLAN  
7/1/2015 - 6/30/2017

		Update 9/16 Shaded items are complete	
Task	Timeline	Responsible Staff	Proposed New Deadline
1 Human Resources, Training, Employment and Employee Well Being Issues			
a. Complete transition from City:			
Renew services agreement	9/30/2015	Exec Dir/HCD Dir	2 year renewal complete
Align staff schedules; review possible 9/75 work schedule for office staff	6/30/2016	Exec Dir/HR & HR & Ops Dir	Partially complete. Still a small group working on closed Fridays. Instituted office closure every other Friday.
b. Complete hiring of vacant positions			
a. Director of Finance	8/31/2015	Exec Dir/HR & HR & Ops Dir	Hired Marie Wang
b. Director of Housing Programs	10/1/2015	Exec Dir/HR & HR & Ops Dir	Hired Lynnette Jordan
c. Senior Management Analyst	8/1/2015	Exec Dir/HR & HR & Ops Dir	Hired Tonya Schuler; Management Analyst filled
d. Facilities Project Manager	8/1/2015	Exec Dir/HR & HR & Ops Dir/Fac Dir	Hired Lisa Caldwell, Director of Prop Ops
e. Intern Positions	7/1/2015	HCD Dir/Fac Dir	Hired and internship completed, with 3 interns in 2016. Consider continuing program for summer 2017
c. Recruit 2 new board members. Provide new Commissioner training	ongoing	Exec Dir	Completed
d. Complete onboard and off boarding system	12/31/2016	HR & HR & Ops Dir	Onboarding complete. Off boarding in progress
e. Provide targeted training for staff (including IT skills and customer service)	Ongoing	All Managers	IT skills assessment software purchased; training in progress
f. Full audit of HR files and policies	6/30/2016	HR & HR & Ops Dir	Files complete; policies ongoing; draft of personnel policies completed and being reviewed
g. Research employee recognition programs	6/30/2016	Exec Dir/HR & HR & Ops Dir	Implemented major anniversary recognitions, further program research to occur.
h. Update Contract for Resident Managers	9/30/2015	HR & HR & Ops Dir	Completed for all Resident Managers and assistants
i. Review possible HRIS systems	12/31/2016	HR & HR & Ops Dir	In 2016-18 budget
j. Complete compensation study and report to Board	8/31/2016	HR & HR & Ops Dir/Exec Dir	Report completed. Highlights to be provided to Board by Nov 2016.
			new agreement to commence 7/1/17; negotiate terms and bring to Board by March 2017

						annual review needed. Date revised to 12/31/16
k.	Develop plan to address GASB 68 liability for unfunded pension benefits; present to board	Fin Dir	7/31/2016	Presented at August 2016 meeting; further \$1mn paid		
l.	Create supervisory training and manual	HR & HR & Ops Dir	6/30/2016	Plan by 6/16. Manual will take longer; supervisors receiving external training and ongoing updates internally. Director retreat (including training) to be held performance evals for 2015-16 completed. Revise performance evaluation tool for 2017.		6/17 for completion
m.	Continue timely performance evaluations; tie goals to 2 year plan for Directors; SMART goals	All Directors	Ongoing			
n.	Succession planning for Directors	All Directors	Ongoing	New directors hired. Mid management team also in place.		
h.	Issue and train staff on IIPP	Fac Dir/HR & HR & Ops Dir	9/30/2015	IIPP revised in June 2016; staff trained in August 2016		
<b>2 Development Projects</b>						
a.	Start analysis of tax credit rehabilitation of China Clipper	HCD Dir	12/30/2015	On hold - Rosefield is priority		
b.	Island High site: Obtain funding and commence construction of 22 units	HCD Dir	1/31/2017	Application submitted for funding		Pending award, construction commence April 2017
c.	North Housing Parcel: Complete environmental assessment and prepare site survey; gain site control.	HCD Dir	Ongoing	Environmental Assessment complete April 2016		
d.	Stargell Commons: Oversee construction of 32 units and lease up	HCD Dir	6/30/2017	Construction start 12/15; Groundbreaking ceremony 3/17		Groundbreaking date should be 2016; completion expected March 2017
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 start December 2016
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 May 2018
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	11/30/2015	Complete		Update Five year Plan to Board September 2016
h.	RFP for property management services for new development	HCD Dir	3/30/2016	Completed Feb. 2016- JSCO selected		
<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	5/31/2016	See 2016-18 budget proposal on admin fees and reserve use presented May 2016	ongoing
b.	Determine ways to reduce Section 8 administrative costs to meet income	Fin Dir/HPD Dir/Exec Dir.	6/30/2016	Inspections biennially; triennial recerts upcoming; reduced headcount by 1 in sec 8	ongoing
c.	Prepare new 2-year budget for FY 16-18; revise as necessary mid period	Exec Dir/Fin Dir	5/31/2016	Completed Utilizing 103% of HAP currently; August 2016 implemented landlord incentive plan, landlord outreach; will create marketing material and implement marketing strategy, maximized PBV lease.in	ongoing
d.	Maximize leasing in the section 8 program	HPD Dir	6/30/2016		ongoing
<b>4 Achieve Program Compliance</b>					
a.	Attain SEMAP High Performer status	HPD Dir	9/30/2016	Achieved - reported to Board in August 2016	annual
b.	Implement Quadel report recommendations in HPD	HPD Dir	12/31/2016	On going - reported to Board in mid 2015. Follow up to Board no later than Dec 2016	Quadel due to visit in Spring 2017 to update
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	
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	
e.	Finalize measurement system to replace PHAS (Property Management)	Exec Dir/Snr PM/Dir of Pops	3/30/2017	New Director to take lead	
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	
g.	Complete Annual Plans and Submit to HUD, issue annual report	Snr Mgt Analyst	April each year	Annual Plan submitted to HUD 3/18/16. Annual Report completed December 2015; next one will cover FY2016	
<b>5 Complete Waiting List Update All Programs</b>					
a.	Review non-HCV waitlist structure	HPD Dir/Snr Mgt Analyst	12/31/2015	Completed - significant amendment presented in April 2015	
b.	Purge & open all non-HCV waitlists	HPD Dir/Snr Mgt Analyst	8/30/2016	Completed	
<b>6 Enhance Use of Technology/Administrative Streamlining</b>					
a.	Complete Phase II of document scanning - Administration files	HR & HR & Ops Dir/Exec Admin	6/30/2016	In progress	
b.	Develop a plan to complete scanning backlog and ensure quality control of scanning. Automate scanning	HR & HR & Ops Dir /Snr Mgt Analyst/Dirs	6/30/2016	In progress; now scanning at front desk. Significantly caught up on section 8 backlog	
c.	Create and implement document retention policy for paper and online documents	HR & HR & Ops Dir /Snr Mgt Analyst	6/30/2016	Complete resolution brought to board in August 2015	
d.	Explore options for online rental payment, briefings, re-exams and applications; online signatures	HPD Dir/Snr PM/Snr Mgt Analyst	6/30/2016	Under review. Online Lazerfiche Forms purchased.	6/30/2017

