

GOAL 1: WORK WITH COMMUNITY PARTNERS TO OPTIMIZE AFFORDABLE HOUSING AND SERVICES FOR THE ALAMEDA COMMUNITY.

Regarding the North Housing Project, a 12-acre former Naval site, the Housing Authority of the City of Alameda (AHA) has an expected completion date of August 2025 for the first phase. When complete, this project will create 586 new affordable homes. AHA's active project pipeline includes five sites, two of which broke ground in 2024 and are 50% complete. Our projects in construction include over 100 housing units, with 60 units reserved as permanent supportive housing. The first 109 units available across two buildings (Estuary I and Linnet Corner) will be provided to unhoused or formerly unhoused, and/or military veterans, with onsite services and comprehensive case management provided by Building Futures along with the Alameda Point Collaborative at Estuary I and LifeSTEPS at Linnet Corner. We will continue to partner with FPI Management for all leasing and property management services at these sites. In September 2023, the AHA closed permanent financing for Rosefield Village, a site of 92 units of affordable, work force housing (aimed at serving households between 60-80% AMI), and transitioned the property to stabilized operations reaching 100% occupancy. To inform and educate the public, the AHA consistently distributes a quarterly tenant newsletter, development pipeline newsletter, and biennial newsletters for landlords and government officials and holds an annual workshop for landlords. The AHA continues to publicly present to the Alameda City Council and its commissions, and the Board of AUSD, as needed, and holds monthly meetings with AHA landlords about the Landlord portal and quarterly meetings with various local organizations. The Authority has strengthened existing relationships by maintaining and expanding services by offering a landlord portal and redesigning the Authority's website to emphasize the importance of landlord participation. During the 2023-24 fiscal year, AHA distributed \$153,000 worth of financial incentives to AHA's Housing Choice Voucher landlords as part of the landlord cohort under Moving-to-Work (MTW). With the implementation of the landlord incentives, we have successfully brought onboard 41 new City of Alameda private market landlords to provide more affordable housing options to our low-income tenants. Between March and April 2024, an extensive landlord survey was conducted, and feedback was received on how to improve future relations by targeting key areas such as customer service and quick response times. The Authority continues to refer landlords to the city's rental and residential rehabilitation program.

GOAL 2: USE RESOURCES EFFICIENTLY TO OPERATE IN A SUSTAINABLE MANNER.

The Authority continues to utilize, expand, and research automated accounting systems to improve overall performance. One example of this is the implementation of the AHA claim management process which streamlines claims related to incidents from incident reporting to insurance reimbursement. A paperless system for staff to scan and submit invoices for approvals has been fully implemented, and utilization has become standard for new vendors; the journal entry approval process has been automated. These changes have vastly improved efficiencies in disbursement and document retention. Additionally, we continue to step away from physical documents and transfer forms into digital format through Laserfiche, such as encouraging staff to create and submit electronic reimbursement requests and other HR-related forms. We have seen an increase in utilization of AHA's on-line Landlord and Vendor Portals, as well as Yardi's Rent Café portal including an increase in online reporting of income changes between annual recertifications for participants. A recent customer survey produced by the AHA has shown that as many as 64% of all our landlords are utilizing our landlord portal, strengthening our outreach and educational efforts. Furthermore, the AHA gathered input from our landlords in key takeaways and points of improvement to maintain better relationships and communication, such as increasing access to and developing automatic notifications of rent change notices through our landlord portals. The AHA has also launched its Intake Portal for participants and applicants. The AHA continues the use of electronic submissions of Request for Tenancy Approval (RFTA) processing and owner rent increase requests. These systems and the available tracking significantly reduce staff time to process RFTAs and owner rent increases. Property rehabilitation was finished according to the near-term capital improvements plan including the repair of the balconies at Independence Plaza and replacement of the roof at Anne B. Diamant. Data from Capital Needs Assessments, appraisals, and accessibility studies are being utilized to conduct financial feasibility analyses on Independence Plaza, China Clipper, and Esperanza regarding needs and opportunities for renovation. The AHA continues to conduct regular site visits of properties to identify current and potential risks that need to be corrected. The AHA works with a 3rd party management company for all property operations with continued oversight. The Authority received an executed Moving To Work (MTW) Amendment to the Annual Contributions Contract (ACC) dated March 23, 2022, officially designating the Authority as an MTW Agency. The Authority will continue to spend the next few years studying the effects of landlord incentives in the Housing Choice Voucher program on the retention and recruitment of landlords. In 2024, the AHA continues to run a total of 12 approved initial activities, all implemented July 1, 2023, along with an additional 2 activities implemented as of February 2024. We have improved efficiency with the implementation of standardizing all contract rent increases to take effect July 1 as well as allowing for self-certification of assets, thus reducing processing times. Furthermore, revisions to the Annual Plan for FY 2024-2025 included the following: (1) addition of an elderly preference to apply to waitlists, prioritizing the availability of housing to elderly individuals; (2) the creation of a new wait list for Faircloth to RAD properties, (3) combining two grouped family wait lists for the Project-Based Voucher program into one wait list and (4) allowing for payment standard increases to be implemented at every interim as allowed under HOTMA.

