



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

701 Atlantic Avenue • Alameda, California 94501-2161

AGENDA

DATE & TIME

REGULAR MEETING OF THE BOARD OF DIRECTORS

Wednesday, September 16, 2026 - 7:01 PM

LOCATION

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

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

To Attend In-Person -

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

Join Zoom Meeting

<https://us06web.zoom.us/j/85229497654?pwd=ERF4c2daq8Agm7t8SwqaXfix0iHEve.1>

Meeting ID: 852 2949 7654

Passcode: 141405

Persons wishing to address the Board of Directors 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 Directors meeting
- Call and leave a message at (510) 871-7435.

When addressing the Board, on agenda items or business introduced by Directors, 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 Alameda Affordable Housing Corporation Board of Directors, please contact (510) 747-4325 (voice), TTY/TRS: 711, or jpolar@alamedahsg.org. Notification 48 hours prior to the meeting will enable the Alameda Affordable Housing Corporation Board of Directors to make reasonable arrangements to ensure accessibility or language assistance.

PLEDGE OF ALLEGIANCE

1. **ROLL CALL** - Board of Directors
2. **REMOTE PARTICIPATION PURSUANT TO RALPH M. BROWN ACT (Government**



Code Section 54950 et seq.) ("Brown Act") : The Chair will identify whether any Commissioners are attending the meeting via teleconference pursuant to the Brown Act.

3. DIRECTOR RECUSALS

4. Motion to Accept the Order of the Board of Directors Agenda for the September 16, 2026 Meeting.

5. Public Comment (Closed Session Items(s))

6. Closed Session - 6:01 p.m. - Adjournment to Closed Session to Consider:

6.A. **Conference with Legal Counsel – Existing Litigation**

Pursuant to Government Code Sections 54954.5(c), 54956.9(d)(1)

Name of Case: Abdullah Alocozy v. Housing Authority of the City of Alameda, et al.
Case Number: 26CV174284

Alameda Affordable Housing Corporation and Island City Development and affiliates are named as Real Parties in Interest in this Litigation.

7. Adjournment of Closed Session

8. RECONVENE REGULAR MEETING

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

10. CONSENT CALENDER

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 Directors or a member of the public.

- 10.A. Ratify a Resolution to Authorize the Executive Director to Negotiate and Execute a Property Management Agreement between the Housing Authority of the City of Alameda, for **Independence Plaza**, and National Community Renaissance of California (HavenCORE) for Property Management Services with a not to exceed amount of \$335,000 for the first year, and to Authorize the Executive Director to Negotiate and Execute the Management Transition Addendum between the Housing Authority of the City of Alameda, for **Independence Plaza**, and National Community Renaissance of California (HavenCORE) with a not to exceed amount of \$39,060, subject to review and approval as to form by General Counsel.
- 10.B. Adopt a Resolution to Authorize the Executive Director to Negotiate and Execute a Property Management Agreement between the Alameda Affordable Housing Corporation, for **AAHC Scattered Sites**, and National Community Renaissance of California (HavenCORE) for Property Management Services with a not to exceed amount of \$37,000 for the first year, and to Authorize the Executive Director to Negotiate and Execute the Management Transition Addendum between the Alameda Affordable Housing Corporation, for **AAHC Scattered Sites**, and National Community Renaissance of California (HavenCORE) with a not to exceed amount of \$5,670, subject to review and approval as to form by General Counsel.
- 10.C. Adopt a Resolution to Authorize the Executive Director to Negotiate and Execute a Property Management Agreement between the Alameda Affordable Housing Corporation, for **China Clipper Plaza**, and National Community Renaissance of California (HavenCORE) for Property Management Services with a not to exceed



amount of \$34,000 for the first year, and to Authorize the Executive Director to Negotiate and Execute the Management Transition Addendum between the Alameda Affordable Housing Corporation, for **China Clipper Plaza**, and National Community Renaissance of California (HavenCORE) with a not to exceed amount of \$5,460, subject to review and approval as to form by General Counsel.

- 10.D. Adopt a Resolution to Authorize the Executive Director to Negotiate and Execute a Property Management Agreement between the Alameda Affordable Housing Corporation, for **Eagle Village**, and National Community Renaissance of California (HavenCORE) for Property Management Services with a not to exceed amount of \$45,000 for the first year, and to Authorize the Executive Director to Negotiate and Execute the Management Transition Addendum between the Alameda Affordable Housing Corporation, for **Eagle Village**, and National Community Renaissance of California (HavenCORE) with a not to exceed amount of \$7,560, subject to review and approval as to form by General Counsel.
- 10.E. Adopt a Resolution to Authorize the Executive Director to Negotiate and Execute a Property Management Agreement between the Alameda Affordable Housing Corporation, for **Esperanza Apartments**, and National Community Renaissance of California (HavenCORE) for Property Management Services with a not to exceed amount of \$225,000 for the first year, and to Authorize the Executive Director to Negotiate and Execute the Management Transition Addendum between the Alameda Affordable Housing Corporation, for **Esperanza Apartments**, and National Community Renaissance of California (HavenCORE) with a not to exceed amount of \$25,200, subject to review and approval as to form by General Counsel
- 10.F. Adopt a Resolution to Authorize the Executive Director to Negotiate and Execute a Property Management Agreement between the Alameda Affordable Housing Corporation, for **Anne B. Diamant Plaza**, and National Community Renaissance of California (HavenCORE) for Property Management Services with a not to exceed amount of \$85,000 for the first year, and to Authorize the Executive Director to Negotiate and Execute the Management Transition Addendum between the Alameda Affordable Housing Corporation, for **Anne B. Diamant Plaza**, and National Community Renaissance of California (HavenCORE) with a not to exceed amount of \$13,650, subject to review and approval as to form by General Counsel.
- 10.G. Adopt a Resolution to Authorize the Executive Director to Negotiate and Execute a Property Management Agreement between the Alameda Affordable Housing Corporation, for **Parrot Village**, and National Community Renaissance of California (HavenCORE) for Property Management Services with a not to exceed amount of \$90,000 for the first year, and to Authorize the Executive Director to Negotiate and Execute the Management Transition Addendum between the Alameda Affordable Housing Corporation, for **Parrot Village**, and National Community Renaissance of California with a not to exceed amount of \$10,500, subject to review and approval as to form by General Counsel.
- 11. AGENDA
- 11.A. Accept the Housing Authority of the City of Alameda (AHA) Board of Commissioner's Election Results for the Ex-Officio President and Ex-Officio Vice President of the Board of Directors, respectively, for Calendar Year 2026-2027, Pursuant to the Alameda Affordable Housing Corporation (AAHC) Bylaws.
- 12. ORAL COMMUNICATIONS, Non-Agenda (Public Comment)



13. WRITTEN COMMUNICATIONS
14. EXECUTIVE DIRECTOR'S COMMUNICATIONS
15. DIRECTORS COMMUNICATIONS, (Communications from the Directors)
16. ADJOURNMENT OF REGULAR MEETING

* * * Note * * *

Documents related to this agenda are available for public inspection and copying at the Alameda Affordable Housing Corporation office, 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 Directors exists to conduct the business of its constituents. Deliberations are conducted before the people and are open for the people's review, subject to limited statutory exceptions.

In order to assist the Alameda Affordable Housing Corporation'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 Alameda Affordable Housing Corporation accommodate these individuals.





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701 Atlantic Avenue • Alameda, California 94501-2161

To: Board of Directors
From: Cesar Hidalgo, Management Fellow

Prepared By: Cesar Hidalgo, Management Fellow

Date: September 16, 2026

Re: Ratify a Resolution to Authorize the Executive Director to Negotiate and Execute a Property Management Agreement between the Housing Authority of the City of Alameda, for **Independence Plaza**, and National Community Renaissance of California (HavenCORE) for Property Management Services with a not to exceed amount of \$335,000 for the first year, and to Authorize the Executive Director to Negotiate and Execute the Management Transition Addendum between the Housing Authority of the City of Alameda, for **Independence Plaza**, and National Community Renaissance of California (HavenCORE) with a not to exceed amount of \$39,060, subject to review and approval as to form by General Counsel.
10.A.

BACKGROUND

The property management agreement with Asset Living (formerly known as FPI Management, Inc.) to manage Independence Plaza is set to expire on December 31, 2026. In anticipation of the contract expiration and to support the Agency's operational goals, the Housing Authority of City of Alameda (AHA) and its affiliated entities, including Alameda Affordable Housing Corporation (AAHC) and Island City Development (ICD), issued a Request for Qualifications (RFQ) for third party property management service providers on April 2, 2026. AHA requested qualifications from experienced and licensed firms to provide property management services for some or all properties in the AHA, AAHC, and ICD portfolios. The RFQ was issued through AHA's procurement portal (Euna), which notified 180 vendors of the opportunity. The following ten vendors submitted a proposal:

1. Abode Property Management
2. Aje Scott Advisor Group LLC
3. Asset Living
4. Bell Properties, Inc.
5. EBMC Real Estate and Property Management



6. Fairstead
7. Lindquist, von Husen & Joyce LLP
8. National Community Renaissance of California (HavenCORE)
9. Visionary Property Management Group
10. WSH Management

Firms Lindquist, von Husen & Joyce LLP and Aje Scott Advisor Group LLC provided qualifications for third party property management financial services only, which may be reviewed at a later time.

Following an initial review for responsiveness and qualifications, eight firms were invited to in-person interviews with AHA's evaluation committee on May 18, 2026, through May 20, 2026.

AHA has elected to negotiate with National Community Renaissance of California (HavenCORE) for property management services and is seeking authorization to execute a contract with HavenCORE, subject to review and approval by any applicable lenders, investors, or insurance providers, and as to form by AHA's General Counsel. The proposed contract terms shall include (i) a one-year term, with four one-year extension options, and a total term not to exceed five years if all options are exercised; (ii) an effective date of November 1, 2026, or later; and (iii) a not to exceed amount of \$335,000 for the first year to include the Base Management Fee of 3.5%, compliance fee of \$10 per unit per month, and accounting fee of \$5 per unit per month.

DISCUSSION

Following the in-person interviews and proposal reviews, the evaluation committee recommended that AHA award the property management portfolio between the top two ranked proposers. To facilitate the transition planning, the two proposed firms executed Non-Disclosure Agreements (NDAs) with AHA. In June 2026, AHA staff informed the AHA Board of Commissioners and the Alameda Affordable Housing Corporation (AAHC) Board of Directors of the RFQ status and the proposed direction. Staff now propose to award the Independence Plaza (owned by AHA) third party property management services to the top Proposer: National Community Renaissance of California (HavenCORE).

HavenCORE is a nonprofit developer and manager of affordable housing with a diverse portfolio of over 14,000 units. HavenCORE provided the evaluation committee with insight regarding HavenCORE's resident-centric approach and their dedication and commitment to exceeding the needs of residents by providing resources, timely responses, and community events. The committee was also impressed by the firm's legal compliance expertise. HavenCORE's team includes experts in landlord and tenant law and fair housing regulation. The team follows strict adherence to pertinent regulations, minimizing legal risks and protecting the rights of both tenants and property owners.

Upon approval, AHA staff will coordinate transition planning, including operational assessment and staffing coordination. HavenCORE worked diligently with staff to draft the Property Management Agreement (PMA) and the Management Transition Addendum.

Although the portfolio's current property management agreements with Asset Living remain in



effect through December 31, 2026, the Housing Authority anticipates initiating a phased transition prior to the contracts' expiration dates. There may temporarily be overlap in operational and transitional related expenses during this period. Under their current contracts, Asset Living has a responsibility to transition the properties to the incoming property management company by the end of Asset Living's contracts' terminations. To initiate a staggered approach of property management transition, the Housing Authority proposes to enter into an agreement with HavenCORE to take over property management of Independence Plaza on November 1, 2026, or later. Staff will be supporting best practices for the transition of property management and will ensure that tenant selection, admission, unit inspection, rent determination, utility allowance, maintenance, and lease enforcement is administered appropriately by HavenCORE. The transition of service and the execution of the Property Management Agreement (PMA) is subject to approval by the property's lender and investor (if applicable), as well as other funders and stakeholders.

FISCAL IMPACT

HavenCORE's Base Management fee includes 3.5% of total collections. Independence Plaza has 186 total units and approximate annual collections of \$7,403,923 (mainly tenant rent and Housing Assistance Payments). The firm also proposes a mandatory add-on compliance fee of \$10 per unit per month, which covers regulatory compliance oversight, and an accounting fee of \$5 per unit per month to cover property-level accounting services. The approximate fee for the first year is expected to be \$33,480 for compliance and accounting fees. The total annual first year cost is expected to be \$335,000.

During the Transition Period, 60 to 90 days prior to the Property Management Commencement Date, HavenCORE will charge a fee of \$70 per unit per month (approx. \$39,060 for this property) for each community. HavenCORE has also provided proposed front-line costs for staffing and administrative management costs, which are included in Attachment B – HavenCORE Fee Proposal. Due to the anticipated phased transition process between the property management companies, it is expected that there will be overlapping costs associated with onboarding, coordination, data migration and training, in addition to accounting adjustments close out actions. Any transitional related expenses will be managed within approved budget appropriations.

CEQA

Not applicable.