e.	Implement biennial inspections, handheld and other HUD recommended administrative streamlining	HPD Dir	6/30/2016	Biennial inspections and handheld for inspections implemented. Proposal forthcoming for other measures. Working on evaluating and implementing another e-mail system in FY2017 budget. In process to update website. Need to review governance and disaster plan. New implementation date April 2017. RFP completed and vendor under contract; work in progress.	3/31/2017
f.	Implement recommendations from IT Report	Snr Mgt Analyst	12/31/2015		
g.	Implement Yard affordable for PM dept.	Snr PM/Snr Mgt Analyst	4/31/17		
h.	Complete new website	HR & Ops Dir	6/30/2016		12/31/2016
7	<b>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	9/30/2015	Board approved update in October 2015	
b.	Fiscal Sustainability Policy: bring to Board	Fin Dir	8/31/2016	Draft completed. Extended due to change of Fin Director.	3/31/2017
c.	Property Management Policy (update)	Snr PM/Snr Mgt Analyst	Ongoing	Multiple updates brought to board	
d.	Administrative Plan (update)	HPD Dir/Snr Mgt Analyst	Ongoing	Multiple updates brought to board	
e.	Update Personnel Policies	HR & HR & Ops Dir	Ongoing	Draft in progress	
f.	Update written procedures for Finance	Fin Dir	6/30/2016	Ongoing	
g.	Update & implement Investment Policy in accordance with comments from investment advisor	Exec Dir/Exec Dir/Fin Dir	9/30/2016	Investment advisor selected; policy updated in Jan 2016, will be updated again Sept 2016.	1/31/2017
h.	Complete written SOPs for HPD	HPD Dir	6/30/2016	In progress	
8	<b>Ensure Continued Financial Sustainability for all Complexes &amp; Agency</b>				
a.	Establish Asset Management Policy	Exec Dir / Fin Dir/ Snr Analyst	6/30/2017	Propose to include new position in budget for start 1/1/17	
b.	Review cost allocation	Fin Dir /Snr Mgt Analyst	6/30/2016	Done for 2016-18 budget	
c.	Year 15 analysis for PBV properties	HCD Dir	6/30/2016	In progress	
d.	Portfolio wide cost/income analysis	Fin Dir/Exec Dir/HCD Dir	6/30/2017	Start with Rosefield and Eagle; Asset Manager will be assigned	
e.	Hire Consultant to perform Cost & Quality review of Maintenance	Exec Dir/Fac Dir	9/30/2016	In progress	
f.	Complete unit right sizing activity to ensure maximum utilization of AHA units	Snr Mgt Analyst/Snr PM	12/31/2015	Significantly complete; closed out and staff address individual cases as arise.	
g.	Implement findings in Neirod Report	Facilities Dir	9/30/2016	In progress; some delay with change of staff	
h.	Prepare plan to move AHA properties to non-profit or LLC ownership	Exec/HCD Dir	6/30/2016	Work with outside counsel and CPA	
9	<b>Inclusionary Housing Program</b>				

	a.	Analyze program data for 15 years; adopt updates & revisions to homeownership programs; modify Ordinance as needed	HCD Dir	12/30/2015	Initial review July 2015; ongoing work with City staff. Administrative Improvements underway 2016.	Postpone policy update by City Council until 2017 per City Manager
10	<b>COBG Program</b>					
	a.	Complete update to Rehabilitation Program documents; expand marketing; update Section 3 programs to current regs	HCD Dir	12/31/2015	Documents updated	
	b.	Review and monitor and changes to RRAC program if recommended by City Council	HCD Dir	ongoing	See below on rent control	
11	<b>Complete Capital Improvements; Meet physical property needs</b>					
	a.	Review and implement ADA requirements for office buildings	HCD Dir	6/30/2016	ADA doors to be added before 6/30/16	Not completed; scheduled for Jan 2017
	b.	Complete all FY2016 budgeted projects	HCD Dir	6/30/2016	Two projects completed; other capital work transferred to HCD	
	c.	Create budget for FY2017 improvements	HCD Dir	6/30/2017	In 2016-18 budget	
	d.	Complete Comprehensive Needs Assessment reports including resource use analysis. Prepare new CIP based on reports	Facilities Dir/Fin Dir/HCD Dir	12/31/2015	Reports have been reviewed and finalized	
	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
	f.	Review and implement changes in Procurement policy to meet business and regulatory needs	Facilities Dir	12/31/2015	Revised procurement policy brought to board in Jan 2016	
	g.	Complete new disaster preparedness plan in coordination with city	Facilities Dir	6/30/2016	Draft finished.	3/31/2017
12	<b>Obtain favorable MTW legislation or other increased flexibility</b>					
	a.	Build alliances with similar organizations seeking flexibility: Engage consultant and/or lobbyist to assist with flexibility	Exec Dir with Board Chair	ongoing	Consultant on board. MTW application due in spring 2016. Staff submitted comments to the MTW notice.	
	b.	Identify key areas of flexibility needed for AHA; including regional efforts to amend 20% PBV cap		ongoing		
13	<b>Maximize participant/tenant wellbeing</b>					
	a.	Assess Community Solutions Action Plan for Grade Level Reading Prog.	Exec Dir/FSS Coord	6/30/2016	Reading room is open weekly. Budget includes stipends for volunteers/or temp staff to expand services	No further action at this time.
	b.	Review and maximize utilization of Boys & Girls Club	Exec Dir/FSS Coord	6/30/2016	New agreement signed; intern worked on enrollment.	
	c.	Develop plan to utilize increased rental income for social worker hours for each major complex	Exec Dir/HR & HR & Ops Dir	6/30/2016	Social worker hired. Look to expand after 1 year.	
	d.	Assess need for MOU with AUSD	Exec Dir/FSS Coord	6/30/2016	on hold	
14	<b>Other</b>					
		Plan and implement 75th anniversary celebrations	Exec Dir with Directors	12/31/2015	Complete	
		Purge storage areas and organize paper documents every 6 months	All	ongoing	ongoing	Ongoing
		Schedule retreat/strategic planning session for Board	Exec Dir	11/30/2016	scheduled for Sept	