GOAL 3: RETAIN AND RECRUIT EXCELLENT STAFF.

The Authority continues its 6- to 12-month training plan process for new employees, with extensive cross training for all staff. Online training continues to be expanded, particularly for new hires, including agency policies and procedures, Yardi software training, and mandatory training such as Fair Housing, Sexual Harassment, cyber training, customer service, and specialized software. The annual Brown Act training continues to be provided in person. In 2024, Staff in the Housing Programs Department received training for customer service, Housing Quality Standards (HQS) inspections and updated training for the Housing Choice Voucher program including eligibility, rent calculation, and continued occupancy. The training for the Housing Choice Voucher program including eligibility, rent calculation, and continued occupancy is offered frequently and was last completed by staff in 2022. In 2023, the AHA also hosted several training courses for staff including, but not limited to, asset management training, a two-day supervisor training in, the Housing Choice Voucher Supervisor and Manager training, a Defensive Driver training course and quarterly procurement trainings. AHA staff also enroll in weekly Nelrod trainings provided through its membership in that organization. The AHA continues to encourage staff to identify opportunities for career development and training as well as participating in other mandatory departmental meetings. Monthly staff meetings are now held in-person and include department reports each month to facilitate broader cross-agency communications, updates on work in progress, and presentations. The Events Committee also plans and facilitates monthly staff events which promote staff interaction and foster job satisfaction. The AHA held a Board Retreat in September 2024 to facilitate discussion and receive feedback and suggestions from the Board of Commissioners regarding the new 5-Year Plan and Strategic Plan. Ongoing compensation studies continue to take place annually to keep in line with competitive salaries including all exempt and non-exempt positions.

except for contract staff such as the Resident Manager and Executive Director positions. The public sector compensation studies were updated in July 2023 for Director and Exempt level positions. Ergonomic assessments are completed for all new hires, typically within two weeks, and for ongoing staff at their request to assess and improve workspaces. During this review period there were several new hires across almost all departments and staff received promotions on either a permanent or acting basis. The AHA is continuing to grow and operates under a budgeted staff of 58 full-time employees with plans to onboard more positions for assistant directors and management analysts in the future, including the development of our Family self-sufficiency program with an FSS coordinator.

GOAL 4: ENSURE FINANCIAL PREPAREDNESS FOR FUTURE CHALLENGES.

The AHA has created dashboards for asset management and property management to review progress and make informed decisions. In addition, AHA utilized Yardi's Asset IQ dashboard (launched in 2022), but have since retired it and are replacing it with Data Connect from Yardi which will allow the same functionality of Asset IQ to monitor the Housing Choice Voucher program metrics along with allowing the AHA to combine financial data from both AHA and FPI for the properties to reduce staff time in preparing property reports. In the meantime, key metrics from property management and the Housing Choice Voucher program are included in the monthly Board of Commissioners packet and available to the public. The AHA has received continued Family Self-Sufficiency (FSS) funding for 2024 and is contracted with a professional social services provider to offer enhanced online services for FSS participants. By the end of March 2024, there were 2 program participant graduates from the FSS program accomplishing a combined total of \$23,000 at the end of their 5 years. Staff are looking to increase program participation and are looking to achieve a goal of 40 participants by October 2024. The AHA continues to provide social services which are available to all participants, applicants, and tenants. These services include Legal Assistance, Housing Counseling, Fair Housing Consultation and Referral Services. The AHA has received 10 Stability Vouchers that it applied for in 2022 and continues to receive funding for Emergency Housing Vouchers and Housing Assistance Payments. The AHA obtained 100% lease-up with its EHV program, but utilization continues to drop due to HUD's prohibition from issuing new EHV after September 2023 as the Stability Voucher program is designed for the same population. In June 2023, the Board authorized the Executive Director to fund the North Housing Master Plan costs of \$4,000,000 with short to midterm use of AHA reserves, agency operating funds, and HUD Moving-To-Work (MTW) fungibility. ICD has also received Reserve Policy permanent loan commitments totaling \$12,938,000 for Estuary I, Estuary II and Linnet Corner. Predevelopment funds up to \$5,500,000 have been approved for the remaining phases of the North Housing Plan. The Authority presented a formal Reserves Policy to the Board of Commissioners in October 2021, with an amendment to the Reserves Policy in May 2022 and again in May 2024. This included an emphasis on sufficient operating and housing assistance payment reserves with preparation for future housing development and deferred maintenance of the existing real estate portfolio, while leveraging other sources of funds to further the Authority's mission.