RECOMMENDATION

Ratify a Resolution to Authorize the Executive Director to Negotiate and Execute a Property Management Agreement between the Housing Authority of the City of Alameda, for **Independence Plaza**, and National Community Renaissance of California (HavenCORE) for Property Management Services with a not to exceed amount of \$335,000 for the first year, and to Authorize the Executive Director to Negotiate and Execute the Management Transition Addendum between the Housing Authority of the City of Alameda, for **Independence Plaza**, and National Community Renaissance of California (HavenCORE) with a not to exceed amount of \$39,060, subject to review and approval as to form by General Counsel.

ATTACHMENTS

1. Attachment A HavenCORE Qualifications



September 16, 2026

2. Attachment B HavenCORE Fee Proposal
3. Property Management Resolution - Independence Plaza

Respectfully submitted,

Cesar Hidalgo

Cesar Hidalgo, Management Fellow

PREPARED FOR:

**Alameda Housing Authority
Third Party Property Management
Request for Qualifications (RFQ)**



April 24, 2026



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Additional Information



Letter of Interest

April 24, 2026

Housing Authority of the City of Alameda
701 Atlantic Avenue, Alameda, California 94501

**Subject: Alameda Housing Authority Third Party Property
Management Request for Qualifications (RFQ)**

I am writing to express National Community Renaissance's keen interest in responding to the Request for Qualifications (RFQ) for property management services. With our extensive qualifications and proven track record, we believe that National CORE is well-equipped to meet and exceed the expectations outlined in the RFQ.

National CORE stands as one of the nation's largest nonprofit developers and managers of affordable rental housing. Recognized as a "best in class" provider of property management services, we offer a comprehensive range of in-house capabilities tailored to effectively manage the complexities inherent in affordable multifamily housing. We firmly believe that where you live matters, and at National CORE, we prioritize both people and place.

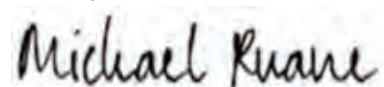
Our commitment to excellence is evidenced by our management of over 14,000 affordable and market-rate rental units across 200 developments nationwide, in collaboration with private and public entities. With more than 30 years of industry experience, we have honed a fully integrated approach that encompasses expertise in human resources, finance, asset management, compliance, risk management, energy and sustainability, relocation and capital improvements.

At National CORE, we understand that high-quality management and a long-term focus are instrumental in preserving the integrity of our communities and fostering environments where residents can take pride in calling home. We are dedicated to delivering exceptional service that aligns with the unique needs of each property and its residents, ensuring a positive and sustainable living experience for all.

Considering our commitment to excellence and our proven ability to deliver results, we are confident that National CORE is well-positioned to fulfill the requirements outlined in the RFQ. We look forward to the opportunity to collaborate with The Housing Authority of the City of Alameda and contribute to the success of your property management initiatives.

Thank you for considering National CORE for this partnership opportunity. Should you require any further information or clarification, please do not hesitate to contact me at (909) 204-3451 or mruane@nationalcore.org

Sincerely,



Michael Ruane
President
National Community Renaissance



Organizational and Personnel Background

Organizational and Personnel Background

National Community Renaissance (National CORE) is a prominent nonprofit organization committed to developing, acquiring, and managing affordable housing properties. With a mission centered around transforming lives and communities through high-quality affordable housing, National CORE has established itself as a leader in the field, driven by a passion for social impact and sustainable community development.

QUALIFICATIONS:

1. **Extensive Experience:** National CORE draws from decades of hands-on experience in developing, acquiring, and managing affordable housing properties. This extensive background equips the organization with invaluable insights and expertise, enabling it to navigate the intricate landscape of affordable housing development effectively.
2. **Proven Track Record:** National CORE's track record speaks volumes about its proficiency and efficacy in delivering tangible results. With more than 14,000 units developed and managed across various states, the organization has demonstrated its ability to transform communities, uplift residents, and catalyze positive change on a significant scale.
3. **Collaborative Partnerships:** National CORE recognizes the pivotal role of partnerships in driving meaningful impact. By forging strategic alliances with government agencies, financial institutions, philanthropic entities, and community stakeholders, the organization amplifies its reach, resources, and capabilities, fostering a collaborative ecosystem conducive to sustainable community development.
4. **Financial Stability:** National CORE's financial stability forms a cornerstone of its operational prowess. Equipped with a robust financial foundation and access to diverse funding sources, including public subsidies, tax credits, grants, and private investments, the organization possesses the agility and resources necessary to embark on ambitious projects and surmount financial challenges effectively.
5. **Commitment to Innovation:** National CORE remains at the vanguard of innovation, continuously exploring and implementing cutting-edge approaches, technologies, and best practices to enhance the affordability, sustainability, and livability of its housing developments. By embracing innovation, the organization drives efficiency, optimizes resource utilization, and delivers superior outcomes for residents and communities.
6. **Regulatory Compliance:** National CORE upholds the highest standards of regulatory compliance, ensuring adherence to all applicable laws, regulations, codes, and industry standards governing affordable housing development. By prioritizing compliance, the organization safeguards the rights, safety, and well-being of residents while maintaining the integrity and credibility of its operations.
7. **Award-Winning Portfolio:** National CORE's portfolio stands as a testament to its unwavering commitment to excellence. With numerous awards and accolades garnered for its outstanding achievements in design, construction,

sustainability, and community impact, the organization's projects exemplify innovation, quality, and social responsibility, setting a benchmark for industry peers.

MAJOR ORGANIZATIONAL STRENGTHS:

1. **Mission-Driven Culture:** At the heart of National CORE lies a mission-driven culture that inspires and empowers its team members to effect positive change. Fueled by a shared commitment to the organization's overarching mission of transforming lives and communities through affordable housing, employees channel their passion, dedication, and expertise towards realizing this noble vision.
2. **Expertise in Affordable Housing:** National CORE's multidisciplinary team comprises seasoned professionals with specialized expertise in every facet of affordable housing development, from site selection and financial structuring to design, construction, property management, and resident services. This collective knowledge and proficiency empower the organization to execute projects with precision, efficiency, and excellence.
3. **Community Engagement:** National CORE recognizes the intrinsic value of community engagement as a catalyst for inclusive, sustainable development. By actively engaging with local residents, community leaders, advocacy groups, and other stakeholders, the organization fosters meaningful dialogue, builds trust, and solicits valuable insights to inform its decision-making processes and ensure alignment with community needs and aspirations.
4. **Sustainable Practices:** Sustainability lies at the core of National CORE's ethos, permeating every aspect of its operations. From incorporating energy-efficient design features and sustainable building materials to implementing renewable energy solutions and green infrastructure, the organization prioritizes environmental stewardship, resource conservation, and long-term sustainability in its housing developments, thereby minimizing ecological footprint and operating costs while enhancing resident comfort and well-being.
5. **Commitment to Social Equity:** National CORE remains steadfast in its commitment to advancing social equity and fostering inclusive communities where individuals of all backgrounds and circumstances have access to safe, affordable housing and opportunities for upward mobility. By proactively addressing issues of housing inequality, economic disparity, and systemic injustice, the organization seeks to create a more just, equitable society where every individual can thrive and fulfill their potential.
6. **Transparent Governance:** National CORE upholds principles of transparency, accountability, and ethical governance across all facets of its operations. Through robust governance structures, policies, and practices, the organization ensures integrity, fairness, and compliance with legal and ethical standards, fostering trust and confidence among stakeholders and safeguarding the interests of residents, investors, and partners alike.
7. **Capacity for Growth:** National CORE's expansive capacity for growth positions it as a dynamic force for positive change in the affordable housing landscape. Armed with a diverse portfolio of projects, a skilled workforce, and a proven track

record of success, the organization possesses the agility, resources, and strategic foresight to pursue ambitious growth initiatives, expand its footprint, and amplify its impact on communities nationwide.

In essence, National Community Renaissance (National CORE) stands as a paragon of excellence and innovation in the affordable housing sector, driven by a steadfast commitment to social impact, sustainability, and community empowerment. With its unparalleled qualifications, major organizational strengths, and unwavering dedication to its mission, National CORE continues to redefine the boundaries of possibility, transforming lives and communities for the better, one affordable housing development at a time.

INTEGRATED TEAM OF PROFESSIONALS

ACCOUNTING

Our Accounting Team watches over the financial solvency of our properties in order to maximize income, minimize bad debt, and maximize cash distribution to owners.

- Financial and operations auditing
- Financial reporting
- Cost containment analyses
- Strategic planning and benchmarking
- Yardi Voyager, web-based property management software and asset management solutions

ASSET MANAGEMENT

Comprehensive asset management planning, financial reviews, onsite physical and staff evaluations, debt restructuring/re-syndication, review of agency requirements and documentation plus constant communication.

- Responsible for the preservation of the physical assets
- Submit monthly, quarterly, semi-annual and annual reports
- Supervise disbursements
- Develop property watch list for under-performing properties

CAPITAL IMPROVEMENTS

Preserves the integrity of the physical platform while introducing modern touches to keep the property current and efficient.

- Interior and exterior maintenance
- Skilled maintenance staff
- Cost containment analyses
- HandyTrac Key Management System
- Focus on leasing units with minimal turn time, maximizing economic occupancy

COMPLIANCE

Maintains a service-oriented approach designed to assist owners and agents in complying with the many complex federal and state housing regulations.

- Full regulatory compliance
- Compliance certification and recertification
- Measure and evaluate site level staff
- Monitor file turnaround times
- Identify training opportunities
- Custom compliance property checklist based on the funding sources and specific compliance requirements
- Compliance monitoring audits

ENERGY AND SUSTAINABILITY

"Doing Our Part" to develop sustainable communities and implement conservation programs that maintain the health and stability of our communities.

- Turf removal and smart irrigation
- Installation of high efficiency toilets, shower heads and flow restrictors
- Installation of high efficiency front load washers
- Installation of demand control devices
- Installation of Wi-Fi controlled thermostats
- LED lighting upgrades
- Utility data tracking with WegoWise

HUMAN RESOURCES

We offer a full service HR team to provide employee relations and operational support.

- Recruitment, hiring and retention
- Compensation and benefits
- Payroll and HR systems
- Employee relations
- Performance management
- Training and development
- Safety management

PROPERTY MANAGEMENT

Experts in resident service programs, facilities management, maintenance, leasing, and compliance with affordable housing regulations allows owners and agents to place their trust in our services and achieve the highest level of resident satisfaction.

- Planning and budgeting
- Market evaluation
- Advertising, marketing and lease-up
- Resident screening
- Lease renewal negotiations
- Rent and maintenance collection
- Supervision of personnel
- Owner/resident relations
- Residential relocation

RISK MANAGEMENT

Identifies, assesses and controls threats to capital and earnings.

- Oversees contract negotiations
- Conducts vendor and contract screenings
- Mitigates safety and environmental issues
- Annual property inspections



Experience

Experience



National CORE is one of the nation's largest nonprofit developers and managers of affordable rental housing. As a "best in class" provider of property management services, National CORE offers an array of in-house capabilities to navigate the complexities of managing affordable multifamily housing.

BECAUSE WHERE YOU LIVE MATTERS

At National CORE, we believe that people and place matter. High-quality management and a long-term focus are keys to preserving the integrity of our communities and creating a place residents are proud to call home.

Here's a deeper exploration of our key strategies and strengths:

1. **Resident-Centric Approach:** National CORE's dedicated staff is deeply committed to exceeding the needs of residents. They prioritize tenant satisfaction by offering responsive maintenance services, organizing community events, and providing resources to support residents' well-being. By fostering a sense of community and actively listening to residents' concerns, they create a positive living environment for all.
2. **Performance Optimization:** National CORE is committed to maximizing rents and overall property performance. Through monthly operational reviews, they closely monitor financial metrics, occupancy rates, and maintenance costs to identify areas for improvement and implement strategic adjustments. This proactive approach ensures that properties operate at their fullest potential while maintaining affordability for residents.
3. **Stakeholder Engagement:** Regular communication with all stakeholders, including residents, local governments, investors, and community organizations, is a cornerstone of National CORE's property management strategy. By fostering transparent and open dialogue, they build trust and collaboration, enabling effective problem-solving and alignment of goals.
4. **Legal Compliance Expertise:** National CORE's team comprises experts in landlord/tenant laws and fair housing regulations. They stay abreast of the latest legal developments and ensure strict adherence to all relevant regulations, minimizing legal risks and protecting the rights of both tenants and property owners.
5. **Owner's Perspective:** With ownership of over 100 properties, National CORE understands the intricacies of property management from an owner's perspective. They prioritize long-term asset preservation and value enhancement, employing sound financial management practices and strategic decision-making to optimize returns on investment.
6. **Innovative Solutions:** National CORE continuously seeks innovative solutions to enhance property management efficiency and effectiveness. Whether through the implementation of advanced technology systems, sustainable practices, or community development initiatives, they remain at the forefront of industry best practices to deliver exceptional results.
7. **Commitment to Continuous Improvement:** National CORE's commitment to excellence extends to ongoing learning and improvement. They invest in staff training and development, leverage feedback mechanisms, and conduct regular performance evaluations to identify areas for enhancement and ensure continuous growth and success.

EXPERIENCE WITH SERVING AS A PROVIDER OF PROPERTY MANAGEMENT SERVICES

National Community Renaissance stands as a beacon of excellence in the realm of property management, a trusted steward for esteemed entities like City of Rosemead, LINC Housing, HACLA, LAHSA, Rancho Mirage Housing Authority, Palm Desert Housing Authority and the Episcopal Communities & Services. With unwavering dedication and a commitment to excellence, National CORE manages a diverse portfolio of over 14,000 units.

