



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

701 Atlantic Avenue • Alameda, California 94501-2161

AGENDA **SPECIAL BOARD OF COMMISSIONERS MEETING**

DATE & TIME **Wednesday, August 23, 2023 - 5:00 PM**

LOCATION

Independence Plaza, 703 Atlantic Avenue, Alameda - Ruth Rambeau Memorial Community Room

PUBLIC PARTICIPATION Public access to this meeting is available as follows:

Join Zoom Meeting:

<https://us06web.zoom.us/j/84574093421?pwd=L3lxeVpHRGdHSzdzYjNZMFhSWnRadz09>

Meeting ID: 845 7409 3421

Passcode: 887341

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

- Send an email with your comment(s) to jpolar@alamedahsg.org and vcooper@alamedahsg.org prior to or during the Board of Commissioners meeting
- Call and leave a message at (510) 871-7435.

When addressing the Board, on agenda items or business introduced by Commissioners, members of the public may speak for a maximum of three minutes per agenda item when the subject is before the Board.

Persons in need of special assistance to participate in the meetings of the Housing Authority of the City of Alameda Board of Commissioners, please contact (510) 747-4325 (voice), TTY/TRS: 711, or jpolar@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 or language assistance.

1. **ROLL CALL**
2. **AB2449 COMPLIANCE** The Chair will confirm that there are 4 members in the same, properly noticed meeting room within the jurisdiction of the City of Alameda. Each board member who is accessing the meeting remotely must disclose verbally whether they are able to be remote under AB2449: (1) just



cause (max. 2 per year), or (2) emergency circumstances.” For Emergency Circumstances, the request must be approved by a majority vote of the Board of Commissioners for the emergency circumstances to be used as a justification to participate remotely. Remote Commissioners must provide a general description of the circumstances relating to need to appear remotely at the given meeting. Commissioner must also publicly disclose at the meeting, prior to any action, whether any other individuals 18 years or older are present in the room with the member at the remote location, and the general nature of the member’s relationship with such individuals. Note: A Commissioner cannot participate in meetings of the Board of Commissioners solely by teleconference from a remote location for a period of more than 3 consecutive months or 20% of the regular meetings for AHA within a calendar year, or more than 2 meetings if the Board of Commissioners regularly meets fewer than 10 times per calendar year.

3. COMMISSIONER RECUSALS
4. Public Comment (Non-Agenda)
5. AGENDA
 - 5.A. Elect a Chair and Vice Chair of the Board of Commissioners. **Page 4**
 - 5.B. Adopt a Resolution to Ratify an Approved Predevelopment Loan to Island City Development for Linnet Corner and Estuary I and Authorize the Executive Director or Designee to Negotiate and Execute the Loan Documents. **Page 6**
 - 5.C. Approve short term Housing Authority of the City of Alameda (AHA) funding up to \$500,000 and any other steps necessary to complete the Rosefield Conversion. **Page 16**
6. ORAL COMMUNICATIONS, Non-Agenda (Public Comment)
7. EXECUTIVE DIRECTOR'S COMMUNICATIONS
8. COMMISSIONER COMMUNICATIONS, (Communications from the Commissioners)
9. ADJOURNMENT OF MEETING
10. 2023 BOARD OF COMMISSIONERS RETREAT
 - 10.A. Welcome and Introductions
 - 10.B. Icebreaker
11. DISCUSSION AGENDA NOTE: THIS STUDY SESSION IS FOR DISCUSSION ONLY. NO ACTION WILL BE TAKEN AND ANY ITEMS THAT NEED ACTION WILL RETURN TO A LATER BOARD MEETING.
 - 11.A. Overview and Discussion of Permanent Supportive Housing, the Coordinated Entry System, and Future Operations at Estuary I and II. **Page 18**
 - 11.B. Overview and Discussion of MTW progress and plans for 2024-2025 **Page 20**
 - 11.C. Overview and Discussion of upcoming Strategic Planning process. **Page 33**
 - 11.D. Review of items for follow up.



* * * Note * * *

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





Housing Authority
of the
City of Alameda

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701 Atlantic Avenue • Alameda, California 94501-2161

To: Honorable Chair and Members of the Board of Commissioners

From: Vanessa Cooper, Executive Director

Date: August 23, 2023

Re: Elect a Chair and Vice Chair of the Board of Commissioners.

BACKGROUND

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

DISCUSSION

Nominations for Board Chair and Board Vice Chair were solicited and an Ad-Hoc Committee was created. The Committee will provide recommendations for the following positions:

- Chair - Carly Grob
- Vice Chair - TBD

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

FISCAL IMPACT

N/A

CEQA

N/A

RECOMMENDATION

Elect a Chair and Vice Chair of the Board of Commissioners.