GOAL 5: MAINTAIN AND IMPROVE DATA INTEGRITY AND COLLECTION.

The AHA continues to review and update systems to ensure that it stays current with industry practices and up-to-date on system security. After rising concerns about ChatGPT, the AHA IT Governance Committee discussed the issue and in July 2023 the AHA prohibited the use of AI technologies, including accessing websites like ChatGPT or similar platforms, and preventing the entry of AHA data into AI systems. This policy will protect sensitive data and PII, maintain the integrity of proprietary and internal information, and ensure compliance with data protection regulations. Staff continue to update and expand standard operating procedures for AHA's IT-related operations, including new SOPs for creating recurring work orders in Yardi, processing IT support tickets, and other reoccurring functions. In 2021, the Authority implemented a comprehensive cyber awareness program consisting of integrated software solutions to combat attacks and provide annual staff training to increase awareness of cyber-attacks. In 2023, AHA expanded the use of Multi-Factor Authentication (MFA) for its systems. The AHA continues to expand and optimize its paperless and mobile integration, including online forms, automated communications, and online capability to complete regular recertifications, interim recertifications, and the intake process. The AHA contracted with several online platforms to transition into a paperless system with the implementation of Laserfiche forms, Civic Clerk to manage online Board of Commissioners agendas, moving vendors and landlords toward Electronic Funds Transfers (EFTs), and the purchasing of equipment to further allow for hybrid meetings. We have expanded our use of online platforms this past year with the inclusion of Bonfire (procurement), MyCase (legal cases), Happy Co (site inspections), and Papercut (printer management system). Additionally, on Yardi, we are currently implementing three (3) new modules: Inspection IQ, RentGrow income and asset verification, and Data Connect. The HR department is looking for a new HRIS software system as the one selected previously did not meet promised performance. Once selected, HR will begin implementing the software starting with automating onboarding processes and facilitating tracking of required documentation for new and existing employees. In the interim, HR has been utilizing the Laserfiche FORMS system to collect required documents and has expanded the onboarding program in the Aspire platform.

GOAL 6: IMPROVE THE QUALITY OF LIFE OF RESIDENTS WHILE MAINTAINING EFFICIENT AND EFFECTIVE OPERATIONS OF HOUSING AUTHORITY UNITS.

The Authority launched the Ombudsman program in 2021, which is a solution-oriented community resource available to all Authority tenants, program participants, landlords, and other community organizations that represent Authority tenants or clients. This program reinforces our existing educational materials and continues to provide resident supportive services for all tenants and participants in the programs operated by the Housing Programs Department. The AHA's nonprofit arts partner, Drawbridge, and City of Alameda Recreation and Parks Department Mobile Recreation Program have weekly activities for children living at all AHA properties and the Alameda Food Bank continues to provide food at these activities. Alameda Food Bank provides food and LifeSTEPS manages food distribution to AHA properties twice a month at two different properties. LifeSTEPS continues to conduct in-person meetings with residents to provide aid and link families to financial and social service agencies. The Boys and Girls Club partnership continues to allow access to the program to minors in AHA's units and programs. In the beginning of 2023, the AHA reinstated our in-person Rent Café Workshops to assist with the online recertification and interim portal. The AHA also provides letters explaining available supportive services for those facing eviction and has quarterly social services meetings for all participants. The AHA has also done outreach, including social media blasts, for the City of Alameda's Guaranteed Basic Income Pilot Program and worked with LifeSTEPS to help participants apply for the program. We are looking to further collaborate with pilot Guaranteed Basic Income programs to be implemented by the County of Alameda. Educational materials on Fair Housing laws and reasonable accommodation under the Americans with Disabilities Act is provided at briefings, terminations, and at various points of contact with applicants and participants. In 2021, we launched an online Reasonable Accommodations Request form and continue to provide fair housing information through newsletters. The Language Access Plan (LAP) update was completed, and outreach continues to be conducted in all languages listed in the updated LAP. In June