New									
15	Rent and eviction control work, services agreement with city, hiring, program evaluation	Exec Dir/others	ongoing		In progress				
	Hire a Maintenance Supervisor, Management Analyst, Housing Specialist 1, Rental Program staff (Director, Specialists)	HR & Ops Dir			Complete				
	Complete study of incomes and rents at Independence Plaza in order to develop rent structure that prepares for tax credits. B	Snr PM/Snr MA			data has been collected and board by 12/31				12/31/2016
	Prepare and Implement 2 year Capital Improvement Plan	HCD Director with staff	5/15/2016		Prepared and approved by Board, in progress				ongoing
	Hire Senior Project Manager (Capital Projects and Development)	HCD Director with staff	8/30/2016		Completed				
	2016 Summer internship Program for 2 students	HCD Director with staff	June-Aug		Completed.				
	BMR study for Board	HCD Director with staff	June-Aug		See above				2017
	Propose revisions to performance evaluation process and tools	HR & Ops Dir	10/31/2016		in progress				12/31/2016
	Expand housing choice for ELI households: submit application for VASH vouchers (20 existing property)	HCD Director			application due 9/8/16				
	Convert to Microsoft Outlook	Sr. Mgt Analyst	12/31/2016						
	Convert to Yardi 7	Sr Mgt Analyst	6/30/2017		Contract in place. Pre conversion clean up started.				
	Outside review of finance department	Fin Director	3/31/2017		RFP issued.				



# 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 Commission

From: Vanessa M. Cooper  
Executive Director

Date: September 21, 2016

Re: Approve Revised Payment Standards for the Section 8 Housing Choice  
Voucher Program, Effective October 2, 2016

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## BACKGROUND

HUD is required to annually review and publish Fair Market Rents (FMRs). The Housing Opportunities Through Modernization Act of 2016 removed the requirement for HUD to publish proposed FMRs. HUD now must publish a notice that the FMRs are available online and the FMRs can be effective no earlier than 30 days after the date of publication. On August 26, 2016, HUD published the notice of the FMRs with an effective date of October 1, 2016. The FMRs increased in all bedroom sizes. The Housing Authority's payment standards are set based on the FMRs and can be set anywhere between 90% and 110% of the FMR.

Bedrooms	0	1	2	3	4
2017 FMRs	\$1,435	\$1,723	\$2,173	\$3,017	\$3,477

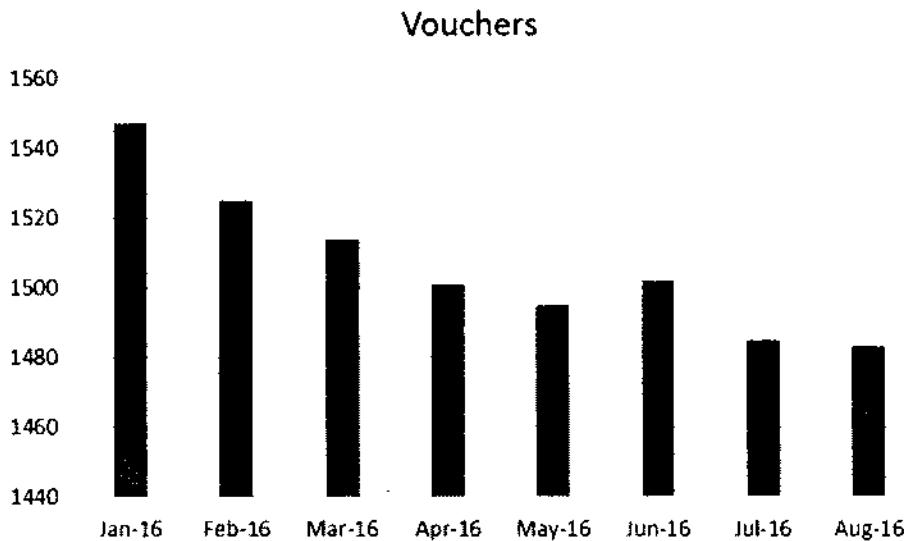
FMRs are normally based on the 40th percentile of rents charged for standard rental housing in the FMR areas. HUD requires Housing Authorities to set Payment Standards between 90% and 110% of the published FMR at the 40<sup>th</sup> percentile for each unit size, unless otherwise authorized. With the increase in FMRs for 2017, the Housing Authority is proposing to set payment standards based on the 40<sup>th</sup> percentile.

## DISCUSSION

In February 2016, HUD published increased FMRs in response to a study commissioned by Housing Authorities in the Bay Area and led by the AHA. This resulted in the payment standards being increased April 2, 2016. There is normally a



slight lag time between an increase in payment standards and an increase in costs or the benefits being felt by the participants. Below is a table of voucher lease-up from January to August 2016.



The chart shows that some progress has been made in leveling off the reduction of voucher holders in the area. Due to the low payment standards allowed under the 2015 FMRs, landlords were giving notice to voucher holders to move and voucher holders were unable to find units that were affordable.

For the April 2016 payment standards, the Housing Authority conservatively set the Project-Based Voucher payment standards at a lower level than the Housing Choice Voucher. HUD subsequently raised the budget authority for Housing Assistance Payments (HAP) by 11%. Based on that increase, the Housing Authority can afford to ease administrative burden on staff and set the two payment standards at the same amount again. When evaluating HAP expense in February, the Housing Authority was using reserves to cover increases, but currently, the Housing Authority is only able to expend about 90% of its budget authority each month, so the reserves have increased to \$3,658,478.

Staff have a run a number of possible scenarios for new payment standards. Staff is recommending placing all payment standards at 110% of the new FMRs for both the tenant-based and project-based voucher programs. In the phased-in models, this results in a possible use of HAP reserves of less than \$250,000. With outreach to landlords about rent increases, this may result in a slightly higher use of reserves, but at this time, if the Housing Authority does not use more of its HAP funding, the indicator on SEMAP for lease-up next year may result in a lower score and possibly loss of High Performer status.

Any new rent increases will still need to be evaluated for rent reasonableness in the market, so some unit sizes may be limited by the market rather than the payment



standard. This is a positive for participants as it allows voucher holders to be more competitive in a tight rental market.

Unit Size	2017 FMRs	4/2/16 Payment Standards	Proposed Payment Standards to be effective 10/2/16
0	1435	1242	1578
1	1723	1829	1895
2	2173	2208	2390
3	3017	3078	3318
4	3477	3235	3824
5	3998	3720	4397

If this recommendation is approved, the new payment standards would go into effect October 2, 2016 for new tenant-based Housing Assistance Payment (HAP) contracts (new admissions, unit changes, and offers of new lease requiring a new HAP contract).