ATTACHMENTS

None



Respectfully submitted,



Vanessa Cooper, Executive Director



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701 Atlantic Avenue • Alameda, California 94501-2161

To: Honorable Chair and Members of the Board of Commissioners

From: Tony Weng, Senior Project Manager

Date: August 23, 2023

Re: Adopt a Resolution to Ratify an Approved Predevelopment Loan to Island City Development for Linnet Corner and Estuary I and Authorize the Executive Director or Designee to Negotiate and Execute the Loan Documents.

BACKGROUND

The Housing Authority of the City of Alameda (AHA) is leading the development of the 12-acre North Housing parcel redevelopment at the former Alameda Naval Air Station (NAS), formerly known as Coast Guard Housing, under a homeless accommodation conveyance, alongside partners Alameda Point Collaborative (APC) and Building Futures. The North Housing parcel was successfully transferred to AHA on May 30, 2019. The AHA Board of Commissioners approved the Agency’s Vision for the North Housing site at its August 2019 meeting. On August 17, 2020, the Planning Board approved the Development Plan; on September 15, 2020, the City Council approved the Tentative Map. On May 16, 2023, the City Council approved the first phase Final Map and the Backbone Improvements Plan for North Housing Block A, the first phase of the North Housing project, with a total of 155 apartments, to be built in three separate projects.

Island City Development (ICD) is the developer of the three projects and has received options to ground lease for the three projects Estuary I, Estuary II, and Linnet Corner. ICD has received Reserve Policy permanent loan commitments of \$12,938,000 for these three projects, and a \$7,500,000 predevelopment loan. Similar to Rosefield Village and other projects, it was anticipated that the predevelopment loan would be rolled into the permanent commitment as each project begins construction.

AHA is the master developer of North Housing and is responsible for site preparation, demolition, and infrastructure. On behalf of all 12 acres, AHA has undertaken demolition of existing buildings and entitlement approvals, and incurred holding costs for security, fencing, and landscaping.

Please see previous Board reports for project details.



DISCUSSION

On July 26, 2023, The Estuary I project was awarded a 9 percent tax credit allocation from the California Tax Credit Allocation Committee (CTCAC). Moreover, Linnet Corner was listed in the preliminary staff recommendations for tax-exempt bonds and tax credits published by the California Debt Limit Allocation Committee (CDLAC) and CTCAC, which will be considered during the allocation meeting scheduled for August 23, 2023. Therefore, two of the three projects within North Housing Block A, The Estuary I and Linnet Corner are anticipated to begin construction in early 2024. ICD currently has a \$7,500,000 predevelopment loan for the North Housing site from the Alameda Affordable Housing Trust Fund (AAHTF) administered by the Alameda Affordable Housing Corporation (AAHC). For cost efficiency and business needs, some additional costs will be incurred prior to the construction loan closing.

On August 16, 2023, staff requested, and the Board approved an additional predevelopment loan of \$2,500,000 from AHA to cover anticipated costs such as building permit fees and East Bay Municipal Utility District (EBMUD) fees that must be paid before pulling building permits.

Staff requests the Board to adopt the resolution to ratify the previously approved predevelopment loan of \$2,500,000.

FISCAL IMPACT

The Board previously authorized a predevelopment loan of \$7,500,000 for costs associated with master planning, carrying costs, demolition, and redevelopment work for the first phase of the North Housing project, which includes 155 units. To qualify for matching funds from the State of California Local Housing Trust Fund Program (LHTF), that loan was transferred to AAHTF, as a grant from AHA via Board action in September 2022. Funds are disbursed to ICD on an as-needed basis.

This loan will need to be a second predevelopment loan, directly from AHA, from Reserve Policy funding that is committed but is currently outside of the AAHTF. The amount of Reserve Policy funding available for Block A projects outside of the AAHTF is \$5,438,000. This agenda's request is for \$2,500,000 to be available as a predevelopment loan.

Together with the current request, the total predevelopment loan will be \$10,000,000 for the three projects. This is less than the total \$12,938,000 permanent loan commitments made to the three projects per the Reserve Policies. An update on the funds committed and utilized on AHA developments is attached, per a previous request from the Board.

CEQA

Not Applicable.

RECOMMENDATION

Adopt a Resolution to Ratify an Approved Predevelopment Loan to Island City Development for the Linnet Corner and Estuary I and Authorize the Executive Director or Designee to Negotiate and Execute the Loan Documents.

ATTACHMENTS

- 1. North Housing Predevelopment Loan Request Presentation
- 2. Status of AHA Pipeline Funding
- 3. DRAFT Resolution No xxxx - Approving the Housing Authority's Predevelopment Loan to ICD on behalf of North Housing

Respectfully submitted,

A handwritten signature in blue ink that reads "Tony Weng". The signature is written in a cursive style with a long horizontal stroke extending to the right.