National CORE's partnership with its clients underscores its reputation as a trusted ally in the realm of property management. By leveraging its expertise and innovative approach, National CORE consistently delivers exceptional results, maximizing property value and enhancing the overall community experience.

In every interaction and endeavor, National CORE embodies professionalism, integrity, and a genuine passion for creating spaces where individuals and families can flourish. Through its unwavering commitment to excellence, National CORE sets the gold standard for third-party property management, earning the admiration and trust of clients and residents alike.



The specific individual assigned to work with The Housing Authority of the City of Alameda from National Community Renaissance (National CORE) would be Courtney Richard, Senior Vice President of Property Management.

Courtney Richard has been an integral part of the National CORE team since 2012, bringing with her extensive experience in property

management dating back to 2009. In her role, Courtney oversees the operations and management of National CORE's extensive portfolio of 100+ affordable housing communities and leads a team of more than 300 professionals.

Courtney's responsibilities include setting strategic goals for National CORE's largest division to address the evolving needs of the organization's expanding portfolio and new business ventures. Notably, in 2012, Courtney played a pivotal role in establishing in-house relocation services, a move that has proven to be highly successful for National CORE, generating additional revenue streams through third-party services while ensuring minimal resident hardship and compliance with regulatory requirements.

Recognized for her outstanding contributions, Courtney has received accolades from industry organizations such as the Southern California Association on Nonprofit Housing (SCANPH) and Affordable Housing Finance. She holds several certifications, including RAD Project-Based Voucher, Rental Assistance Certification, and Tax Credit Specialist. Courtney earned her Bachelor of Science in Business Administration from Cal State San Bernardino.

To maximize net income at the properties it manages, National CORE's Senior VP of Property Management conducts:

- Detailed budget development and review processes
- Monthly financial reviews with regional managers
- Quarterly in-depth reviews with CFO, controller, asset managers, and regional managers
- Ongoing monitoring and analysis by financial analyst to maximize property performance

As the Senior Vice President of Property Management, Courtney Richard would be the key liaison between National CORE and the Housing Authority of the City of Alameda, leveraging her expertise and leadership to ensure successful collaboration and the fulfillment of shared objectives.

OTHER KEY STAFF MEMBERS

In addition to Courtney Richard, the Senior Vice President of Property Management, several other individuals from National Community Renaissance (National CORE) would be involved on the property management level in collaboration with the Housing Authority of the City of Alameda. These individuals play critical roles in ensuring the effective management and operation of National CORE's affordable housing communities. They include:

1. **VP of Maintenance and Capital Improvements:** Responsible for overseeing maintenance operations and capital improvement projects across National CORE's properties, ensuring that they are well-maintained and meet quality standards.

2. **Director of Capital Improvements:** Leads the planning and execution of capital improvement projects, working closely with property managers and maintenance teams to enhance the quality and value of National CORE's properties.

3. **Director of Operations:** Manages day-to-day operational activities at National CORE's properties, including leasing, resident services, and regulatory compliance, to ensure efficient and effective property management.

4. **Director of PM Financials:** Handles financial matters related to property management, including budgeting, financial reporting, and analysis, to ensure fiscal responsibility and accountability.

5. **Director of Relocation:** Oversees relocation services, ensuring smooth transitions for residents affected by redevelopment or renovation projects while complying with regulatory requirements and minimizing disruptions.

6. **Regional Lease-up Manager:** Coordinates leasing activities and manages occupancy levels across National CORE's properties, implementing strategies to maximize rental income and minimize vacancies.

7. **Property Management Project Managers:** These professionals are responsible for overseeing specific projects or initiatives within the property management division, ensuring timely completion and successful implementation.

These individuals, along with Courtney Richard, form a cohesive team dedicated to delivering high-quality property management services in alignment with the goals and objectives of National CORE and The Housing Authority of the City of Alameda. Their collective expertise and leadership contribute to the success and sustainability of affordable housing communities in the region.

TIME REQUIRED TO BEGIN PROPERTY MANAGEMENT

National Community Renaissance (National CORE) stands ready to commence property management services with unparalleled efficiency and dedication. Our team understands the urgency of meeting the needs of our clients and their communities, and we are fully equipped to start as early as required. Whether it's ensuring seamless transitions for newly acquired properties or swiftly addressing management needs for existing ones, National CORE is committed to providing prompt and comprehensive solutions.

With a well-established infrastructure and a team of seasoned professionals, we have the capacity to mobilize quickly and initiate property management services without delay. Our extensive experience in the affordable housing sector, coupled with our proven track record of excellence, enables us to hit the ground running and deliver results from day one.

Furthermore, our commitment to client satisfaction and proactive communication means that we will work closely with stakeholders to understand their unique needs and priorities, ensuring a smooth and efficient transition to our property management services. Our goal is not just to meet expectations but to exceed them, providing exceptional service and support every step of the way.



Affirmative Action

Affirmative Action

National Community Renaissance (National CORE) embraces and upholds the principles of equal opportunity and nondiscriminatory employment practices. As a responsible and ethical organization, we are committed to creating a workplace culture that fosters diversity, equity, and inclusion at every level.

Our commitment to equal opportunity extends to all aspects of employment, including recruitment, hiring, training, promotion, compensation, and termination. We adhere strictly to all government regulations and legal requirements pertaining to nondiscriminatory employment practices, ensuring that every individual has an equal opportunity to thrive and succeed within our organization, regardless of their race, color, religion, gender, sexual orientation, gender identity or expression, national origin, age, disability, genetic information, or any other protected status.

National CORE believes that a diverse and inclusive workforce not only strengthens our organization but also enhances our ability to serve our residents and communities effectively. We actively seek to attract and retain talented individuals from diverse backgrounds, perspectives, and experiences, recognizing that diversity drives innovation, fosters creativity, and enriches our collective understanding.

Our commitment to equal opportunity is reflected in our policies, practices, and procedures, as well as in the training and education provided to our employees. We continuously monitor and evaluate our recruitment and employment practices to identify and address any barriers to equal opportunity and diversity, ensuring that our workplace remains fair, inclusive, and welcoming to all.

National Community Renaissance complies fully with all government regulations regarding nondiscriminatory employment practices and is dedicated to fostering a workplace environment where every individual is respected, valued, and empowered to reach their full potential. We are proud to be an Equal Opportunity Employer and remain steadfast in our commitment to diversity, equity, and inclusion in all aspects of our operations.



Additional Information

Additional Information

MANAGEMENT SPECIALITY

National Community Renaissance (National CORE) has extensive experience working with Low Income Housing Tax Credits (LIHTC), Home programs, Section 8 Housing Choice Vouchers (HCV), and tax-exempt bond financed properties. Here's a breakdown of our experience with each:

1. Low Income Housing Tax Credits (LIHTC)

National CORE has a strong track record of developing and managing affordable housing projects utilizing Low Income Housing Tax Credits. LIHTC is a crucial tool in financing affordable housing developments, and our team has in-depth knowledge and expertise in navigating the complexities of LIHTC projects. We have successfully leveraged LIHTC to create high-quality affordable housing communities that meet the needs of low-income individuals and families.

2. Home Programs

National CORE has participated in Home programs aimed at expanding access to affordable housing for low-income households. These programs provide funding for a variety of affordable housing activities, including the construction, acquisition, and rehabilitation of affordable housing units. Our experience with Home programs includes developing and managing projects that utilize Home funds to provide safe, decent, and affordable housing options for individuals and families in need.

3. Section 8 Housing Choice Vouchers (HCV)

National CORE has significant experience working with Section 8 Housing Choice Vouchers, which provide rental assistance to eligible low-income individuals and families. We understand the regulations and requirements associated with the Section 8 program and have successfully partnered with local housing authorities to administer Section 8 vouchers at our affordable housing properties. Our goal is to ensure that residents have access to quality housing while receiving the support they need to maintain stable and sustainable housing situations.

4. Tax-Exempt Bond Financed Properties

National CORE has developed and managed properties financed through tax-exempt bonds, which are often used to finance affordable housing projects. We have a thorough understanding of the complexities involved in structuring and financing tax-exempt bond transactions and have successfully utilized this financing mechanism to create affordable housing opportunities in communities across the country. Our experience with tax-exempt bond financing allows us to leverage available resources effectively and maximize the impact of our affordable housing developments.

National Community Renaissance's experience with Low Income Housing Tax Credits, Home programs, Section 8 Housing Choice Vouchers, and tax-exempt bond financed properties demonstrates our commitment to creating and preserving affordable housing opportunities for individuals and families in need. We have a proven track record of success in developing and managing affordable housing projects that make a meaningful difference in the lives of residents and communities we serve.

PERSONNEL AND OWNERSHIP

A. National Community Renaissance (National CORE) prioritizes recruiting, hiring, training, developing, and retaining skilled staff as a cornerstone of our organization's success. Our approach encompasses several key principles:

1. Recruiting

- We actively seek out diverse talent pools to ensure that our workforce reflects the communities we serve.
- National CORE employs various recruitment strategies, including job postings, career fairs, networking events, and partnerships with educational institutions and community organizations.
- We focus on attracting individuals who are passionate about our mission of creating and managing affordable housing and who embody our core values of integrity, excellence, and compassion.

2. Hiring

- Our hiring process is thorough and transparent, ensuring that candidates are assessed based on their skills, experience, and alignment with our organizational culture.
- We strive to create an inclusive and welcoming environment for all applicants and prioritize diversity, equity, and inclusion throughout the hiring process.
- National CORE is committed to fair and equitable hiring practices that promote equal opportunity and access to employment for all individuals.

3. Training and Development

- National CORE invests in comprehensive training and development programs to equip employees with the knowledge, skills, and tools they need to excel in their roles.
- We provide both on-the-job training and formal training opportunities tailored to the specific needs and career aspirations of our staff members.
- Our training programs cover a range of topics, including property management, customer service, compliance, leadership development, and technical skills development.
- We encourage continuous learning and professional growth through workshops, seminars, online courses, mentorship programs, and tuition reimbursement initiatives.

4. Retention

- National CORE is committed to creating a supportive and inclusive work environment where employees feel valued, respected, and empowered to contribute to our mission.
- We prioritize employee engagement, recognition, and feedback, fostering a culture of appreciation and collaboration.
- Our organization offers competitive compensation and benefits packages, including health and wellness programs, retirement plans, and opportunities for career advancement.
- We recognize the importance of work-life balance and offer flexible work arrangements and employee assistance programs to support the well-being of our staff members.

5. Performance Management

- National CORE implements performance management systems to set clear expectations, provide regular feedback, and recognize and reward high performance.
- We encourage open communication and dialogue between employees and supervisors to address challenges, identify growth opportunities, and support career development aspirations.
- Our performance management processes are designed to promote accountability, transparency, and continuous improvement across all levels of the organization.

We believe that investing in our workforce is essential to achieving our mission of creating and managing affordable housing that enhances the quality of life for individuals and families in our communities.

B. National Community Renaissance (National CORE) is deeply committed to promoting equal opportunity and fostering diversity, equity, and inclusion in all aspects of our operations, including employment, contracting, purchasing, and beyond. Our policies and procedures reflect this commitment and are designed to ensure fairness, transparency, and non-discrimination in all interactions with employees, contractors, vendors, and partners.

1. Equal Opportunity in Employment

- National CORE strictly prohibits discrimination in employment on the basis of race, color, religion, sex, sexual orientation, gender identity, national origin, age, disability, veteran status, or any other characteristic protected by applicable laws and regulations.
- We adhere to all federal, state, and local laws governing equal employment opportunity and affirmative action, including Title VII of the Civil Rights Act of 1964, the Americans with Disabilities Act (ADA), and the Age Discrimination in Employment Act (ADEA).
- Our recruitment, hiring, promotion, compensation, and other employment-related practices are conducted without regard to protected characteristics, and all employment decisions are based solely on merit, qualifications, and job-related criteria.

2. Contracting and Purchasing

- National CORE promotes fair and open competition in contracting and purchasing processes and seeks to provide equal opportunities for businesses of all sizes, including minority-owned, women-owned, veteran-owned, and small businesses.
- We actively seek out diverse suppliers and contractors and encourage their participation in our procurement processes through outreach efforts, supplier diversity programs, and partnerships with diverse business organizations.

- Our procurement procedures prioritize the selection of vendors and contractors based on their qualifications, capabilities, and value proposition, rather than factors unrelated to the quality of goods or services provided.
- National CORE is committed to fostering strong, collaborative relationships with our suppliers and contractors, based on mutual respect, integrity, and accountability.

3. Training and Awareness

- National CORE provides training and education to employees, contractors, and vendors on equal opportunity principles, non-discrimination policies, and best practices for promoting diversity and inclusion in the workplace.
- We encourage open dialogue and communication regarding equal opportunity issues and strive to create a culture of respect, understanding, and acceptance among all members of the National CORE community.
- Our organization regularly reviews and updates our policies and procedures to ensure compliance with applicable laws and regulations and to address emerging issues and best practices related to equal opportunity and diversity.

4. Compliance and Accountability

- National CORE maintains robust systems for monitoring, evaluating, and enforcing compliance with equal opportunity policies and procedures.
- We investigate and address complaints of discrimination, harassment, or other violations of equal opportunity principles promptly and impartially, taking appropriate corrective action as necessary.
- Our commitment to equal opportunity is integral to our organizational values and is reflected in our leadership's unwavering dedication to upholding the highest standards of integrity, fairness, and ethical conduct.

We are committed to creating a culture of inclusivity where all individuals are treated with dignity, respect, and fairness, and where everyone has the opportunity to thrive and succeed.