For existing tenant-based voucher holders that remain in the same rental unit, the increased Payment Standard will be applied at the next regular (annual) re-examination for the participating family on or after the effective date of the increase in the payment standard as per HUD regulations. If a change in household composition during the HAP Contract term results in a change in the voucher "unit size" for that family under the Housing Authority's occupancy standards, the applicable unit size and payment standard in effect for that unit size at that time will be applied at the family's next regular (annual) re-examination. Therefore, these proposed increases will affect in-place participants with November 1, 2016 regular (annual) re-examinations and beyond. New move-ins would be eligible to use the increased payment standards effective October 2, 2016.

The Housing Authority will continue to ask property owners requesting rent increases to enter into new leases and HAP contracts to reduce the tenant's portion of any rent increases. This will allow the Housing Authority to apply the increased Payment Standard immediately. This will also help maintain stable and affordable tenancies for both participants and the property owner and reduce administrative activity and costs associated with participant moves.

Our Administrative Plan allows for the Project Based Voucher (PBV) payment standards to be different than the HCV payment standards; however, for this increase, we are recommending the payment standards be set at the same level for PBV and HCV.

#### FINANCIAL IMPACT

The effect of these proposed increases in Payment Standards would be phased in over the coming year as all affected households complete the annual re-examination process and/or property owners request reasonable rent increases. It is difficult to precisely

predict the impact of these increases, but we anticipate a 5% increase in HAP expenses as a result of this proposal. The current HAP budget and HAP reserve held in the project account by HUD supports an increase for this in the coming year, and it is expected that future HAP renewals will be sufficient to meet these increased HAP costs.

Staff anticipates modest staff expenses (over-time and/or compensatory time) associated with this proposal in order to revise annual re-examinations for November to reflect the increased Payment Standards and in order to enter into new HAP contracts connected with reasonable and approved rent increases.

RECOMMENDATION

Staff recommends that the Board of Commissioners:

Revise the Payment Standards for the Section 8 Housing Choice Voucher program by increasing the Payment Standards to 110% of the 40<sup>th</sup> percentile of Fair Market Rent for all bedroom sizes, effective October 2, 2016.

Respectfully submitted,



Vanessa M. Cooper  
Executive Director

VMC/tmsc



# 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: Janet Basta  
Director of Human Resources and Operations

Date: September 21, 2016

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

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## BACKGROUND

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

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

## DISCUSSION

The most recent revision was approved by the Board of Commissioners on November 19, 2014 with Resolution No. 939; these revisions reflected the formation of Island City Development, whose Board members were added to the list of designated employees, plus additional AHA positions that had been identified as designated persons. These changes required modifications to the list of designated employees (Appendix A).

The changes proposed to the Conflict of Interest Code at this time are limited to changes to Appendix A to the Conflict of Interest Code, which identifies those staff and consultants that are designated to disclose. The changes proposed at this time reflect changes in staffing and titles of Housing Authority positions.



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

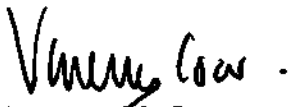
FINANCIAL IMPACT

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

RECOMMENDATION

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

Respectfully submitted,

  
Vanessa M. Cooper  
Executive Director

VMC/JCB

Attachments:

Exhibit 1: Appendix A Conflict of Interest Code: Designated Employees and  
Appendix B of Conflict of Interest Code: Disclosure Categories



EXHIBIT 1

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

Updated ~~November 19, 2014~~ September 21, 2016

Number in category	Title	Disclosure Category
<u>7</u>	Board of Commissioners	<u>1</u>
<u>1</u>	Executive Director	<u>1</u>
<u>1</u>	Director of Human Resources and Operations	<u>1</u>
<u>1</u>	Director of Finance	<u>1</u>
<u>1</u>	Director of P-Facilities/property Operations	
<u>1</u>		
<u>1</u>	Director of Housing Programs	<u>1</u>
<u>1</u>	Director of Housing and Community Development	<u>1</u>
<u>1</u>	Director of Rental and Community Programs	<u>1</u>
<u>1</u>	Senior Management Analyst	<u>1</u>
<u>1</u>	Management Analyst	<u>1</u>
<u>3</u>	Board Members of Island City Development	<u>1</u>
<u>1</u>	Facilities Project Manager	<u>1</u>
<u>14</u>	Housing and Community Dev. Project Manager	<u>1</u>
<u>1</u>	Housing and Community Dev. Sr. Project Manager	<u>1</u>
<u>2</u>	Housing and Community Dev. Program Manager	<u>1</u>
<u>1</u>	Asset Manager	<u>1</u>
<u>1</u>	Senior Property Manager	<u>1</u>
<u>1</u>	Maintenance Supervisor	<u>1</u>
<u>2</u>	Housing Programs Supervisor	<u>1</u>
<u>1</u>	Program Manager	<u>1</u>
<u>1</u>	Analyst	<u>1</u>
Varies	Financial and Developer Consultants	<u>2</u>
Varies	Consultants whose decision may impact budget/project decisions	<u>2</u>

## **Appendix B to Conflict of Interest Code: Disclosure Categories**

Updated July 2013

### General Provisions

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

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

### Category 1:

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

### Category 2:

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

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

**HOUSING AUTHORITY OF THE CITY OF ALAMEDA**

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

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

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

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

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

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

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

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

<b>Title</b>	<b>Disclosure Category</b>
Board of Commissioners	1
Executive Director	1
Director of Human Resources and Operations	1
Director of Finance	1
Director of Property Operations	1
Director of Housing Programs	1
Director of Housing and Community Development	1
Director of Rental and Community Programs	1
Senior Management Analyst	1
Management Analyst	1
Board Members of Island City Development	1
Housing and Community Dev. Project Manager	1
Housing and Community Dev. Sr. Project Manager	1
Housing and Community Dev. Program Manager	1
Asset Manager	1
Senior Property Manager	1
Maintenance Supervisor	1
Housing Programs Supervisor	1

Program Manager	1
Analyst	1
Financial and Developer Consultants	2
Consultants whose decision may impact budget/project decisions	2

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

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

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

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

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

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

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



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

ATTEST:

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

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

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



# 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

Date: September 21, 2016

Re: Adopt a Resolution Supporting the 2016 Alameda County Affordable Housing  
Bond Measure

---

## BACKGROUND

On June 28, 2016, the Alameda County Board of Supervisors voted to place a \$580 million general obligation bond measure on the November 8, 2016 ballot for consideration by the Alameda County voters. The bond measure, which requires a 2/3 approval by the voters, will raise funds to create and protect affordable housing for very low- and low-income renters and homeowners throughout the County. The bonds will be repaid with proceeds of taxes levied on taxable property in the County (i.e., through a parcel tax). Representatives from the County will make a presentation about the bond measure to the City Council at its September 20 meeting. Following the presentation, it is recommended that the City Council adopt a resolution supporting the Affordable Housing Bond Measure.