Tony Weng, Senior Project Manager

Agenda Item 2B:
**Adopt a Resolution to Ratify an
Approved Predevelopment Loan to
Island City Development for
Linnet Corner and Estuary I and
Authorize the Executive Director or
Designee to Negotiate and Execute
the Loan Documents**

August 2023 AHA BOC

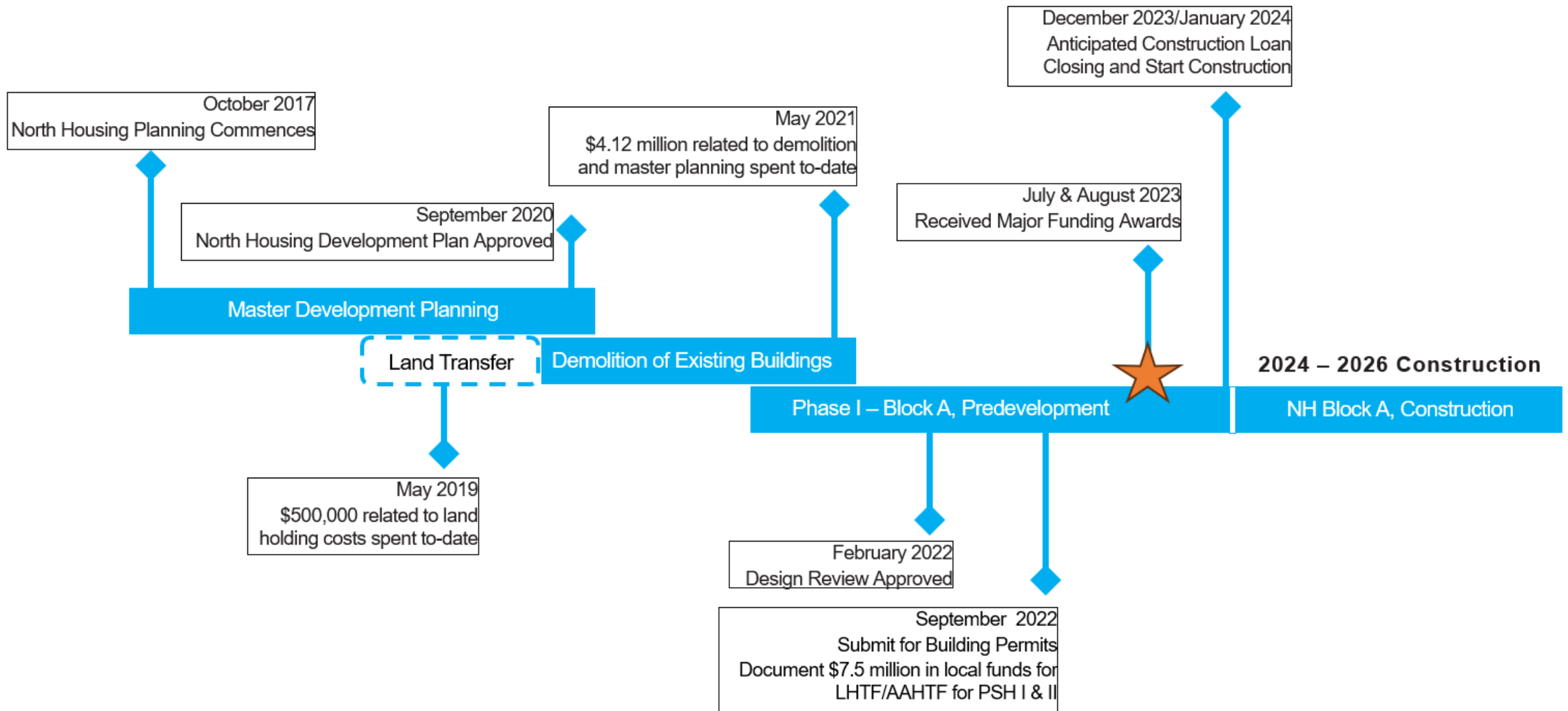
Background

Per the approved October 2021 and May 2022 Reserve Policy:

\$7,500,000	Total predevelopment loan approved by the Board for all three projects at North Housing Block A and transferred to AAHTF via Grant and Board Action in September 2022
\$3,000,000	Permanent financing commitment to The Estuary I approved by the Board
\$2,438,000	Permanent financing commitment to Linnet Corner approved by the Board
\$12,938,000	Total Board Approved Commitments

Note, the permanent financing commitments for The Estuary I and Linnet Corner have not yet been utilized.