LEADERSHIP



MICHAEL M. RUANE
President

Michael M. Ruane, National CORE's President, leads the development of program and business strategies for the organization and is responsible for overseeing all operating departments. Previously, Mr. Ruane served in a variety of leadership positions in Orange County, including Chief of Strategy and Public Affairs

of CalOptima, Executive Director of the Children and Families Commission, Assistant County Chief Executive Officer and Director of the Environmental Management Agency. Mr. Ruane is a graduate of the University of California, Irvine, and earned a master's degree from the UCLA Graduate School of Architecture and Urban Planning. Mr. Ruane is the Immediate Past Chair of the Orange County/Inland Empire District Council of the Urban Land Institute and is the Jury Chair for the 2016 HUD Innovation in Affordable Housing national design and planning competition.



ROBERT DIAZ
Executive Vice President & General Counsel

Robert Diaz is National CORE's Executive Vice President and General Counsel. Robert drives organizational growth and works to develop National CORE's infrastructure to maximize our team's effectiveness and efficiency in pursuit of our mission.

Robert joined National CORE in 2017 as its General Counsel and previously served as Chief Administrative Officer before assuming his current responsibilities. Prior to joining National CORE, Robert served in various capacities as an attorney in the areas of debt finance, corporate governance, banking regulations, mergers and acquisitions and general corporate law. Robert has also focused on the development and implementation of corporate controls and structure and has significant experience in large-scale regulatory remediation efforts in the financial industry.

Robert graduated from the University of Chicago Law School and received his B.S. degree in Business Administration from Chapman University. He was commissioned as an officer in the United States Army Reserve and served as a member of the Army's JAG Corps for 15 years.

EXECUTIVE TEAM



DORETTA "DORRIE" BRYAN
Senior Vice President Of Operations

Dorrie Bryan began her career with National CORE in 1995 as the Executive Assistant to our Founder and CEO. After graduating from the University of California Riverside Human Resources Certificate Program in 1999, Dorrie was promoted to Vice President of Human Resources and Operations.

In her current role, she is responsible for planning, developing, implementing, administering, and budgeting for all areas of employment, compensation, benefits, training, employee relations, legal compliance, affirmative action, and health and safety programs, for National CORE's 400+ employees. Other professional affiliations include Professionals in Human Resources Association and the Society of Human Resources Management.



ALYSSA COTTER
Executive Director, Hope through Housing Foundation

Alyssa Cotter is a fundraising professional with more than 15 years of experience in nonprofit, higher education and local government settings. As Vice President for the Hope through Housing Foundation, she oversees the day-to-day operations and strategic focus of

the Foundation. In her five years with Hope through Housing, Alyssa has been instrumental in building strategic partnerships and strong financial support from the community through numerous initiatives, including the creation of the Women of Hope affinity group, the launch of the Building Bright Futures Scholarship program for high-school graduates and adult learners as well as successfully raising more than \$5 million to support resident programs in California, Texas and Florida. Previously, she coordinated individual giving, corporate/private foundation relations and large-scale special events. Before joining Hope through Housing, Alyssa served as director of development at the Inland Empire United Way and as director of constituent and scholarship programs for the UCR Alumni Association.

Alyssa earned her bachelor's degree in business management and master's degree in public administration from California State University, San Bernardino. Alyssa serves as incoming chair of the Board of Directors for the Association of Fundraising Professionals, Inland Empire Chapter.

**KEVIN LIM**

Chief Financial Officer

Kevin Lim is the Chief Financial Officer at National CORE, where he leads efforts to strengthen the organization's financial strategy, planning and performance. He is responsible for aligning financial operations with organizational goals, supporting enterprise-wide decision-making and ensuring long-term fiscal sustainability.

With more than 20 years of experience across real estate, supply chain and corporate finance, Kevin brings a strategic, data-driven approach to his work. He is focused on building a strong financial foundation – establishing clear roadmaps, enhancing internal systems and ensuring that financial strategy drives lasting impact across National CORE's communities and partnerships.

Kevin holds a Master of Science in Finance from Claremont Graduate University and dual bachelor's degrees in information & computer science and economics from the University of California, Irvine. He is a Certified Treasury Professional and holds certifications in Six Sigma and Leadership.

**CHRIS KILLIAN**

Senior Vice President of Construction

Chris Killian, Senior Vice President of Construction, began his career at National CORE in 2004 as an onsite Construction Superintendent and has held various positions within the organization, including Construction Manager and Vice President of Estimating. During his tenure with National CORE, he has been

responsible for the construction and renovation of more than 1,240 apartment units, valued at approximately 215 million dollars. Prior to joining National CORE, Chris spent five years with the Fontana Unified School District, where as a Project Manager he was involved in the construction of four new schools with a total value of 103 million dollars. He also was responsible for the coordination of infrastructure and installation of numerous modular facilities during his time with the school district. Chris has a BS from the University of Redlands, and has taken course work in construction and supervision from Riverside Community College. He is a licensed General Contractor(B) in the State of California.

**COURTNEY RICHARD**

Senior Vice President of Property Management

Courtney Richard, Senior Vice President of Property Management, has been a member of the National CORE team since 2012 and has worked in property management since 2009. In her role, she oversees the operations and management of National CORE's 100+ affordable

housing communities and a team of more than 300. She is responsible for setting strategic goals for National CORE's largest division to meet the growing needs of National CORE's expanding portfolio and new business lines.

In 2012, Courtney was instrumental in bringing relocation services in-house. Under her leadership, the team has launched a lucrative business line for National CORE, offering third-party services. Her unique approach to relocation minimizes resident hardship and provides consistent communication with residents while complying with mandated regulations.

Courtney has been recognized for her accomplishments by the Southern California Association on Nonprofit Housing (SCANPH) and Affordable Housing Finance. She holds multiple certifications, including RAD Project-Based Voucher, Rental Assistance Certification and Tax Credit Specialist. She graduated from Cal State San Bernardino with a Bachelor of Science in Business Administration.

**JILL VAN BALEN**

Senior Vice President of Marketing And Communications

Jill Van Balen began her career with National CORE and Hope through Housing in 2001 as the Executive Assistant for the Founder and CEO. Since then, Jill has held several positions within the organization, including Marketing and Fund Development Manager, Manager of

Corporate Affairs and Grant Writer. In her current capacity, she is responsible for all corporate and business group branding, marketing and public relations to promote, enhance and grow the brands of National CORE and Hope through Housing.

Active in her community, Jill is the Past President of the Board of Directors for the Association of Fundraising Professionals Inland Empire Chapter, she also serves on the Board of Directors for the Purple Hearts and on the Board of Directors' Fundraising Committee for OPARC. She received her Bachelor of Arts Degree in Communications/Marketing from Virginia Polytechnic Institute and State University in Blacksburg, Virginia.

**ALEXA WASHBURN**

Chief Development Officer

Alexa Washburn is the Chief Development Officer for National CORE. As an affordable housing developer and public agency program manager, Alexa has managed, prepared and implemented a variety of community development projects over her 20 year career. Her projects have

been recognized with 12 awards from the American Planning Association and Southern California Association of Governments. She applies her creative land planning, design solutions, and in-depth understanding of progressive policy and implementation strategies to effectively enhance the feasibility, livability, and sustainability of National CORE's communities. Alexa is responsible for acquisitions, forward and advanced planning, environmental, entitlements, and community outreach. She also established National CORE's consulting practice, providing consulting services to public and private sector clients.

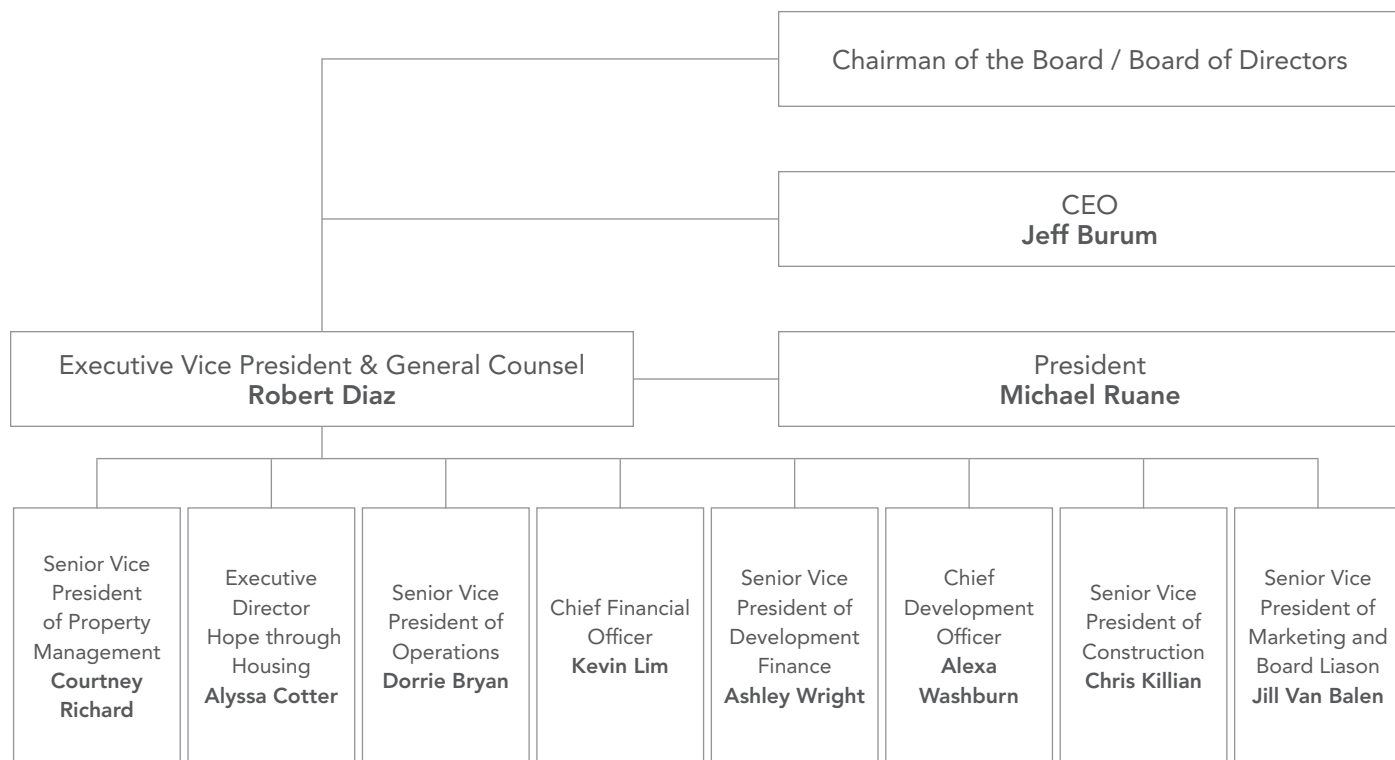
Alexa is an advanced professional in LEED Neighborhood Development (LEED AP ND), and has earned a certificate from UCLA in Affordable Housing Development, bachelor's degrees in urban planning, geography and environmental studies, and a Master's degree in public policy & administration.

ASHLEY WRIGHT

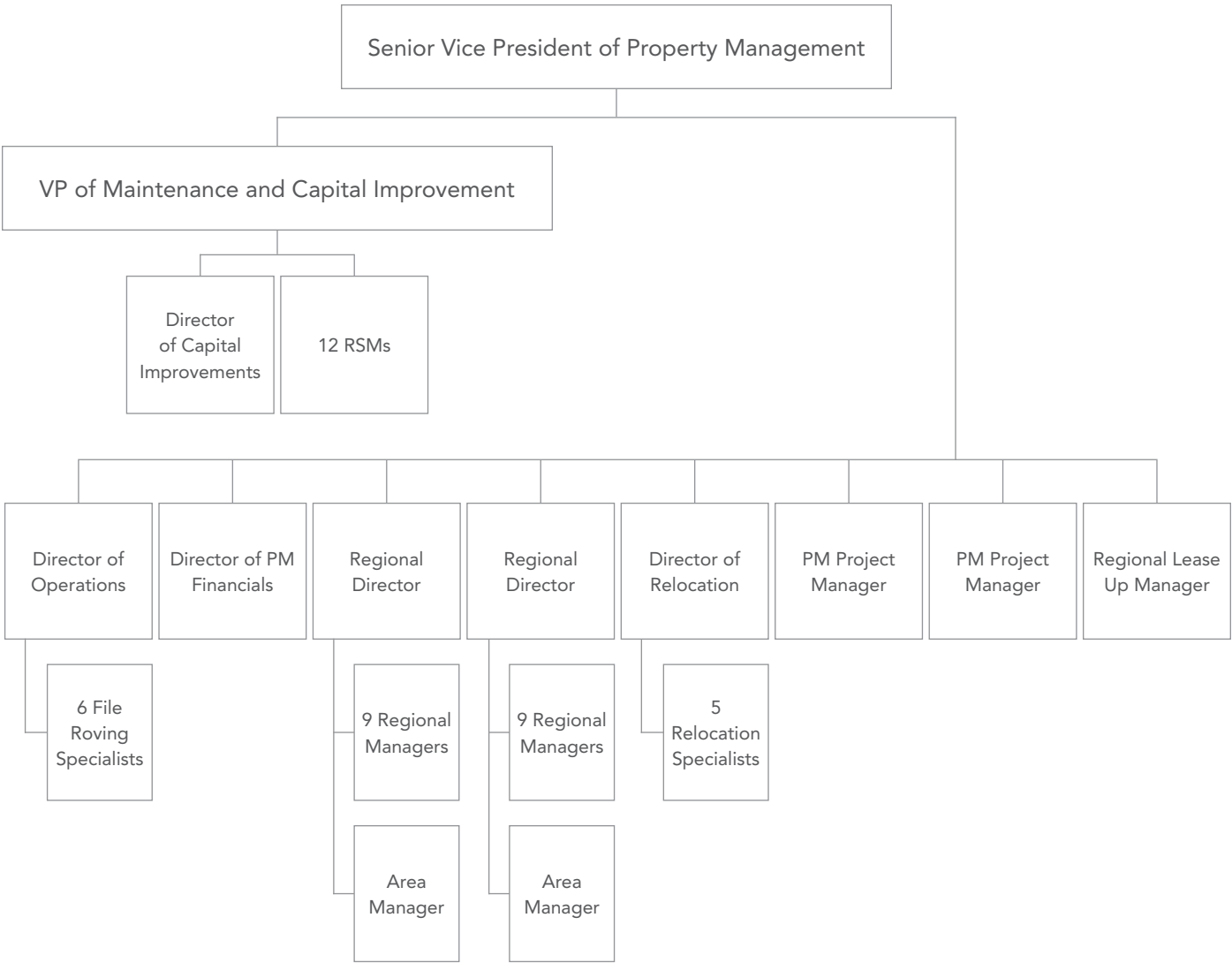
Senior Vice President of Development

In his role as Senior Vice President, Ashley Wright oversees all development activities for the organization. He has more than 25 years of experience in real estate finance and housing development. His knowledge includes entitlement, project management, development and construction of multifamily rental housing, for sale housing and commercial. He is proficient with numerous market-rate and affordable housing financing sources such as low-income housing tax credits, various state and federal programs, tax-exempt bonds, private equity and conventional financing. Ashley graduated from the California State Polytechnic University, Pomona, with a focus in finance, real estate and law.