2024, AHA partnered with Alameda Municipal Power (AMP) to help program participants living in AHA-owned properties auto-enroll in the Energy Assistance Program, resulting in monthly savings for these households.

GOAL 7: EXPAND HOUSING CHOICE THROUGHOUT THE CITY OF ALAMEDA.

The board and staff continue to review options for expanding the Authority's portfolio of affordable housing units. In April 2023, the Pulte Homes townhomes were fully purchased. In addition, the AHA stepped in to avoid foreclosure on a moderate-income inclusionary unit, taking ownership so that this home would retain the affordability restrictions. The Housing Development Department continues to work on Estuary I, Estuary II, and Linnet Corner (collectively referred to as the North Housing Project). Estuary I will open in 2025 and will provide 45 units of permanent supportive housing for formerly homeless individuals (including an AHAP of 40 PBVs). Linnet Corner will also open in 2025 and will provide 64 affordable units of which 16 units will be for homeless veterans (including an AHAP of 40 PBVs). AHA is still securing funding for Estuary II which will provide 46 units of permanent supportive housing for formerly homeless individuals (selected for an award of 40 PBVs). Rosefield achieved 100% lease up of its tax credit units (89 units, including 23 project-based voucher units) as of October 31, 2022. Permanent Loan Conversion for Rosefield Village occurred in September 2023. In March 2023, 200 applicants were selected from the Housing Choice Voucher (HCV) waitlist and to date AHA staff have issued 71 vouchers. In March 2023, there was a ceremonial signing event at Rica Vista Apartments which preserves the affordability of up to 132 units at Rica Vista Apartments for the next 55 years which was a collaborative effort between the AHA, the City of Alameda, and Lincoln Avenue Capital. On June 5, 2023, the AHA was notified it was receiving an allocation of ten (10) Stability Vouchers (SV) effective July 1, 2023. Early in 2024, AHA partnered with the Housing Authority of the County of Alameda (HACA), the Oakland Housing Authority (OHA), and the Department of Veteran Affairs, to get HUD approval to successfully reallocate 36 VASH (Veteran Affairs Supportive Housing) (VASH) vouchers to the AHA. In 2021, the Authority was awarded fifty-seven (57) Emergency Housing Vouchers (EHV) from HUD, 52 of which remain utilized due to the sunset of the program. The Housing Authority of the City of Alameda (AHA) has implemented a Faircloth to RAD (Rental Assistance Demonstration) conversion to utilize all its 120-unit Faircloth limit at Independence Plaza, aiming to lease up fully in 2025. Conversions of these units are set to begin December 2024 pending HUD approval of the Public Housing and RAD closing documents. Additionally, the AHA is also collaborating with the HUD Field Office and other Public Housing Authorities within the State of California to explore options to assume more Faircloth Authority or partner with those PHAs to develop their Faircloth Authority. In October 2023, two Agreements to Enter into Housing Assistance Payments (AHAP) Contracts were signed for Estuary I and Linnet Corner. In 2022 the Authority signed two Housing Assistance Payments (HAP) contracts for 40 units (23 at Rosefield Village and 17 at Eden Housing's Family site, The Starling). The Authority also completed two Request for Proposals resulting in the selection of an additional 160 units under the Project-Based Voucher program. During 2021, Housing Assistance Payments Contracts were signed on 50 new Project-Based Voucher (PBV) units including 25 under the Veteran Affairs Supportive Housing (VASH) program. The Authority plans to open several waitlists by end of year 2024 with opportunities to apply online and in-person through our main offices and partnering locations with LifeSTEPS and other community organizations.