North Housing Development Timeline

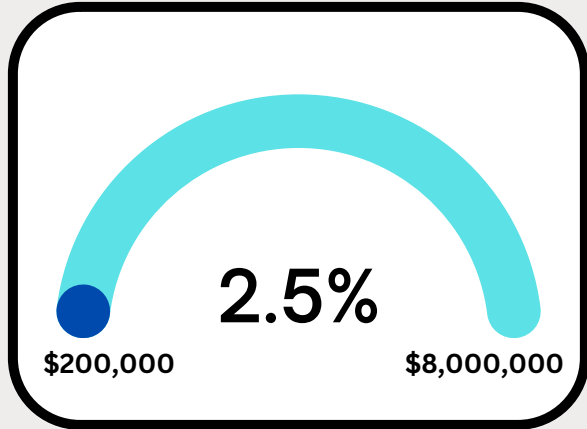


Staff Recommendation

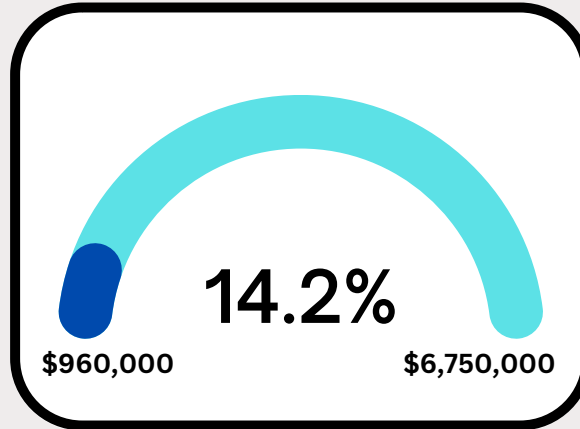
- Adopt a Resolution to Ratify an Approved Predevelopment Loan to Island City Development for Linnet Corner and Estuary I and Authorize the Executive Director or Designee to Negotiate and Execute the Loan Documents.