## DISCUSSION

Residential rents and the cost of purchasing a home are at all-time highs through Alameda County. The Alameda community has been impacted by rapidly raising rents and low vacancy rates that have resulted in excessive rent increases and terminations of tenancy solely to increase rents. In response to this crisis, the City Council adopted a Rent Stabilization, Rent Control and Limitations on Evictions Ordinance in March 2016. While the City's Ordinance has provided additional renter protections, it does not address the supply side of the affordable housing equation.

The Alameda County Affordable Housing Bond Measure will raise \$580 million to build and preserve long-term affordable rental housing for very low- and low-income individuals and families and assist middle-income families purchase homes, assist low-income homeowners stay in their homes, and build ownership housing for low-income families. Homeownership programs, which will be structured as a revolving loan program, will be funded at \$120 million and will be administered by the County. Rental housing programs will be funded at \$460 million. The Rental Housing Development Program will provide

funds to every city in the County on a pro rata basis to develop and preserve rental housing affordable to very low- and low-income individuals and families in their respective communities. Alameda will receive a minimum of \$10.4 million in bond proceeds to build affordable housing. In addition, Alameda will be eligible to apply for funding from a \$50 million regional pool. Other jurisdictions in the Mid County region include: Hayward, San Leandro and the unincorporated County. Alameda has been very successful in competing for pooled affordable housing funds through the County-administered Federal HOME program.

Because the bond measure will raise funds for a specific activity, to expand and preserve the supply of affordable rental and homeownership housing, the measure must be approved by 2/3 (66%) of the voters. The bonds would be repaid from a parcel tax levied on all taxable property in the County. The cost to property owners is projected to be \$12-\$14 per \$100,000 of assessed valuation. The typical Alameda County homeowner would pay \$48-\$56 per year. The bond measure also includes requirements to prepare an annual independent audit and establish a Citizens Oversight Committee to ensure that bond proceeds are being spent in compliance with the measure.

The City Council has previously adopted a Housing Element that includes a number of programs and policies intended to preserve and expand the City's supply of housing affordable to very low- and low-income individuals and families and to meet the City's Regional Housing Needs Allocation (RHNA) goals for housing for all sectors of the community. Support for the Alameda County Affordable Housing Bond Measure by the Housing Authority is consistent with the City's Housing Element and the Housing Authority's Five-Year Affordable Housing Pipeline.

#### FINANCIAL IMPACT

There is no financial impact to the General Fund from adopting a resolution of support for the Alameda County Affordable Housing Bond Measure. Should the measure pass, Alameda would receive over \$10 million in funding to maintain and build affordable rental housing and would be able to compete for additional funding from a \$50 million regional pool. In addition, low-income Alameda homeowners and first-time homebuyers would have access to low-interest loans to stay in their homes or purchase a home.

#### MUNICIPAL CODE CROSS-REFERENCE

Adopting a resolution in support of the Affordable Housing Bond Measure is consistent with the programs and policies of the Housing Authority.

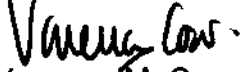
#### ENVIRONMENTAL REVIEW

N/A

RECOMMENDATION

Adopt a Resolution Supporting the 2016 Alameda County Affordable Housing Bond Measure.

Respectfully submitted,

  
Vanessa M. Cooper  
Executive Director

HOUSING AUTHORITY OF THE CITY OF ALAMEDA

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

SUPPORTING THE 2016 ALAMEDA COUNTY  
AFFORDABLE HOUSING BOND MEASURE

WHEREAS, costs for both rental and for-sale housing in the City of Alameda and the rest of Alameda County have risen substantially in recent years; and

WHEREAS, affordable housing is a critical resource that provides a stable, safe environment for members of the local workforce, as well as seniors, people with disabilities, and others on a fixed income; and

WHEREAS, through the Regional Housing Needs Assessment (RHNA) process completed by the Association of Bay Area Governments in 2013, Alameda's assigned share of the regional housing need was 1,723 units, including 692 units affordable to low- and very low-income families; and

WHEREAS, with the dissolution of redevelopment by the State of California in 2012, Alameda and other cities lost a powerful financial tool for development of new affordable housing; and

WHEREAS, the City has a Housing Element policy to "expand the City's supply of affordable rental and ownership housing for extremely low-, very low-, and moderate-income households; and

WHEREAS, in the spring of 2016, Alameda County held a series of Board of Supervisor work sessions and public stakeholder meetings for the purpose of developing a proposed affordable housing bond; and

WHEREAS, the proposed measure would generate \$580 million countywide for affordable housing, including \$460 million for rental housing programs and \$120 million for homeowner programs; and

WHEREAS, under the rental housing programs, more than \$10 million would be earmarked for Alameda projects, with another \$49 million allocated to a regional pool for projects in Alameda, Hayward, San Leandro, and the Unincorporated County; and

WHEREAS, the County Board of Supervisors, on June 28, 2016, took the necessary actions to place the bond measure on the November 2016 ballot for consideration by the voters in Alameda County; and

WHEREAS, the bond measure would provide an important new resource for developing affordable rental housing and providing affordable homeownership opportunities in Alameda, to assist the City to meet its RHNA goals, and to achieve numerous policy goals as laid out in the Housing Element.

NOW, THEREFORE, BE IT RESOLVED that the Housing Authority of the City of Alameda does hereby affirm its support for the 2016 Alameda County Affordable Housing Bond measure and encourages Alameda residents and businesses to support the measure.

I, the undersigned, hereby certify that the foregoing Resolution was duly and regularly adopted and passed by the Housing Authority Board of Commissioners in regular meeting assembled on the 21<sup>th</sup> day of September, 2016, by the following vote to wit:

AYES:

NOES:

ABSENT:

ABSTENTIONS:

In witness, whereof, I have hereto set my hand and affixed the official seal of the said Housing Authority of the City of Alameda this \_\_\_\_\_ day, of September 2016.