ORGANIZATIONAL CHART OF LEADERSHIP



ORGANIZATIONAL CHART OF PROPERTY MANAGEMENT



OPERATION POLICIES

NATIONAL COMMUNITY RENAISSANCE'S APPROACH

1. **Maintenance:** National CORE prioritizes proactive and responsive maintenance to ensure properties are well-maintained and residents' needs are promptly addressed. This includes routine inspections, timely repairs, and a focus on preventive maintenance to minimize future issues.

Example: Implementing a predictive maintenance program using data analytics and technology to anticipate equipment failures and address them before they occur, thereby reducing downtime and maintenance costs.

2. **Resident Services and Relations:** National CORE is dedicated to providing comprehensive resident services to enhance quality of life and foster a sense of community. This may include educational programs, social activities, and access to support services tailored to residents' needs. Additionally, maintaining open communication channels and addressing concerns promptly are vital for positive resident relations.

Example: Establishing partnerships with local organizations to offer job training, financial literacy workshops, and wellness programs tailored to residents' interests and needs.

3. **Marketing:** National CORE employs strategic marketing initiatives to attract and retain residents, emphasizing the unique features and benefits of each property. This may involve targeted advertising campaigns, community outreach efforts, and leveraging digital platforms to reach prospective residents.

Example: Launching a digital marketing campaign highlighting the affordability, amenities, and community atmosphere of properties to attract potential tenants from diverse backgrounds.

4. **Strategic Planning:** National CORE engages in comprehensive strategic planning to set clear goals and objectives for property management, aligning with broader organizational objectives. This involves analyzing market trends, assessing community needs, and identifying opportunities for growth and improvement.

Example: Developing a long-term strategic plan for property portfolio expansion, identifying target markets and acquisition opportunities that align with National CORE's mission and vision.

5. **Management Review:** National CORE conducts regular management reviews to evaluate performance, identify areas for improvement, and ensure alignment with organizational goals. This involves analyzing key performance indicators, soliciting feedback from stakeholders, and implementing strategies to enhance efficiency and effectiveness.

Example: Implementing a quarterly performance review process where property managers and team members discuss accomplishments, challenges, and opportunities for growth, fostering a culture of accountability and continuous improvement.

PROGRAM COMPLIANCE

National CORE prioritizes compliance with all applicable housing programs, including LIHTC (Low-Income Housing Tax Credit), HOME Investment Partnerships Program, Section 8, and tax-exempt bond regulations. This involves thorough understanding of program requirements, meticulous record-keeping, and adherence to reporting deadlines.

ROUTINE AND PREVENTIVE MAINTENANCE

National CORE emphasizes the importance of both routine and preventive maintenance to ensure properties remain in optimal condition. Routine maintenance involves regular inspections and repairs to address day-to-day issues, while preventive maintenance focuses on proactive measures to prevent major breakdowns and extend the lifespan of equipment and facilities.

PUBLIC RELATIONS AND CRISIS MANAGEMENT

National CORE recognizes the significance of public relations and crisis management in maintaining a positive public image and addressing emergencies effectively. This includes proactive communication with stakeholders, media relations strategies, and preparedness planning to mitigate risks and respond swiftly to crises.

ESSENTIAL PROJECT OPERATIONS SUGGESTIONS

- Prioritize resident satisfaction and engagement through comprehensive resident services and proactive communication.
- Invest in ongoing training and professional development for staff to ensure they have the skills and knowledge needed to excel in their roles.
- Foster strong partnerships with local organizations, government agencies, and community stakeholders to leverage resources and support community development initiatives.
- Embrace innovation and technology to streamline operations, enhance efficiency, and improve resident experiences.
- Maintain strict compliance with regulatory requirements and housing program guidelines to safeguard financial stability and uphold ethical standards.

FINANCIAL & ACCOUNTING

ACCRUAL ACCOUNTING

National Community Renaissance (National CORE) has extensive experience with accrual accounting. We generate accrual accounting statements using industry-standard accounting software such as QuickBooks, Yardi, or similar platforms. These software solutions allow for accurate recording of revenue and expenses when they are incurred, regardless of when cash transactions occur. This method provides a more comprehensive and accurate picture of financial performance over time.

CHART OF ACCOUNTS

Our team is proficient in adapting accounting statements to align with specific chart of accounts requirements, including those set forth by The Housing Authority of the City of Alameda. We have the capability to generate accounting statements using The

Housing Authority of the City of Alameda's chart of accounts or any other customized chart of accounts as necessary to meet the reporting needs of our clients and regulatory authorities.

ELECTRONIC POSTING

National CORE is equipped to deliver accounting statements and reports electronically. We utilize secure online portals, email communications, and electronic document management systems to efficiently distribute accounting statements and reports to clients, stakeholders, and team members. This ensures timely delivery of financial information while reducing paper waste and administrative burden.

BUDGETING PROCEDURES:

National CORE implements robust budgeting procedures to ensure effective budget control for each site under management. Our approach involves the following steps:

- **Comprehensive Analysis:** We conduct a thorough analysis of historical financial data, market trends, and property-specific factors to establish realistic budget targets.
- **Stakeholder Involvement:** We collaborate with property owners, investors, and other stakeholders to develop budgets that align with their financial goals and objectives.
- **Expense Monitoring:** We closely monitor expenses throughout the budget period, tracking variances and identifying areas where costs can be contained or reduced.
- **Performance Reviews:** Regular performance reviews are conducted to assess budget adherence and identify opportunities for efficiency improvements.
- **Continuous Improvement:** We continuously evaluate and refine budgeting procedures to maximize efficiencies and contain costs, leveraging technology and industry best practices to optimize financial performance.

By implementing these budgeting procedures, National CORE strives to ensure that each site operates within its financial means while delivering high-quality services and maintaining the long-term sustainability of the property.

PORTFOLIO EXPERIENCE

Please see following pages.

FURTHERANCE OF NATIONAL CORE'S MISSION

MANAGEMENT OF A PROPERTY CATERING TO A CHALLENGING RESIDENT POPULATION

National Community Renaissance (National CORE) has successfully managed properties catering to challenging resident populations, including those in need of Permanent Supportive Housing (PSH).

Example: National CORE manages a property that provides PSH to individuals experiencing chronic homelessness, mental health issues, and substance abuse disorders. The challenging population presented complex needs requiring a comprehensive approach to management.

TECHNIQUES USED

1. Collaborative Partnerships: National CORE partnered with local social service agencies, healthcare providers, and community organizations to provide wraparound services such as case management, counseling, and access to healthcare.
2. On-Site Support Services: The property offered on-site supportive services, including counseling sessions, life skills workshops, and substance abuse treatment programs, tailored to the unique needs of residents.
3. Trauma-Informed Care: National CORE implemented trauma-informed care practices to create a safe and supportive environment for residents, recognizing the impact of past trauma on behavior and well-being.
4. Resident Engagement: The property facilitated resident engagement through regular community meetings, resident councils, and social activities, empowering residents to take ownership of their living environment and fostering a sense of belonging.
5. Staff Training: National CORE provided specialized training to property management staff on managing challenging populations, including conflict resolution, de-escalation techniques, and empathy-driven communication.

Through these techniques, National CORE successfully managed the property, improving resident outcomes, enhancing community stability, and promoting self-sufficiency among residents.

TYPES OF POPULATION SERVED AND MANAGEMENT TECHNIQUES

National CORE has served a diverse range of populations, including families, seniors, individuals with disabilities, veterans, and individuals experiencing homelessness. The management techniques employed vary based on the specific needs of each population but may include:

Tailored Support Services: Offering on-site support services tailored to the unique needs of each population, such as childcare, transportation assistance, and health and wellness programs.

Culturally Competent Care: Providing culturally competent care and services that respect the diversity and backgrounds of residents, including language-specific support and culturally sensitive programming.

Accessibility Features: Implementing accessibility features and accommodations to ensure that properties are inclusive and accessible to individuals with disabilities.

Community Building: Facilitating community-building activities and events to foster connections among residents, promote social cohesion, and create a sense of belonging.

Housing First Approach: Embracing a Housing First approach that prioritizes providing stable housing as a first step toward addressing other needs, such as employment, healthcare, and social integration.

By employing these techniques, National CORE effectively manages properties, promotes resident well-being, and contributes to the overall success of communities.

LIST OF REFERENCES

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NATIONAL CORE

PERMANANENT SUPPORTIVE HOUSING (PSH)



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Together, we transform lives and communities



Supportive Housing Management Experience & Qualifications

National Community Renaissance (National CORE) brings extensive experience in the management of supportive housing communities serving a wide range of special needs populations, including seniors, individuals and families experiencing homelessness, and residents living with chronic health conditions and mental illness.

With a portfolio spanning thousands of affordable housing units across California and Texas, National CORE has developed and managed numerous Permanent Supportive Housing (PSH) communities in partnership with public agencies, housing authorities, and service providers. Our approach integrates high-quality property management with coordinated, on-site supportive services to promote long-term housing stability and improved resident outcomes. Through our affiliated nonprofit, Hope Through Housing Foundation, we provide robust resident services tailored to each community's needs. These services include case management coordination, health and wellness programming, workforce development, and connections to community-based resources. This integrated model ensures that residents not only maintain housing, but also have the tools and support necessary to thrive.

National CORE's team has deep expertise in Housing First principles, regulatory compliance—including LIHTC, HOME, and project-based vouchers—and trauma-informed property management practices. Our experience includes successfully stabilizing new lease-ups, transitioning properties with vulnerable populations, and maintaining high occupancy and retention rates across supportive housing portfolios. This combination of operational expertise, mission alignment, and service integration positions National CORE as a trusted partner in delivering high-quality supportive housing that meets the complex needs of diverse resident populations.

Integrated PSH Model & Performance

National CORE and Hope Through Housing lead with a mission-driven, fully integrated approach to Permanent Supportive Housing—combining development, property management, and resident services to deliver long-term stability and life-changing outcomes. Our results reflect the strength of this model and the collective efforts of our teams, partners, and communities.

Key Performance Metrics

- **95.3% Retention Rate (HUD Standard)**
 - Excludes deaths, transitions to higher care, and relocations
 - Focused on long-term housing stability
- **87.1% Retention Rate (All Exits)**
 - Includes all resident transitions
 - Reflects full population movement, including aging and care-based relocations

Result: Exceptional housing stability for high-need populations





Portfolio Growth & Reach

- 829 PSH households currently served
- 32 communities across the National CORE portfolio
- 412 additional households in development

Innovation & Resident-Centered Services

Hope Through Housing continues to expand its impact through the “Unlocking Opportunities”

Initiative, which focuses on:

- Individualized care and resident-centered services
- Proven models for recovery, resilience, and well-being
- Long-term pathways toward independence and stability

Who We Serve

Our PSH communities support individuals and families with complex needs, including:

- Formerly homeless individuals and families
- Veterans
- Adults with developmental disabilities
- Transitional-age youth exiting foster care

Through strong partnerships, National CORE and Hope Through Housing extend their reach and deepen community impact.

Leadership Spotlight



AJ Galka, Ed.D.

Assistant Vice President, Operations & Supportive Housing

A nationally recognized leader with more than 23 years of experience, AJ Galka designs, launches, and evaluates supportive housing and service models serving seniors, veterans, individuals experiencing chronic illness, and those exiting homelessness. She brings a data-driven, mission-aligned approach focused on ensuring housing solutions are:

- Operationally sound
- Fiscally sustainable
- Responsive to the needs of vulnerable populations

Her experience spans nonprofit, healthcare, and public-sector systems—guiding developments from concept through stabilized operations. AJ has led large-scale site launches, evaluated housing at a systems level, and specializes in integrating co-located supportive services.