Questions / Comments

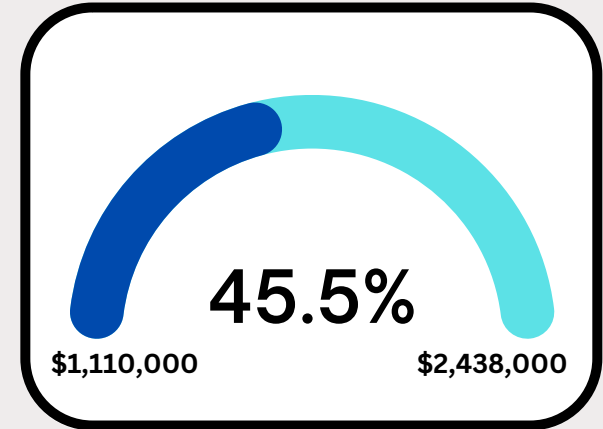
Development Priorities



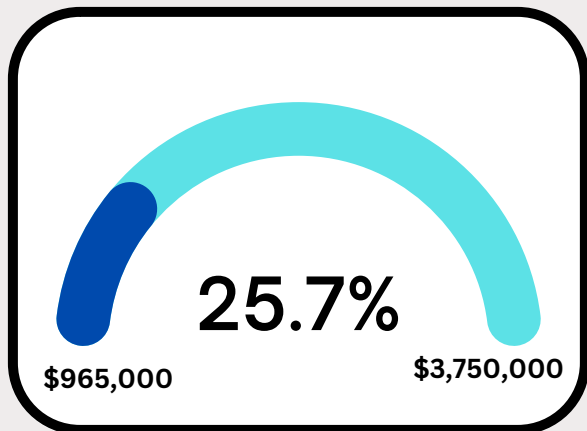
Poppy Place - Fall 2023



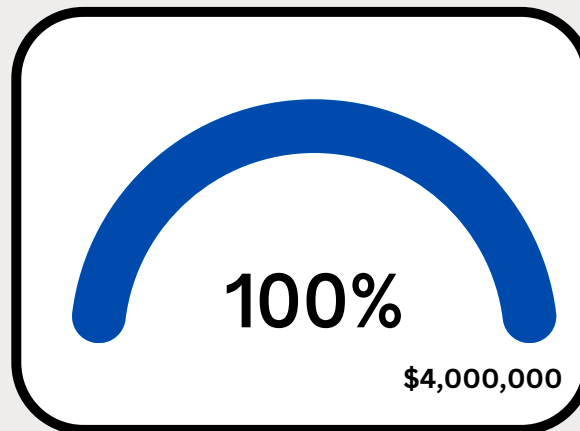
Estuary I - Jan 2024



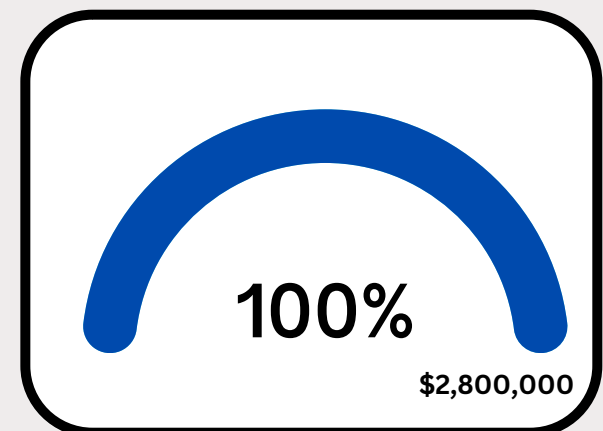
Linnet Corner - Feb 2024



Estuary II - TBD



North Housing Master Plan - TBD



The Poplar - TBD

 Currently Expended

 Total AHA Commitment

HOUSING AUTHORITY OF THE CITY OF ALAMEDA

Resolution No. xxxx

APPROVING THE HOUSING AUTHORITY'S PREDEVELOPMENT LOAN TO ISLAND CITY DEVELOPMENT ON BEHALF OF NORTH HOUSING

WHEREAS, the Island City Development ("ICD") was formed as a public benefit corporation established to operate exclusively to support the Housing Authority of the City of Alameda ("AHA");

WHEREAS, the Housing Authority owns real property at the 501 Mosley Avenue commonly known as North Housing (the "Property") for which the Corporation provides real estate development services to redevelop the Property; and

WHEREAS, ICD is authorized to do business in the State of California and is empowered to enter into an obligation to receive local, regional, state, and federal funds for the acquisition, construction, rehabilitation, or preservation of affordable multifamily rental housing, including but not limited to Low-Income Housing Tax Credits, Alameda County funds, HOME and CDBG funds, AUSD Pass Through Funds, No Place Like Home, State HCD Program funds, Tax-Exempt Bonds, and Federal Home Loan Bank Affordable Housing Program funds, (collectively the "Funding").

NOW, THEREFORE, BE IT RESOLVED, that the Board authorizes a predevelopment loan in the amount of \$2,500,000. This amount is in addition to sums previously authorized.

BE IT FURTHER RESOLVED, the Board hereby authorizes Vanessa Cooper, Executive Director, or her written designee are each separate, individually, and independently hereby authorized to negotiate and execute loan documents to cover the approved amount of \$2,500,000.

ATTEST:

Vanessa M. Cooper
Secretary and Executive Director

Carly Grob, Chair
Board of Commissioners

Adopted:

Date



Housing Authority
of the
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701 Atlantic Avenue • Alameda, California 94501-2161

To: Honorable Chair and Members of the Board of Commissioners

From: Sylvia Martinez, Director of Housing Development

Date: August 23, 2023

Re: Approve short term Housing Authority of the City of Alameda (AHA) funding up to \$500,000 and any other steps necessary to complete the Rosefield Conversion.

BACKGROUND

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

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

DISCUSSION

It is anticipated that the conversion will occur on August 31, 2023, before the September 1, 2023 deadline to utilize the interest rate lock at 3.44% .

The Conversion will require that the sources and uses be in balance, which could create a funding timing issue. On August 15, 2023, the Board authorized the use of project income from Rosefield to be utilized first to fill any gaps. Constitution and Eagle, L.P. (CELP) is Rosefield's ownership entity and has funds that are being held in reserve during the conversion period. However, as this is a critical issue and timing is short, staff requests that AHA funds be available if needed. CELP funds are part of the project and do not need to be repaid, but repayment of the AHA funds will be an important consideration. There is room in the existing AHA loan of \$8,143,052 which was



reduced by the additional HOME funding of \$125,000 to allow for repayment. In addition, cash flow through the end of the year could focus on paying AHA back before the end of the year. There is a Freddie Mac deposit of \$270,000 that is anticipated to be returned to CELP, for instance, that could be directed to the AHA loan. Staff will continue to update the Board on the AHA repayment issue at Rosefield.

FISCAL IMPACT

If any short-term AHA funding is needed, staff intends to direct project cash flow to repayment before the end of the calendar year. In the unlikely event that AHA funding is needed beyond the calendar year, AHA will be able to utilize its existing loan to record the need for repayment.

CEQA

Not applicable.

RECOMMENDATION

Approve short term Housing Authority of the City of Alameda (AHA) funding up to \$500,000 and any other steps necessary to complete the Rosefield Conversion.

ATTACHMENTS

None

Respectfully submitted,



Sylvia Martinez, Director of Housing Development



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To: Honorable Chair and Members of the Board of Commissioners

From: Sylvia Martinez, Director of Housing Development

Date: August 23, 2023

Re: Overview and Discussion of Permanent Supportive Housing, the Coordinated Entry System, and Future Operations at Estuary I and II.

BACKGROUND

The Housing Authority of the City of Alameda (AHA) is leading the development of the 12-acre North Housing parcel redevelopment at the former Alameda Naval Air Station (NAS), formerly known as Coast Guard Housing, under a homeless accommodation conveyance signed with the Navy and the City of Alameda, including the parties of AHA, the Alameda Point Collaborative (APC) and Building Futures (BF).