ATTEST:

---

Vanessa M. Cooper  
Secretary

---

Arthur Kurrasch, Chair  
Board of Commissioners

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



# 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

Date: September 21, 2016

Re: Approve an increase of 5% in the Executive Director's Compensation Per  
2014 Contract effective the Next Payroll after September 28, 2016 and  
make minor adjustments to the contract

---

## BACKGROUND

The Executive Director's 2014 contract includes the following language regarding performance related increases:

*"Salary increases, if any, in the second and subsequent years of this Agreement shall be based upon performance. During the first year of her employment, and after completion of approximately six (6) months, Cooper and the Authority shall jointly establish objective verifiable measures of her performance to be completed during the first year. The Parties agree to conduct and complete an annual review of Cooper's performance no later than thirty (30) days after the anniversary of the Effective Date. If, after the first year of employment, Cooper has a "meets expectations" or better rating on her annual performance evaluation and she meets or exceeds the mutually agreed upon objective verifiable measures, she shall receive an annualized increase in her salary for the second year of employment of five percent (5%), subject to the availability of such funds in accordance with the usual and customary annual budget approval process. Such five percent (5%) increase shall be in effect on the next payroll date following the completion of Cooper's performance review. In the event Cooper's salary increase is postponed due to budget delays or lack of funding, it shall be retroactive to the date it would have become effective once the budget is approved and funding made available."*

## DISCUSSION

The evaluation process for the Executive Director will take place in September 2016. In addition, the Board is asked to approve:

1. An amendment to Paragraph 4.2.4 "Other fringe benefits"

This change brings the Executive Director fringe benefits package in line with the benefits package approved by the Board for full time regular staff during the August board meeting. In doing, AHA ensures PEMHCA compliance and reduce the administrative burden of different systems.



**Strike:** *"The Authority shall pay 100% of Cooper's medical coverage for herself, disability and dental coverage under any plan offered by the Authority to other employees."*

**Replace with:** *"Effective January 1, 2017, Cooper will be entitled to the medical, dental and vision benefits and employer contribution accorded full time regular employees. The Authority shall pay 100% of the disability insurance premium under any plan offered by the Authority to other employees. The remainder of paragraph 4.2.4 and the rest of employment agreement remains unchanged."*

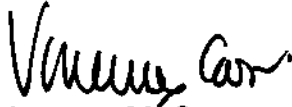
2. That unused annual professional development/training allowance of approximately \$10,000 from 2014-2016 be carried forward to 2016-17.

Due to a busy two years, the Executive Director was unable to utilize these funds but expects to be able to do so in the coming year. Expenditure has started in this fiscal year.

#### FINANCIAL IMPACT

The salary increase and the benefits change was included in the 2016-17 budget. The training funds were unspent in prior year and do not exceed \$10,000.

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: Janet Basta  
Director of Human Resources and Operations

Date: September 21, 2016

Re: Adopt a Resolution to Authorize Creation of an Upgraded Duties/Wage  
Classification for the Resident Manager position

---

## BACKGROUND

The purpose of this resolution is to provide for an upgraded Resident Manager position, including a corresponding higher-level range.

## DISCUSSION

Resident Manager positions, are required by the California Code of Regulations. This Code requires that a manager, janitor, housekeeper or other responsible person reside upon the premises of any apartment complex with 16 or more units. AHA has met this requirement by utilizing the services of Resident Managers, Assistant Resident Managers, and Resident Custodians, who are at-will contract employees with separate employment agreements. All Resident positions report to the Senior Property Manager.

There is currently a Resident Manager vacancy at Independence Plaza, the 186-unit senior housing complex at 703 Atlantic Avenue. AHA management has identified a need to fill this position at a higher level (Resident Manager II) to support the increasing demands of managing this property. This property has separate custodial staff assigned to it, and does not require the same level of general janitorial/maintenance-related support duties that other AHA properties need. In particular, the following duties would be added to this position over time:

- completing income certification, which were outsourced this year
- writing and issuing lease violations
- leasing responsibilities
- managing rent collections



- conducting inspections independently
- coordinating emergency response to this property
- maintaining Yardi data entry, along with other databases, to ensure compliance
- preparing and submitting various property-related reports
- managing vendors and other providers working on site
- supervision of the Assistant Resident Manager at this site

In order to complete the above assignments, incumbents would need to have a higher level of technical skill than is currently required of Resident Managers, including experience with Yardi, and the ability to produce basic letters, reports, and spreadsheets using common business software. Additionally, a higher level of work experience, such as three years as an assistant property manager in a comparable setting, would be required, along with a demonstrated ability to work independently. Upgrading this position would be a small, but significant, step in moving AHA towards the industry standard where the site manager manages all aspects of the property.

The Resident Manager compensation package includes hourly compensation of \$10.61, health and dental benefits (at the employee level only), and a rent free apartment. In order to attract candidates with the desired background, we are requesting setting the salary at \$18.00 for this level II position. The remainder of the benefits/compensation package would remain the same.

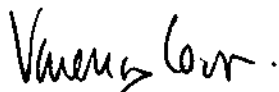
#### FINANCIAL IMPACT

Upgrading one Resident Manager position will increase expenses by approximately \$16,640 per year. Note that this is not an additional position in the Schedule of Authorized Positions; this is an upgrade in salary and responsibilities to one existing FTE Resident Manager position.

#### RECOMMENDATION

That the Board approve the creation of one of an upgraded duties/wage classification for the Resident Manager position and approve the attached Schedule of Authorized Positions reflecting this change.

Respectfully submitted,



Vanessa M. Cooper  
Executive Director

VMC/jcb

Attachments:

Exhibit 1: Schedule of Authorized Positions with Salary Ranges

Exhibit 2: Schedule of Authorized Positions



HOUSING AUTHORITY OF THE CITY OF ALAMEDA

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

AUTHORIZE THE UPGRADE OF ONE RESIDENT MANAGER POSITION ON THE  
SCHEDULE OF AUTHORIZED POSITIONS

**WHEREAS**, the Housing Authority of the City of Alameda has determined a need for an upgraded Resident Manager position for Independence Plaza; and

**NOW, THEREFORE, BE IT RESOLVED**, that effective September 21, 2016, the Housing Authority will be authorized to hire an upgraded Resident Manager for Independence Plaza.

ATTEST:

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

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

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

**HOUSING AUTHORITY OF THE CITY OF ALAMEDA  
 SCHEDULE OF AUTHORIZED POSITIONS with SALARY RANGES  
 September 21, 2016**