She holds advanced degrees in social work and psychology, earned her doctorate in 2020, and is a graduate of the UCLA Anderson School of Management's Affordable Housing Development Program.

TCAC Experience Compliance

National CORE meets the TCAC maximum experience point criteria as outlined in TCAC Attachment 22 – Management Company Experience. Our submission demonstrates management of more than eleven (11) qualifying projects for a period exceeding three (3) years, including at least two (2) California LIHTC properties, in accordance with TCAC Regulations Section 10325(c)(1)(B).

National CORE is not utilizing any alternate forms of demonstrating experience under this section, as the standard criteria for maximum points have been fully satisfied through the documented project history provided.

HCD Supportive Housing Experience Compliance

National CORE meets the maximum Supportive Housing Management Experience requirements as outlined in the 2021 MHP Guidelines, Section 7302, Article 2 (A)(e)(5)(C) and (f)(1)–(2). Through its extensive portfolio of Permanent Supportive Housing and affordable housing communities, National CORE demonstrates qualifying experience in the management of supportive housing serving special needs populations, including individuals experiencing homelessness and those requiring ongoing supportive services. Our experience includes long-term operation and stabilization of such communities, integration of supportive services, and compliance with applicable regulatory requirements.

No alternate forms of demonstrating experience are being utilized, as National CORE satisfies the criteria for maximum points based on its established portfolio and operational history.

References

Housing Provider Reference

AJ Galka, Ed.D.

Assistant Vice President, Operations & Supportive Housing

Hope Through Housing Foundation

9692 Haven Avenue, Suite 100

Rancho Cucamonga, CA 91730

Phone: (619) 722-0569

Email: ajgalka@hthf.org



**Housing Provider Reference**

Katie Hill
Chief Executive Officer
Union Station Homeless Services
825 E. Orange Grove Blvd.
Pasadena, CA 91104
Phone: (626) 944-0557
Email: katie.hill@unionstationhs.org

Public Agency Reference

Marcus Cannon
Deputy Director, Forensics / Public Guardian / Housing
Riverside University Health System – Behavioral Health
10281 Kidd Street
Riverside, CA 92503
Phone: (951) 955-7663
Email: mcannon@ruhealth.org



Supportive Housing Project List:

Project Name and Address	Owner	Service Provider (s)	# of units	# of SH units	Housing Type: SN, Senior, Family, etc.	# of months serving	Housing First?	Funding source requiring Housing First (e.g. NPLH, 9%, SHP)	Were units occupied by people experiencing Homelessness, with on-site Comprehensive Case Management Services?
Greenbrier Village 563 Greenbrier Drive, Oceanside	National CORE	HTHF, Interfaith, NPLH, VASH, BHS	78	39	Family	2024	Y/N	9%	Y/N
Vista del Puente 1436 S 40th St. San Diego	National CORE	Townpeople	52	38	Family	2018	Y/N	CSH	Y/N
San Ysidro Village 517 W San Ysidro Blvd San Diego	National CORE	HTHF, Father Joes Casa Familiar, PACE, SY Health	51	50	Family	2020	Y/N	BHS	Y/N
Nestor Senior Village 1120 Nestor Way San Diego	National CORE	HTHF, Father Joes Casa Familiar, PACE, SY Health	74	73	Senior	2024	Y/N	NPLH	Y/N
Cathedral Palms 31750 Landau Blvd Cathederal City	National CORE	Riverside Behavioral Health and HTHF	224	68	Senior	2021	Y/N	HOME	Y/N
Legacy Square 301 E. Santa Ana Blvd. Santa Ana	National CORE	MERCY HOUSE and HTHF	93	33	Family	2023	Y/N	NPLH	Y/N
Las Dahlias 4655 E 3rd St. Los Angeles	National CORE	PATH and HTHF	78	39	Family	2024	Y/N	NPLH	Y/N



SUPPLEMENTAL QUESTIONS



9692 Haven Avenue, Suite 100
Rancho Cucamonga, CA 91730

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Third Party Property Management Request for Qualifications (RFQ) Supplemental Questions

- 1. Please state all the accounting and business management software system(s) your company would utilize for this contract (e.g. accounting, compliance, leases, document storage, background checks and collections reporting). If you are not using Yardi for all functions, please state what systems are used for which function. Also please state if you are willing to switch to Yardi or to operate within AHA's Yardi database.**

National Community Renaissance utilizes Yardi as its primary platform for all core property management functions, including accounting, compliance, leasing, resident management, reporting, and collections. For document storage, file sharing, and internal collaboration, we utilize Microsoft OneDrive and Microsoft SharePoint, which allow for secure, organized, and accessible file management across teams. National Community Renaissance is fully capable of operating within a client's existing Yardi environment and is willing to transition to or work within Yardi as required by the Alameda Housing Authority.

- 2. Provide resumes or bios of the 3-4 primary contact/s (Regional Manager, VP, CFO, broker, relationship manager for portfolio etc.) for AHA portfolio. (Write this as if the contract were to be assigned today - we recognize that this is based on the best information available at this time and could change).**

Bios for the primary contacts assigned to the Alameda Housing Authority (AHA) portfolio are provided in the previous section of this RFQI and include key members of National Community Renaissance's leadership team, such as the Executive Vice President, Chief Financial Officer, and Senior Vice President of Property Management.

If awarded, the AHA portfolio would be supported by this executive leadership group in addition to a dedicated Regional Director, Regional Manager and property management team. These individuals collectively bring extensive experience in affordable housing operations, financial oversight, compliance, and portfolio management.

The proposed team structure reflects our current best understanding of staffing assignments and is subject to refinement based on final contract scope, onboarding needs, and collaboration with AHA to ensure the most effective operational support.

- 3. Provide a brief description of other key subject matter experts within the firm available to provide support to AHA. This might include the firm's experts in areas such as LIHTC and program compliance, financial management, marketing, maintenance and capital planning and refinancing/syndication.**





A detailed response to this question, including descriptions of key subject matter experts in areas such as LIHTC compliance, financial management, marketing, maintenance, capital planning, and refinancing/syndication, is provided within the submitted RFQ.

- 4. Provide the broker's name and license number. If you also have a corporate broker number, please include that as well. All proposers must meet California DRE requirements for third party fee management of properties. Describe how the broker exercises control over the site staff to ensure compliance.**

National Community Renaissance of California is a licensed real estate corporation based in Rancho Cucamonga, California. We hold California Department of Real Estate (DRE) license number 01931039, originally issued on April 11, 2013. Our license is currently Active and valid through July 10, 2026.

Mailing Address:

9692 Haven Ave, Suite 100
Rancho Cucamonga, CA 91730

We operate under a Real Estate Corporation license, which authorizes us to perform real estate services on behalf of our clients. In accordance with DRE requirements, we designate a licensed individual broker to act on our behalf.

Designated Broker / Officer:, Dwight Anthony Mize
License Number: 00952954

Broker Oversight & Compliance Controls

Our designated broker exercises control over site staff and operations through established policies, procedures, and oversight protocols to ensure compliance with California DRE requirements. This includes supervision of leasing and management activities, adherence to trust accounting standards, verification of staff licensing and training, and ongoing review of operational and financial practices.

This structure ensures that all property management activities are conducted in full compliance with applicable state regulations for third-party fee management.

- 5. Provide a company ownership and organizational chart. Proposers should indicate clearly if certain services (e.g. bookkeeping, compliance, HR) are currently carried out (or will be carried out) by a third party and include the name and location of the third party and an explanation of how those services are managed.**

A company ownership and organizational chart has been provided in response to the RFQ. All core services, including bookkeeping, compliance, and human resources, are performed in-house.





6. **Indicate whether you are applying to manage all or part of the portfolio and if partial, please indicate which properties.**

We are proposing to manage the full portfolio as outlined in the RFQ.

7. **If applying to manage the Permanent Supportive Housing units, please provide a brief description of your qualifications and experience to include the name, location, property size, and years of management of similar properties,. Please see Appendix D.**

Please refer to the National CORE Permanent Supportive Housing (PSH) Supplemental Document and Appendix D for a detailed description of our qualifications and experience, including property names, locations, sizes, and years of management for similar properties.

8. **Confirm your ability to meet the insurance requirements in Appendix E. If not please Indicate any questions or concerns you may have with the insurance requirements**

Please see below for our response to the insurance requirements outlined in the RFQ.

- **Commercial General Liability (CGL) and Umbrella or Excess Liability / Primary Coverage:** National CORE shall maintain Commercial General Liability (“CGL”) insurance and Umbrella or Excess Liability insurance in accordance with the requirements of this Agreement. Notwithstanding the foregoing, the Housing Authority’s liability insurance policies shall be primary and non contributory with respect to any insurance maintained by National CORE for any claim or loss covered under insurance carried by both the Housing Authority and National CORE, whether such claim is asserted against the Housing Authority, National CORE, or both.

National CORE expects to add standard insurance coverage requirements and indemnification provisions in a property management agreement to be entered into with the Housing Authority and expects that the Housing Authority’s liability policies will be the primary and non-contributory coverage with respect to any liability claim that is subject to Housing Authority’s indemnity obligations as negotiated in that agreement. Furthermore, National CORE expects that its policies would not be primary and non-contributory in claims/matters involving the negligence or willful misconduct of the Housing Authority or its affiliates, agents, etc.

- **Additional Insured Status:** National CORE is willing to list the Housing Authority *only* (not its affiliates) as an additional insured on its CGL policy. For all other





policies, the Housing Authority will be named only as a loss payee, not an additional insured. Furthermore, , the Housing Authority shall name National Community Renaissance of California, and its directors, officers, employees, and agents, as an Insured under all applicable liability insurance policies, including CGL and Umbrella/Excess Liability policies, for liability arising out of or related to the services performed under this Agreement.

- **Waiver of Subrogation:** Any Housing Authority insurance policies should include endorsements regarding a waiver of subrogation on the Housing Authority's part.
- **Notification of Claims:** National CORE is willing to notify the Housing Authority of any *material* claims, incidents, or events within five (5) business days.





PROPERTIES CURRENTLY UNDER MANAGEMENT



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National CORE Property List (Owned and Third-Party Managed)

Property Name	Property Address	County	City	State	Zip	Total Units	Proerty Resident Type	Property Type
East Rancho Verde Village	8837 Grove Avenue	San Bernardino	Rancho Cucamonga	CA	91730	40	Multi-Family	Owned
Heritage Pointe Apartments	8590 Malven Avenue	San Bernardino	Rancho Cucamonga	CA	91730	49	Senior	Owned
Monterey Village Apartments	10244 Arrow Route	San Bernardino	Rancho Cucamonga	CA	91730	224	Multi-Family	Owned
Mosaic Gardens at Pomona	1680 South Garvey Avenue	Los Angeles	Pomona	CA	91766	46	Special Needs	Owned
Mountainside Apartments	9181 Foothill Blvd.	San Bernardino	Rancho Cucamonga	CA	91730	384	Multi-Family	Owned
Promenade Apartments	1333 W. Garvey Ave. North	Los Angeles	West Covina	CA	91790	124	Family	Owned
Rancho Verde Village Apts.	8837 Grove Avenue	San Bernardino	Rancho Cucamonga	CA	91730	248	Multi-Family	Owned
Sycamore Springs Apts.	7127 Archibald Avenue	San Bernardino	Alta Loma	CA	91701	240	Multi-Family	Owned
Veterans Park Apartments	444 West Commercial Street	Los Angeles	Pomona	CA	91768	61	Family	Owned
Day Creek Villas I & II	12250 Firehouse Court	San Bernardino	Rancho Cucamonga	CA	91739	140	Senior Housing 62+	Owned
Fountains at Sierra	16946 Ceres Avenue	San Bernardino	Fontana	CA	92335	93	Senior	Owned
Gardens at Sierra	16838 Ceres Avenue	San Bernardino	Fontana	CA	92335	93	Senior	Owned
Pepperwood Apartments	9055 Foothill Blvd	San Bernardino	Rancho Cucamonga	CA	91730	230	Family	3rd Party Managed
Seasons at Ontario	955 North Palmetto Avenue	San Bernardino	Ontario	CA	91762	80	Senior 55+	3rd Party Managed
The Plaza at Sierra	16999 Orange Way	San Bernardino	Fontana	CA	92335	90	Senior	Owned
Village at Sierra	8684 Sierra Avenue	San Bernardino	Fontana	CA	92335	108	Senior	Owned
Villaggio on Route 66	10220 Foothill Blvd.	San Bernardino	Rancho Cucamonga	CA	91730	166	Family	Owned
Vista Verde Apartments	110 N Virginia Avenue	San Bernardino	Ontario	CA	91764	101	Family	Owned
Crestview Terrace Apartments	575 East Baseline Street	San Bernardino	San Bernardino	CA	92410	184	Family	Owned
Olive Meadow	610 East Olive	San Bernardino	San Bernardino	CA	92410	62	Family	Owned
San Antonio Vista	10410 Pradera Avenue	San Bernardino	Montclair	CA	91763	75	Family	Owned
San Emi Apartments	4115 Kingsley Street	San Bernadino	Montclair	CA	91763	18	Special Needs	Owned
San Marino Apartments	10355 Mills Avenue	San Bernardino	Montclair	CA	91763	85	Senior	Owned
Sunset Heights	6230 Haven Avenue	San Bernardino	Alta Loma	CA	91737	117	Family	Owned
Valencia Vista	950 N. Valencia Avenue	San Bernardino	San Bernardino	CA	92410	76	Family	Owned
Vista del Cielo	10319 Mills Ave	San Bernardino	Montclair	CA	91763	50	Family	Owned
California Villas	77-107 California Drive	Riverside	Palm Desert	CA	92211	141	Family	3rd Party Managed
Candlewood	74-000 Shadow Mountain	Riverside	Palm Desert	CA	92211	32	Senior	3rd Party Managed
Catalina Gardens	73-600A Catalina Way	Riverside	Palm Desert	CA	92211	72	Senior	3rd Party Managed
Desert Pointe	43-805 Monterey Ave	Riverside	Palm Desert	CA	92211	64	Family	3rd Party Managed
Laguna Palm	73-875 Santa Rosa Way	Riverside	Palm Desert	CA	92211	48	Family	3rd Party Managed
Neighbors	73-535 Santa Rosa Way	Riverside	Palm Desert	CA	92211	24	Family	3rd Party Managed
One Quail Place	72-600 Fred Waring Drive	Riverside	Palm Desert	CA	92211	384	Family	3rd Party Managed
Palm Village	73-650 Santa Rosa Way	Riverside	Palm Desert	CA	92211	36	Family	3rd Party Managed
Pueblos	73-695 Santa Rosa Way	Riverside	Palm Desert	CA	92211	15	Senior	3rd Party Managed