Island City Development (ICD) is the developer of Estuary I and Estuary II, which are two phases of permanent supportive housing (PSH) for the homeless which are meant to be operated together as one site once fully built. The two projects total 91 units, including one manager’s unit. In addition, ICD is contemplating 16 additional permanent supportive housing units at the adjacent Linnet Corner, and 13 PSH units at Poppy Place.

The operating budget for Estuary I and II has been developed over time to meet the needs of the development as well as to align with multiple affordable housing regulations and guidelines for the target population. Island City Development initially contracted with The John Stewart Company, an experienced manager of homeless housing throughout California, to develop the budget. FPI Property Management has reviewed the budget and with some adjustments, is comfortable with the level. The budget also aligns with the management experience and budgets that ICD has utilized in its existing Alameda developments.

The services budget, which is a separate but integral part of the operating budget, has been developed over the last three years with the assistance and active participation of Alameda Point Collaborative (APC) and Building Futures (BF), in monthly meetings that served to prepare for the extensive application documentation required by all of the various funding sources. The services budget reflects a robust group of services to



support the housing success of these vulnerable residents. In 2021, the parties approved an amended and restated MOU and Term Sheet regarding decision-making, roles and responsibilities and other issues. In this updated Term Sheet, the parties agreed that the Housing Authority had the responsibility to set the operating costs, which it has endeavored to develop in cooperation with APC and BF.

DISCUSSION

Staff will present an overview of permanent supportive housing and the coordinated entry system. In addition, staff will include particular issues that may arise in the operation of the Estuary I and Estuary II developments. Staff invites the Board to discuss and provide feedback on these issues after the presentation.

FISCAL IMPACT

Not applicable

CEQA

Not applicable


RECOMMENDATION

Accept the Overview and Discuss Permanent Supportive Housing, the Coordinated Entry System, and Future Operations at Estuary I and II.

ATTACHMENTS

None

Respectfully submitted,



Sylvia Martinez, Director of Housing Development



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To: Honorable Chair and Members of the Board of Commissioners

From: Tonya Schuler-Cummins, Principal Management Analyst

Date: August 23, 2023

Re: Overview and Discussion of MTW progress and plans for 2024-2025

BACKGROUND

In March 2022, the Housing Authority of the City of Alameda became a Moving to Work (MTW) agency. As such, a MTW Supplemental Plan must be submitted with the Annual Plan to provide information on the Agency's MTW Activities.

DISCUSSION

See Presentation.

FISCAL IMPACT

None. Submission of the MTW Supplement and Annual Plan will be presented in final form to the Board of Commissioners in early 2024.

CEQA

Not applicable.

RECOMMENDATION

This is just an informational session.

ATTACHMENTS

1. 8-23-2023 Board Retreat

Respectfully submitted,

A handwritten signature in black ink, appearing to read 'Tonya Schuler-Cummins'.

Tonya Schuler-Cummins, Principal Management Analyst



MTW Progress



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City of Alameda

Last Updated 08/09/2023



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About Moving to Work (MTW)

- Program started in 1996 to design and test innovative, locally designed strategies using Federal dollars more efficiently
- Goals:
 - Help residents find employment and become self-sufficient
 - Increase housing choices for low-income families
 - Reduce cost and greater efficiency
- Learn more on the HUD Website: <https://www.hud.gov/mtw>

AHA's MTW Designation

- On March 23, 2022 AHA was designated as an MTW agency
 - Selected under the Landlord Incentive Cohort
 - Required to implement activities that improve landlord participation in the HCV Program
 - Prohibited from implementing activities that curb landlord participation
 - Expansion Agency
 - Must operate under the MTW Operations Notice (FR-5994-N-05) published on August 28, 2020
 - AHA does not receive new funding
 - Must cover all landlord incentives with current funds
 - Can use both Housing Assistance Payments (HAP) Funds and Administrative Fee funds

Types of MTW Activities

MTW Operations Notice

“Menu” of activities that HUD has previously reviewed that any MTW Expansion agency may choose from

Landlord Cohort Notice

“Menu” of activities that HUD reviewed that any MTW Expansion agency in the Landlord Incentives Cohort may choose from

Agency-Specific Activities

Activities that the agency designs on its own to address its specific needs

HUD Approvals

- MTW Operations Notice and Landlord Cohort Notice Activities
 - Streamlined approval process
 - All activities in FY 2022-2023 and FY2023-2024 approved
- Agency-Specific Activities
 - Have not received approvals for any of these activities
 - HUD D.C. Committee from all five HUD departments must review
 - Housing/FHA, Ginnie Mae, PIH, CPD, FHEO
 - Have responded to numerous questions from the committee meetings