Position Titles	Grade	Monthly Wage Range		Number of Positions
		Beginning	Highest	
Custodian	7	\$ 3,857	\$ 4,689	1.00
Custodian	Y-Rate*	\$ 3,498	\$ 4,923	
Housing Assistant	8	\$ 3,951	\$ 4,803	5.00
Housing Assistant	Y-Rate*	\$ 3,536	\$ 4,976	
Accounting Technician	10	\$ 4,149	\$ 5,043	1.00
Accounting Technician	Y-Rate*	\$ 3,590	\$ 5,049	
Program Assistant	12	\$ 4,357	\$ 5,295	2.00
Housing Specialist I	14	\$ 4,574	\$ 5,560	5.00
Maintenance Technician I	14	\$ 4,574	\$ 5,560	3.00
Facilities Project Specialist	14	\$ 4,574	\$ 5,560	1.00
Senior Accounting Technician	15	\$ 4,689	\$ 5,699	1.00
Housing Specialist II	18	\$ 5,043	\$ 6,130	4.00
Rental and Community Programs Specialist	18	\$ 5,043	\$ 6,130	2.00
Maintenance Specialist	19	\$ 5,169	\$ 6,283	1.00
Maintenance Technician II	20	\$ 5,295	\$ 6,436	4.00
Executive Assistant	22	\$ 5,560	\$ 6,759	1.00
Housing Specialist III	24	\$ 5,837	\$ 7,096	1.00
Lead Maintenance Technician	24	\$ 5,837	\$ 7,096	1.00
Senior Property Manager	26	\$ 6,130	\$ 7,451	1.00
Housing Programs Supervisor	26	\$ 6,130	\$ 7,451	2.00
Maintenance Supervisor	26	\$ 6,130	\$ 7,451	1.00
Accounting Officer	28	\$ 6,436	\$ 7,823	1.00
Management Analyst	32	\$ 7,096	\$ 8,625	1.00
Analyst	32	\$ 7,096	\$ 8,625	1.00
Project Manager	33	\$ 7,273	\$ 8,841	1.00
Asset Manager	33	\$ 7,273	\$ 8,841	1.00
Senior Management Analyst	35	\$ 7,637	\$ 9,283	1.00
Housing & Community Devt Program Manager	37	\$ 8,018	\$ 9,747	2.00
Senior Project Manager	37	\$ 8,018	\$ 9,747	1.00
Program Manager	37	\$ 8,018	\$ 9,747	1.00
Director of Housing Programs	43	\$ 9,283	\$ 11,283	1.00
Director of Property Operations	43	\$ 9,283	\$ 11,283	1.00
Director of Rental and Community Programs	43	\$ 9,283	\$ 11,283	1.00
Director of HR and Operations	47	\$ 10,234	\$ 12,440	1.00
Director of Housing and Community Development	47	\$ 10,234	\$ 12,440	1.00
Director of Finance	50	\$ 11,008	\$ 13,380	1.00
Deputy Executive Director	51	\$ 11,283	\$ 13,715	0.00
Executive Director**	N/A	\$ 18,148	\$ 19,055	1.00
Resident Manager II	N/A	Hourly Rate	\$ 18.00	1.00
Resident Manager	N/A	Hourly Rate	\$ 10.61	3.65
Assistant Resident Manager	N/A	Hourly Rate	\$ 10.61	0.75
Resident Custodian	N/A	Hourly Rate	\$ 10.61	0.75
				<u>60.15</u>

\*Y-Rated employees are on a separate salary schedule with 8 wage steps  
 \*\*Salary authorized by Board of Commissioners per Employment Agreement

**Housing Authority of the City of Alameda  
Schedule of Authorized Positions  
September 21, 2016**

Department/Position Title	Approved FTE 2016	Approved FTE 2017	Proposed FTE 2017
<b>Administration Department</b>			
Executive Director	1.00	1.00	1.00
Deputy Executive Director	0.00	0.00	0.00
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	1.00	1.00	1.00
Senior Property Manager	1.00	0.00	0.00
Housing Specialist I	2.00	1.00	1.00
Sub-total	8.00	6.00	6.00
<b>Finance Department</b>			
Director of Finance	1.00	1.00	1.00
Accounting Officer	1.00	1.00	1.00
Senior Accounting Technician	1.00	1.00	1.00
Accounting Technician	1.00	1.00	1.00
Sub-total	4.00	4.00	4.00
<b>Housing Programs Department</b>			
Director of Housing Programs	1.00	1.00	1.00
Housing Programs Supervisor	1.00	2.00	2.00
Housing Programs Supervisor/FSS Coordinator	1.00	0.00	0.00
Housing Specialist III	1.00	1.00	1.00
Housing Specialist I & II (See note B)	8.00	7.00	7.00
Housing Assistant	5.00	5.00	5.00
Sub-total	17.00	16.00	16.00
<b>Property Operations (Facilities and Maintenance) Department</b>			
Director of Property Operations (See note H)	1.00	1.00	1.00
Senior Property Manager (See note I)	0.00	1.00	1.00
Housing Specialist I (See note I)	0.00	1.00	1.00
Facilities Project Specialist (See Note G)	1.00	0.00	0.00
Maintenance Supervisor	1.00	1.00	1.00
Lead Maintenance Technician (See note E)	1.00	1.00	1.00
Maintenance Technician I & II (See note D)	7.00	7.00	7.00
Maintenance Specialist	1.00	1.00	1.00
Custodian	1.00	1.00	1.00
Resident Manager (See note A)	4.65	4.65	3.65
Resident Manager II	0.00	0.00	1.00
Assistant Resident Manager (See note A)	0.75	0.75	0.75
Resident Custodian (See note A)	0.75	0.75	0.75
Sub-total	19.15	20.15	20.15
<b>Housing and Community Development Department</b>			
Director of Housing and Community Development	1.00	1.00	1.00
Housing and Community Development Program Manager	2.00	2.00	2.00
Senior Project Manager	1.00	1.00	1.00
Project Manager	1.00	1.00	1.00
Asset Manager (See Note C)	0.00	1.00	1.00
Facilities Project Specialist (See Note G)	0.00	1.00	1.00
Program Assistant	1.00	1.00	1.00
Sub-total	8.00	8.00	8.00
<b>Rental Programs Department (See note F)</b>			
Director of Rental and Community Programs	1.00	1.00	1.00
Program Manager	1.00	1.00	1.00
Analyst	1.00	1.00	1.00
Rental and Community Programs Specialist	2.00	2.00	2.00
Program Assistant	1.00	1.00	1.00
Sub-total	6.00	6.00	6.00
<b>Total</b>	<b>60.15</b>	<b>60.15</b>	<b>60.15</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 that 1 Resident Manager position is being filled on a temporary basis and is budgeted at .25 FTE.

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

Note C: This position will not be hired until January 2017

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

Note E: This position is vacant as of the start of FY 2017. It may be filled at the current level or a lower, ie Technician II, level.

Note F: The Rent Programs Department positions are billed to the City of Alameda to support the rent ordinance work; current funding commitments are for 9 months beginning April 2016

Note G: This position shifted from the Facilities and Maintenance Dept to HCD in 2016.

Note H: Previously titled Director of Facilities/Director of Property Management on the Schedule.

Note I: These two positions were previously in Administration and Managed Housing.