National CORE Property List (Owned and Third-Party Managed)

Sage Crest Senior	73-811 Santa Rosa Way	Riverside	Palm Desert	CA	92211	14	Senior	3rd Party Managed
Santa Rosa	73-625 Santa Rosa Way	Riverside	Palm Desert	CA	92211	20	Family	3rd Party Managed
Taos Palms	44-830 Las Palmas Ave	Riverside	Palm Desert	CA	92211	16	Family	3rd Party Managed
Citrus Grove of Rialto	1432 N. Willow Avenue	San Bernardino	Rialto	CA	92376	152	Family	Owned
Crossings Apartments	177 West South Street	San Bernardino	Rialto	CA	92376	100	Family	Owned
Metro View	164 West Bonnie View Drive	San Bernardino	Rialto	CA	92376	55	Family	Owned
Mission Pointe at Riverside	2750 Topaz Drive	Riverside	Riverside	CA	92507	64	Family	Owned
Mission Village Senior	8989 Mission Blvd	Riverside	Riverside	CA	92509	102	Senior	Owned
Renaissance Village	220 N. Glennwood Ave	San Bernardino	Rialto	CA	92376	144	Family	Owned
Summit View/8th Street	1343 E. 8th St	Riverside	Beaumont	CA	92223	48	Family PSH	Owned
Vista Cascade	1432 N. Willow Avenue	San Bernardino	Rialto	CA	92376	42	Family	Owned
Vista de La Sierra	11245 Pierce Street	Riverside	Riverside	CA	92505	80	Family/PSH Mixed	Owned
Cape Cod Apartments	1710 Maxson Street	San Diego	Oceanside	CA	92054	36	Family	Owned
Cobblestone Village	360 E. Washington Ave	San Diego	Escondido	CA	92025	44	Family	Owned
Greenbrier Village	563 Greenbrier Drive	San Diego	Oceanside	CA	92054	60	Family	Owned
Juniper Senior Apartments	215 E. Washington Avenue	San Diego	Escondido	CA	92025	61	Senior	Owned
La Mision Village	3220 Mission Avenue, Suite #7	San Diego	Oceanside	CA	92058	80	Family	Owned
Melrose Villas	1820 Melrose Drive	San Diego	San Marcos	CA	92078	114	Family	Owned
Mission Cove Family I & II	3247 Anchor Way	San Diego	Oceanside	CA	92054	150	Family	Owned
Santa Fe Senior Village	414 N. Santa Fe Ave	San Diego	Vista	CA	92083	54	Senior	Owned
Valley Senior Village	337 East Valley Parkway	San Diego	Escondido	CA	92025	50	Senior	Owned
Vista Terraza Apartments/II	7735 Via Solare	San Diego	San Diego	CA	92129	127	Family	Owned
North Harbor/Azure Apts.	1251 North Harbor	Orange	Anaheim	CA	92801	89	Special Needs	3rd Party Managed
Oak View Ranch	24960 Adams Ave	Riverside	Murrietta	CA	92562	81	Senior	Owned
Paseo Del Oro Apartments	432 West Mission Road #106	San Diego	San Marcos	CA	92069	120	Family	Owned
Sierra Vista Apartments	422 Los Vallecitos	San Diego	San Marcos	CA	92069	192	Family	Owned
Villa Serena Apartments/Phase I	340 Marcos Street	San Diego	San Marcos	CA	92069	148	Family	Owned
Westlake Village/Phase II	415 Autumn Dr.	San Diego	San Marcos	CA	92069	106	Family	Owned
Arbor Village	4914 Logan Avenue	San Diego	San Diego	CA	92113	112	Family	Owned
Encanto Village	6315 Imperial Avenue	San Diego	San Diego	CA	92114	66	Family	Owned
Iris at San Ysidro	1663 Dairy Mark Road	San Diego	San Diego	CA	92173	100	Family	Owned
Nestor Senior Village	1120 Nestor Way	San Diego	San Diego	CA	92154	74	Senior/PSH	Owned
Parkside Apartments	4035 Park Haven Court	San Diego	San Diego	CA	92113	40	Family	Owned
San Ysidro Senior Village	517 West San Ysidro	San Diego	San Diego	CA	92173	51	Senior	Owned
Shadow Hill Apartments	11085 Woodside Avenue	San Diego	Santee	CA	92071	82	Family	Owned
Spring Valley Apartments	8885 Orville Street	San Diego	Spring Valley	CA	91977	60	Family	Owned

National CORE Property List (Owned and Third-Party Managed)

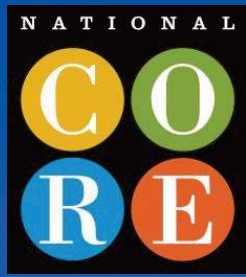
Talmadge Senior Village	5252 El Cajon Blvd.	San Diego	San Diego	CA	92115	91	Senior	Owned
Vista del Puente	1436 S. 40th Street	San Diego	San Diego	CA	92113	52	Family	Owned
Vista del Sol Apartments	1545 Q Avenue	San Diego	National City	CA	91950	132	Family	Owned
Elm Street Commons	111 West Elm Street	Orange	Anaheim	CA	92805	52	Family	3rd Party Managed
HB Oasis Apts.	17251 Beach Blvd.	Orange	Huntington Beach	CA	92648	64	PSH	Owned
Las Palmas Village	115 Avenida Serra	Orange	San Clemente	CA	92672	19	Family	Owned
Legacy Square Apartments	301 East Santa Ana Blvd	Orange	Santa Ana	CA	92701	93	Family	Owned
Miraflores	1445 South Anaheim Boulevard	Orange	Anaheim	CA	92805	86	Family	Owned
Mountain View Apartments	24551 Raymond Way	Orange	Lake Forest	CA	92630	71	Family	Owned
Orchard View Gardens	8300 Valley View Street	Orange	Buena Park	CA	90620	66	Senior	Owned
Santa Angelina	1320 North Angelina Drive	Orange	Placentia	CA	92870	65	Senior	Owned
Seasons at La Palma	7061 Walker Street	Orange	La Palma	CA	90623	60	Senior 62+	3rd Party Managed
Alta Vista Apartments	5051 East 3rd Street	Los Angeles	Los Angeles	CA	90022	60	Family	Owned
Clark Manor	13032 Columbia Way	Los Angeles	Downey	CA	90242	41	Family	Owned
Downey View	8314 2nd Street	Los Angeles	Downey	CA	90241	50	Family	Owned
Encanto Court Apartments	1345 W. 105th Street	Los Angeles	Los Angeles	CA	90044	62	Senior	Owned
Florence Apartments	1650 West Florence Avenue	Los Angeles	Los Angeles	CA	90047	128	Special Needs	3rd Party Managed
Hawthorne Terrace Apartments	13006 Kornblum Avenue	Los Angeles	Hawthorne	CA	90250	100	Family	Owned
Las Dahlias	4655 East 3rd Street	Los Angeles	Los Angeles	CA	90022	78	Family	Owned
Little Lake Village	10902 Fulton Wells Avenue	Los Angeles	Santa Fe Springs	CA	90670	144	Senior	Owned
Long Beach East Crescent	1133 Atlantic Ave	Los Angeles	Long Beach	CA	90813	40	Special Needs/PSH	3rd Party Managed
Long Beach West/Zephyr	1133 Atlantic Avenue	Long Beach	Long Beach	CA	90813	135	Special Needs/PSH	3rd Party Managed
Mosaic Gardens at Huntington Park	6337 Middleton Street	Los Angeles	Huntington Park	CA	92055	24	Special Needs	3rd Party Managed
4252 Crenshaw Apartments	4252 Crenshaw Ave	Los Angeles	Los Angeles	CA	90008	111	Multi Family	3rd Party Managed
Angelus Senior Housing	2417 Angelus Street	Los Angeles	Rosemead	CA	91770	52	Senior	3rd Party Managed
Garvey Senior Housing	9100 Garvey Avenue	Los Angeles	Rosemead	CA	91770	70	Senior	3rd Party Managed
Metro Loma	328 Mira Loma Avenue	Los Angeles	Glendale	CA	91204	44	Family	3rd Party Managed
Partkline/Mainstreet	1457 N. Main Street	Los Angeles	Los Angeles	CA	90012	376	Multi Family	3rd Party Managed
Pleasant Hills	1315 Pleasant Ave	Los Angeles	Los Angeles	CA	90033	25	Multi Family	3rd Party Managed
Willow Way	11730 Ramona Blvd	Los Angeles	El Monte	CA	91732	38	Special Needs	3rd Party Managed
456 West	456 9th Street	Los Angeles	San Pedro	CA	90731	91	Family	Owned
Bloom at Magnolia	1770 Magnolia Avenue	Los Angeles	Long Beach	CA	90813	40	Special Needs	3rd Party Managed
Casa de Los Amigos	123 South Catalina	Los Angeles	Redondo Beach	CA	90277	136	Senior	3rd Party Managed
Casa Luna	5533 Huntington Drive North	Los Angeles	Los angeles	CA	90032	49	Transitional Housing	Owned
Huntington Villas	5350 Huntington Drive South	Los Angeles	Los Angeles	CA	90032	52	Transitional Housing	Owned
Manitou Vista I	3420 E. Manitou Ave.	Los Angeles	Los Angeles	CA	90031	48	Multi Family	3rd Party Managed
Manitou Vista II	3414 E. Manitou Ave.	Los Angeles	Los Angeles	CA	90031	22	Multi Family	3rd Party Managed

National CORE Property List (Owned and Third-Party Managed)

Mosaic Gardens at Willowbrook	2213 East El Segundo Blvd	Los Angeles	Los Angeles	CA	90222	61	Special Needs	Owned
Willowbrook 3 (Lease Up)	12611 S. Willowbrook Ave	Los Angeles	Los Angeles	CA	90222	50	PSH	3rd Party Managed
The Residences of Diamond Hill	3601 Deen Road	Tarrant	Fort Worth	TX	76106	204	Family	Owned
Colony of Humble Apartments	831 Wilson Road	Harris	Humble	TX	77338	200	Family	Owned
Countryside Village Apartments	625 Wilson Rd.	Harris	Humble	TX	77338	182	Family	Owned
La Posada del Rey Apts	3135 Roosevelt Avenue	Bexar	San Antonio	TX	78214	145	Family	Owned
Lexington Square Apartments	1324 East Hospital Drive	Brazoria	Angleton	TX	77515	80	Family	Owned
Alvarado Lakeview	740 S Alvarado St	Los Angeles	Los Angeles	CA	90057	80	Multi Family/PSH	3rd Party Managed
Autumn Court	4055 Oakwood Ave.	Los Angeles	Los Angeles	CA	90004	68	Multi Family/PSH	3rd Party Managed
Brynhurst Terrace	6521 Brynhurst Ave	Los Angeles	Los Angeles	CA	90043	41	Multi Family/PSH	3rd Party Managed
Hillhaven Terrace	10140 Hillhaven Ave.	Los Angeles	Tujunga	CA	91042	34	Multi Family/PSH	3rd Party Managed
Jordan Downs/Cal trans	9800 Grape Street	Los Angeles	Los Angeles	CA	90002	34	Multi Family	3rd Party Managed
Mosaic Gardens at Monterey Park	236 Ramona Avenue	Los Angeles	Monterey Park	CA	91754	31	Family	3rd Party Managed
Palace Place	2640 East Anaheim Street	Los Angeles	Long Beach	CA	90802	14	Special Needs	3rd Party Managed
The Collection	3705 McLaughlin Ave.	Los Angeles	Los Angeles	CA	90066	26	Multi Family	3rd Party Managed
The Spark at Midtown	1900 Long Beach Blvd	Los Angeles	Long Beach	CA	90806	95	Special Needs	3rd Party Managed
Fairview Heights Apartments	923 East Redondo Boulevard	Los Angeles	Inglewood	CA	90302	101	Family/PSH	Owned
Marvs Place	143 Mar Vista Avenue	Los Angeles	Pasadena	CA	91106	20	Family	Owned
Park View Terrace Apartments	6728 Clara Street	Los Angeles	Bell Gardens	CA	90201	72	Senior	Owned
Pioneer Village	515 Pioneer	Los Angeles	Glendale	CA	91203	233	Multi Family/PSH	Partnered
Southwest Flats (Lease Up)	10400 S San Pedro	Los Angeles	Los Angeles	CA	90003	47	Multi Family/PSH	3rd Party Managed
Tres Lomas Garden Apts	4343 Toland Way	Los Angeles	Los Angeles	CA	90041	46	Senior	Owned
Vista Grande Court	1116 Sonora Avenue	Los Angeles	Glendale	CA	91201	66	Senior	Owned
21st Street	639 E 21st St	Los Angeles	Los Angeles	CA	90011	22	Previously Homeless	3rd Party Managed
36th Place	1603 W 36th Place	Los Angeles	Los Angeles	CA	90018	9	Previously Homeless	3rd Party Managed
40th Place	1343 W 40th Pl	Los Angeles	Los Angeles	CA	90037	20	Previously Homeless	3rd Party Managed
Broadway	6501 S Broadway	Los Angeles	Los Angeles	CA	90003	51	Previously Homeless	3rd Party Managed
Dalton	4222 Dalton Ave	Los Angeles	Los Angeles	CA	90062	28	Previously Homeless	3rd Party Managed
Dolores Huerta Apartments	5215 South Figueroa	Los Angeles	Los Angeles	CA	90037	40	Previously Homeless	3rd Party Managed
Firestone	1619 Firestone Blvd	Los Angeles	Los Angeles	CA	90001	20	Previously Homeless	3rd Party Managed
Leighton	1200 Leighton Ave	Los Angeles	Los Angeles	CA	90037	17	Previously Homeless	3rd Party Managed
Liv DTLA/Flower St	1411 S. Flower St	Los Angeles	Los Angeles	CA	90015	227	Previously Homeless	3rd Party Managed
Oaks on Florence	4224 Florence Avenue	Los Angeles	Bell	CA	90201	63	Senior	Owned
Rolland Curtis #1	1203 - 1205 Rolland Curtis Pl	Los Angeles	Los Angeles	CA	90037	19	Previously Homeless	3rd Party Managed
Rolland Curtis #2	1261 Rolland Curtis Pl	Los Angeles	Los Angeles	CA	90037	28	Previously Homeless	3rd Party Managed
Sierra Bonita	1047 N Sierra Bonita Ave	Los Angeles	West Hollywood	CA	90046	13	Previously Homeless	3rd Party Managed