Approved Activities

Activity Name	Activity Description
2022-01: Payment Standards – FMR (activity 2.b.)	Allows AHA to raise payment standards up to 150% FMR
2022-02: Alternative Reexamination Schedule for Households (activity 3.b.)	Switch MTW-households to triennial reexamination schedule
2022-03: Self-Certification of Assets (activity 3.d.)	Allow households to self-certify assets under \$50,000
2022-04: Vacancy Loss (activity 4.a.)	Provide vacancy loss payments to landlords where unit was previously and is now occupied by HCV participant
2022-05: Other Landlord Incentives (activity 4.c.)	Provide incentives to landlords for HQS inspections, accessible units, and continued or new participation in HCV program
2022-06: Pre-Qualifying Unit Inspections (activity 5.a.)	Allow private landlords to have a unit pre-inspected up to 90 days before move-in date

Approved Activities (continued)

Activity Name	Activity Description
2022-07: Alternative Inspection Schedule (5.d.)	Switch MTW-households to triennial inspection schedule
2022-08: Increase PBV Program Cap (activity 9.a.)	Allows the AHA to increase the amount of PBV units in its overall portfolio up to 50%
2022-09: Increase PBV Project Cap (activity 9.b.)	Allows the AHA to increase the amount of PBV units at one project up to 100%
2022-10: Elimination of PBV Selection Process (activity 9.c.)	Eliminates the need for PBV selection process when the AHA awards PBV units to properties in a single-asset entity of the AHA
2022-11: Front-End Vacancy Loss	Provide vacancy loss payments to landlords where unit is now occupied by HCV participant regardless of previous tenants
2022-15: Alternative Income Exclusions	Exclude income from City of Alameda Guaranteed Basic Income pilot program from income calculations

Activities Waiting For HUD Approval

Activity Name	Activity Description
2022-13: PBV Owner Referrals	Owners could refer eligible families to the AHA for PBV units from their own wait list
2022-14: PBV Right-Sizing	Families who are under-housed under PBV could remain in the unit as long as the unit is not overcrowded
2023-01: Special Circumstance Admissions	Families who need to move due to an approved RA or because of VAWA would be issued a voucher without being placed on the waitlist
2023-02: PBV Contract Rent Increases	All PBV rent increases would be done once a year
2023-03: PBV First Year Moves	PBV families could receive an HCV within 1 year of start of tenancy for RA, under VAWA, or for good cause
2023-05: Flexible Subsidy Standards	PBV families would have some flexibility in subsidy standards

Next Steps

MTW Supplement FY 2024-2025

- Add in VASH, EHV, and Stability Vouchers
- Propose the following MTW Operations Notice activity:
 - Local, Non-traditional Activities (activity 17)
 - Any authorized use of these funds outside of the allowable uses listed in the 1937 Act constitutes a local, non-traditional activity...implement the local, non-traditional activities listed below to provide a rental subsidy to a **third-party entity**...
 - Rental Subsidy Programs
 - Service Provisions
 - Housing Development Programs
- Propose the following Agency-Specific Activities:
 - HAP Contracts signed up to 120 days
 - Initial paperwork good for up to 120 days
 - Utility Allowance to include internet



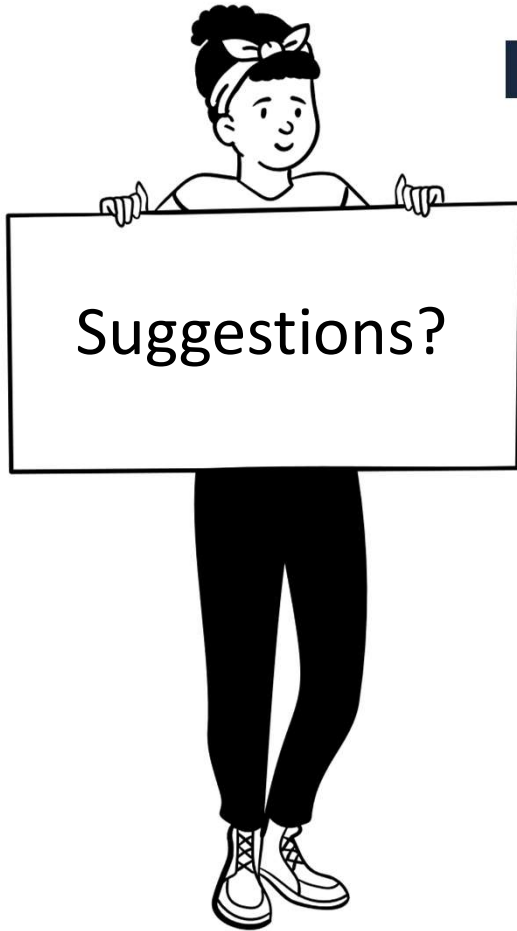
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Board of Commissioners Ideas



No guarantee that activities would be included or approved

Must look at Impact Analysis before submitting activities to HUD for approval

Cost neutral options more acceptable

Staff and participants have had lots of changes in short period i.e. launch of MTW, HOTMA



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**Thank you.
Questions or Comments?**



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To: Honorable Chair and Members of the Board of Commissioners

From: Gregory Kats, Director of Administrative Services

Date: August 23, 2023

Re: Overview and Discussion of upcoming Strategic Planning process.