# Housing Authority of the City of Alameda

701 Atlantic Avenue, Alameda, CA 94501 ~ Phone: (510) 747-4300 ~ Fax: (510) 522-7848 ~ TDD: (510) 522-8467 ~ Web: www.alamedahsg.org

To: Honorable Chair and  
Members of the Board of Commissioners

From: Vanessa M. Cooper  
Executive Director

Prepared by: Victoria Johnson  
Housing and Community Development Director

Date: September 21, 2016

Re: Eagle Ave Project Update; Approve Housing Authority to Serve as the Initial  
Limited Partner and Authorize Executive Director to Execute Documents  
Related to the Tax Credit Partnership and Selection of the Lender and  
Investor

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## BACKGROUND

On September 8, 2016 the California Tax Credit Allocation Committee (TCAC) staff recommended a preliminary reservation of 9% low-income housing tax credits for the development of 2437 Eagle Ave. The Eagle Ave. project includes 20 family units, including one manager's unit and associated common areas. It is located at 2437 Eagle Ave at the intersection of Eagle Ave and Everett Street. The project architect is Anne Phillips Architecture and the financial consultant is Community Economics.

Following the TCAC meeting and formal approval on September 21, staff will proceed to procure a tax credit investor and lender, a general contractor and other services needed to prepare for a real estate closing. The closing date must occur within six months of the tax credit allocation by March 2017. The estimated completion date is May 2018.

## DISCUSSION

The tax credit development structure requires the formation a tax credit limited partnership (LP) that will function as a single-asset ownership entity that owns and operates the improvements. In order to form the LP, both the general partner and the limited partner must be identified. Island City Development, or a single-asset LLC entity formed with ICD as its sole member will serve as the general partner. At closing, the tax credit investor will step in as the limited partner. Until then, a temporary or initial limited partner must be identified in the LP formation documents. Staff therefore requests Board authorization to form the LP and for the Housing Authority to serve as the initial limited

partner. There is minimal financial or legal risk in this role. The associated documents will be prepared by Tuan Pham at Downs, Pham and Kuei LLP, who is outside real estate counsel for the project.

Staff will return to the Board with detailed project information and to seek additional approvals in the coming months.

#### FINANCIAL IMPACT

The costs to form the LLC and LP are eligible costs within the development budget. All eligible costs incurred during the pre-development period will be paid from the approved Housing Authority loan to Island City Development (ICD) and will be reimbursed when the construction loan closes.

As project developer, the Housing Authority or ICD will be eligible to earn development fee in the approximate amount of approximately \$875,000. Additionally, ground lease payments may be made from available cash flow subject to the terms of the Limited Partnership Agreement that will be negotiated with the tax credit investor.

#### RECOMMENDATION

Authorize and approve actions necessary to form the Eagle Ave LLC and LP with the Housing Authority to serve as the initial limited partner; authorize the Executive Director to execute related documents.

Respectfully submitted,



Vanessa M. Cooper  
Executive Director

VC/VJ





# 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: Tobi Liebermann  
Senior Project Manager, Housing and Community Development

Date: September 12, 2016

Re: Del Monte Project Update; Approve an Increase of Pre-development Loan  
from \$700,000 to \$1,000,000 to Island City Development and Authorize the  
Executive Director to Execute Related Documents

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## BACKGROUND

The Del Monte Senior project was first considered by the Board in August 2014 and in July 2015 the Board approved the acquisition of the two-parcel site from the City of Alameda and from Tim Lewis Communities. The Board also approved a \$700,000 loan from the Housing Successor Asset Fund to Island City Development for pre-development expenses.

Since then, Housing and Community Development staff has secured a 9% Tax Credit allocation. Del Monte Senior, LLC has been formed to serve as the general partner of the tax credit partnership. Sherman and Buena Vista, LP has also been formed. This LP will serve as the owner of the improvements for the duration of the 15 year tax-credit period.

Drawings have been prepared by SGPA Architects and the plans were submitted for plan check on August 2, 2016. Staff has submitted utility applications and solicited proposals for additional consultants related to construction. Staff selected Brown Construction as the general contractor in September after a two-step RFQ and RFP process.

National Equity Fund (NEF) has been selected as the tax credit investor and BBVA was selected as the construction lender and CCRC as the permanent lender. The proposed construction loan closing date is December 5, 2016. Once the site has been prepared and turned over by Tim Lewis Communities, work is scheduled to commence by mid-December. Construction of the affordable project will take approximately 14 months.

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DISCUSSION

The total development cost of the Del Monte project, exclusive of the ground lease, is approximately \$14.85 million.

SOURCES

USES

Tax Credit Equity	9,000,000	Hard Costs	10,547,000
Developer in-lieu	3,600,000	Soft Costs	2,017,000
HOME loan	250,000	Contingencies	1,277,000
Perm debt tenant	0	Reserves	209,000
Perm debt Section 8	<u>2,000,00</u>	Developer Fee	<u>800,000</u>
<b>TOTAL</b>	<b>\$14,850,000</b>	<b>TOTAL</b>	<b>\$14,850,000</b>

The previously approved \$700,000 pre-development loan was advanced to Island City development in late 2015. This loan has been secured with a promissory note. If the loan is increased, the promissory note will be amended. The table below summarizes actual costs and the projected costs through closing. Costs that exceeded the original estimate include building permits, impact fees, and some consultant expenses. Services that will be paid through the design fee line item include the architect, civil, structural and MEP engineers, green building consultants, solar system design, landscaping design, peer review of plans and specifications and professional cost estimating.

PREDEVELOPMENT EXPENSE	Initial Estimate of Cost	Revised Total Cost
Architectural and Engineering Design Fees	\$500,000	\$700,000
Application and Entitlement Fees	\$50,000	\$100,000
Financial and Legal Consulting Services (includes TCAC fees)	\$50,000	\$100,000
Environmental and Geotechnical Reports	\$25,000	\$25,000
Survey and Appraisal Reports	\$25,000	\$25,000
Property Maintenance, Misc. and Contingency	\$50,000	\$50,000
<b>TOTAL</b>	<b>\$700,000</b>	<b>\$1,000,000</b>

The proposed source of additional pre-development loan funds is the Successor Housing Agency asset fund account. Nearly all of pre-development funds utilized prior to closing will be reimbursed through the construction loan.

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FINANCIAL IMPACT

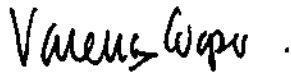
All pre-development costs associated with the project are closely tracked and are eligible development costs within the construction budget. When the construction loan closes (the loan is originated), eligible costs will be charged to the project and reimbursed through project financing.

Housing Asset funds that are used for development and subsequently reimbursed by project cash flow, must be re-deposited into the Housing Successor Agency Asset Fund. These funds may then be reused for future development activity.

RECOMMENDATION

Staff requests an increase from \$700,000 to \$1,000,000 in the pre-development loan amount from the Housing Authority Housing Successor Agency Asset Fund to Island City Development for the Del Monte senior project and to authorize the Executive Director to execute any related documents.

Respectfully submitted,



Vanessa M. Cooper  
Executive Director

VC/tl