BACKGROUND

The time has come for the Housing Authority of the City of Alameda (AHA) to initiate its strategic planning process for the upcoming 2023-2028 strategic planning period.

DISCUSSION

Staff asks the Board to review and discuss the attached Strategic Planning Process PowerPoint presentation and to provide feedback and direction regarding the upcoming strategic planning process.

FISCAL IMPACT

There is no fiscal impact from the strategic planning review process itself. However, a consultant will ultimately be recruited to implement this process, which will result in costs to the agency.

CEQA

N/A

RECOMMENDATION

Please review and discuss the attached Strategic Planning Process presentation.

ATTACHMENTS

1. Strategic Plan Presentation

Respectfully submitted,

Greg Kats

Gregory Kats, Director of Administrative Services



Strategic Plan

2019-2023 Strategic Plan Overview & Upcoming Strategic Planning Process



Housing Authority
of the
City of Alameda

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Housing Authority
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City of Alameda

2019-2023 Strategic Plan

AHA's Four Strategic Goals:

- Work with community partners to optimize affordable housing and services for the Alameda community
- Utilize resources efficiently
- Retain and recruit excellent staff
- Prepare financially for future challenges



Working with Community Partners

- AHA will continue to engage stakeholders in discussion of AHA's long-term real estate development strategy, including options for addressing the housing crisis
- Staff will conduct an outreach program with multiple community stakeholders to flesh out the vision for the North Housing site.



Utilize Resources Efficiently

- AHA will continue to make use of technology and consider contracting out some functions to make best use of available resources
- AHA will maintain its high standards in occupancy levels, property condition, energy efficiency and curb appeal
- AHA will analyze the option of applying “Moving to Work” status as a public housing agency



Retain and Recruit Excellent Staff

- AHA will seek to make improvements to staff workspace
- Continue to provide robust training and cross-training for staff
- Foster an environment of appreciation, acknowledgement, and constructive feedback
- AHA will seek to hire from within where appropriate



Prepare Financially for Future Challenges

- Adopt and measure key performance metrics to track financial performance of the authority
- Continue to manage the short-term cash flow needs of the HCV program
- Continue Family Self Sufficiency as long as HUD provides funding



Outcomes from 2019-23 plan

- Reported twice a year to the Board
- Monitoring by the Community Relations Manager
- Next report is due in September
- Overall the goals have been met, but also continue to be relevant to the work AHA is doing today



Developing a New Plan for 2023-2028

New Strategic Initiatives:

- Implement MTW-related programmatic changes
- Roll out new Environmental Plan
- Begin the agency-wide DEI process

2023-2028 Strategic Plan Development Timeline

August 25, 2023

- Proposal Submittal Deadline

September 20-22, 2023

- Tentative Interviews

October 18, 2023

- Board of Commissioners Meeting

October 2023

- Kick off meeting with Senior Staff

November 2023

- Creation of Strategic Planning Committee

December 2023 – April 2024

- Outreach to Community Members, Staff, and Vendors

October 2024

- Final Strategic Plan Approval by Board of Commissioners



Upcoming Strategic Planning Process

Engagement Strategy

- Provide a strategy for engaging with staff and other stakeholders utilizing the previous strategic plan as a starting point to develop updated goals and strategic plan.

Environmental Scan

- Gather information from internal and external stakeholders that cover AHA's current and potential business efforts and initiatives, opportunities and threats.

Evaluative Interim Report

- Provide a summary of the status of the proposed strategic goals and the results of the stakeholder outreach in both a written document and presentation.

Strategic Plan Development and Dissemination

- Develop the final strategic plan document informed by the analysis conducted and the information provided by the stakeholders.

Recommended Priorities for Consideration

- Preserve and expand affordable housing by identifying new and existing funds and services.
- Review key programs to ensure alignment with mission, vision, values and policy priorities of AHA.
- Ensure AHA's ability to respond to the financial needs of constituents caused by unplanned and major disruptions in the economy.
- Build and strengthen interagency and cross-sector partnerships.
- Develop appropriate recruitment and retention strategies.
- Recognize the diverse communities that AHA serves, and the diversity of AHA staff.
- Maximize and leverage partnerships that provide needed programs and services to our diverse population of residents.
- Utilize Moving to Work (MTW) authority to create innovative affordable housing options.

Questions for Commissioners

- What specific priorities would you like considered for the upcoming Strategic Plan?
- Are there specific resources AHA staff should incorporate into the planning process?
- Are there any recommendations on the stakeholders to be included on the strategic planning committee?