National CORE Property List (Owned and Third-Party Managed)

Treehouse (Eaves)	920 S Gramercy Pl	Los Angeles	Los Angeles	CA	90019	58	Previously Homeless	3rd Party Managed
Vida DTLA/Grand	1317 S Grand Ave	Los Angeles	Los Angeles	CA	90015	147	Senior	3rd Party Managed
Carlos Ortega Villas	77-915 Avenue of the States	Riverside	Palm Desert	CA	92211	73	Senior	3rd Party Managed
Cathedral Palms Apartments	31-750 Landau Blvd.	Riverside	Cathedral City	CA	92234	224	Senior	Owned
Desert Meadows Apartments	44071 Clinton Street	Riverside	Indio	CA	92201	80	Family	Owned
Dumosa Senior Village	57110 Twentynine Palms Hwy	San Bernardino	Yucca Valley	CA	92284	75	Senior	Owned
La Rocca Villas	42-135 Golden Eagle Lane	Riverside	Palm Desert	CA	92211	27	Senior	3rd Party Managed
Las Serenas	73-315 Country Club Drive	Riverside	Palm Desert	CA	92211	150	Senior	3rd Party Managed
Parkview Villas	71-740 San Jacinto Drive	Riverside	Rancho Mirage	CA	92270	82	55 Plus	3rd Party Managed
River Canyon Apts	34-300 Corregidor Drive	Riverside	Cathedral City	CA	92234	60	Family	Owned
San Jacinto Villas	71-300 San Jacinto Drive	Riverside	Rancho Mirage	CA	92270	82	55 Plus	3rd Party Managed
Santa Rosa Villas	25150 Juniper Lane	Riverside	Rancho Mirage	CA	92270	33	55 Plus	3rd Party Managed
Vista Dunes Courtyard Homes	44-950 Vista Dunes Lane	Riverside	La Quinta	CA	92253	80	Family	Owned
Whispering Waters	42-536 Rancho Mirage Lane	Riverside	Rancho Mirage	CA	92270	29	55 Plus	3rd Party Managed
Canoga Park Place	7631 Topanga Canyon Blvd.	Los Angeles	Canoga Park	CA	91304	51	Multi Family/PSH	3rd Party Managed
Laurel Court	14949 Roscoe Blvd	Los Angeles	Panorama City	CA	91402	31	Multi Family/PSH	3rd Party Managed
Maida Apartments	4818 Sepulveda	Los Angeles	Sherman Oaks	CA	91403	36	Multi Family/PSH	3rd Party Managed
Martel Apartments	1643 N Martel Ave	Los Angeles	Los Angeles	CA	90046	11	Multi Family/PSH	3rd Party Managed
NoHo Apartments	11135 W. Burbank Blvd	Los Angeles	North Hollywood	CA	91601	70	Multi Family/PSH	3rd Party Managed
Orchid Suites/Martel	1753 Orchid Ave.	Los Angeles	Hollywood	CA	90028	40	Multi Family/PSH	3rd Party Managed
Parthenia Place	15230 Parthenia Pl	Los Angeles	North Hills	CA	91343	41	Multi Family/PSH	3rd Party Managed
Pico Square	5050 W. Pico Blvd	Los Angeles	Los Angeles	CA	90019	79	Multi Family/PSH	3rd Party Managed
The Argent	7639 Van Nuys Blvd.	Los Angeles	Los Angeles	CA	91405	36	Multi Family/PSH	3rd Party Managed
View @ Soto	1040 N Soto St	Los Angeles	Los Angeles	CA	90033	85	Multi Family/PSH	3rd Party Managed
Oxford Suites	630 Oxford Avenue	Los Angeles	Los Angeles	CA	90004		Specials Needs	3rd Party Managed
Impressions at Valley Center	15500 Midtown Drive	San Bernardino	Victorville	CA	92394	100	Family	Owned
Northgate Village Apartments	17251 Dante Street	San Bernardino	Victorville	CA	92394	140	Family	Owned
Summer Terrace	38530 Tierra Subida Avenue	Los Angeles	Palmdale	CA	93551	80	Senior	Owned
The Village at Beechwood	44063 Beech Avenue	Los Angeles	Lancaster	CA	93534	100	Family	3rd Party Managed
Whispering Palms	38250 9th Street East	Los Angeles	Palmdale	CA	93550	75	Senior	Owned
Arbor Villas Apartments	4661 Plumosa Drive	Orange	Yorba Linda	CA	92886	67	Family	Owned
Corona de Oro Apartments	680 W. Second Street	Riverside	Corona	CA	92882	72	Family	Owned
Corona del Rey Apartments	1148 D Street	Riverside	Corona	CA	92882	160	Family	Owned
Oakcrest Heights	22733 Oakcrest Circle	Orange	Yorba Linda	CA	92887	54	Family	Owned
Oakcrest Terrace	22744 East Park Drive	Orange	Yorba Linda	CA	92887	69	Family	Owned
Villa Plumosa	4672 Plumosa Drive	Orange	Yorba Linda	CA	92886	76	Family	Owned



National Community Renaissance

Housing Authority of City of Alameda PM RFQ Fee Proposal

Housing Authority of City of Alameda

Property Management RFQ

Management Fee Proposal

Management Agent National Community Renaissance "National CORE" Date 05/11/2026

As part of the RFQ review process, we are asking the management agents to provide us with a Management Fee Proposal. Working with this proposal, the management agent and AHA will negotiate a fee for the management contract.

Just a reminder that AHA has posted 2025 property income and expense information (including GPR and Vacancy data) as well as rent data in the Bonfire procurement system. This information can be downloaded and may be helpful to management agents as you think through the Fee Proposal.

About the Fee Proposal

- Many of the fee conventions included in this proposal outline are drawn from HUD Management Agent's Handbook (HUD 4381.5, rev. 2) as it is widely recognized in the industry and provides a reasonable point of reference.
- The Fee Proposal format assumes a single portfolio-wide fee amount, although AHA is open to reasonable variations.
- The fee proposal will be broken into three parts

(A) **Base Management Fee** – AHA prefers and recommends a fee-based proposal based on percentage of cash collected, although management agents may propose a “per door” fee subject to guidelines in the proposal and possible funding partner requirements.

(B) A list of all **Additional Fees** proposed, including the type of fee and the proposed payment (for instance, Accounting Fee of \$x per unit per month, mandatory training fees per associate, software fees, etc.), subject to guidelines in the proposal and possible funding partner requirements.

(C) While not management fees per se, we are requesting information regarding **some anticipated front-line costs** allowing for AHA analysis of potential fee yields.

Please return the Fee Proposal by **Tuesday May 12 at 5pm** via Bonfire and by email to Jack Geary at Jack.Geary@outlook.com with copy to Nancy Gerardin at NGerardin@alamedahsg.org

A) The Base Fee

OPTION ONE- Percentage of Collection Base Fee

AHA prefers a “percentage of collections” proposed management fee, as we believe this type of fee provides incentive opportunities to the management agent and the owner, and because under a percentage of collection proposal, the fee increases commensurate with the rent. If you propose a Property Management Fee as a **percentage of collections**, enter it below.

AHA Properties will pay the property management company a Base Management fee of:	<u>3.5</u> % of Total Collections
---	-----------------------------------

What revenues are included as Collections when determining Management Fee?

Gross revenue collected in the prior month relates to the operations done by the management company.

- This includes tenant rent received, HAP received, PBV vacancy loss payments, laundry income, commercial rent, payment against unpaid rent and income collected from prior resident damages (both current and former residents).
- This does not include items that may be accrued or booked as income that are not actually collected. The calculation is based on true cash collections.
- It does not include revenue items that relate to work completed by the AHA. This includes asset management fees, or rebates or repayment from construction, grant contributions, ROPS and other non – HAP contributions from AHA or its subsidiaries to the property, etc.

If you have any concerns or questions about this, please describe them here:

No concerns or questions.

Performance-based Incentive Management Fee

AHA is willing to consider a performance-based incentive management fee on top of the base management fee. This must be tied to easily measured performance indicators e.g. economic vacancy, NOI, recertifications completed on time, timely payment of accounts payable etc.

If you wish to propose this, please describe it here:

Owner may award a annual \$10,000 annual incentive fee if Manager maintains 98% average occupancy,
 completes 98% of recertifications on time , achieves full lease-up, and processes accounts payable timely and without material deficiency.

OPTION TWO - Per Door Fee

Managers may alternatively propose a “per door” fee entered below.

AHA Properties will pay the property management company a Property Management Fee of:	\$ _____ Per Unit Monthly for units occupied at least one day during the month.	
	Contract Year 1	\$ _____ per unit per month for all units occupied at least one day during the month.
	Contract Year 2	\$ _____ per unit per month for all units occupied at least one day during the month.
	Contract Year 3	\$ _____ per unit per month for all units occupied at least one day during the month.
	Contract Year 4	\$ _____ per unit per month for all units occupied at least one day during the month.
	Contract Year 5	\$ _____ per unit per month for all units occupied at least one day during the month.

If a “per door” fee is selected, AHA will need to understand what measures are in place to ensure performance and to maximize revenue from proper collection of rent, timely filling of vacancies and unit turns.

Please describe:

n/a

B) Additional/Add-On Fees Proposed

In addition to the Base Fee listed above, property management contracts often contain “Add On Fees” – Such as an Accounting/Bookkeeping fee. Please add a list the add on fees proposed and for which properties

 x We **are** proposing one or more Add-On Fees,

If so, please attach to this Fee Proposal and describe

- if the fees are mandatory or optional
- what these fees are for (brief description)
- are the fees by door, by associate, or by property

Continued B) Additional/Add-On Fees Proposed

Add-On Fees Proposed

We are proposing the following mandatory add-on fees, applicable to all managed properties:

- **Compliance Fee: \$10 per unit per month**
Covers regulatory compliance oversight, including recertification tracking, audit readiness, and monitoring of affordable housing program requirements.
- **Accounting Fee: \$5 per unit per month**
Covers property-level accounting services, including accounts payable processing, financial reporting support, and owner-required reconciliations.

All add-on fees are assessed by door (unit) and billed monthly.

- when they are charged (e.g. frequency),
- who does the work (e.g. compliance with construction management staff, subcontractor)

_____ We **are not** proposing one or more Add-On Fees,

C) Management Costs Paid by Property (Front-Line Costs)

This component of the Fee Proposal requests that management agents indicate management costs that are charged directly to the property as front-line costs and not included in the fee. Please provide a good-faith estimate of direct management costs charged to the properties.

Estimated Staffing Costs by Position:

Title	Salary Cost Range	Salary Cost Range if Housing is Provided	Tax, Fringe and Health Insurance as a % of Salary (Include all taxes, worker's compensation, Health Insurance, 401K contribution, phone/mileage allowances, etc.)
Manager	\$26-\$30	\$21-\$25	30%
Assistant Manager	\$20-\$23	\$15-\$18	30%
Maintenance	\$25	\$20	30%
Janitorial	\$20	\$20	30%
Other - Leasing	\$18	\$18	30%

Site Staff Incentives:

We are also asking about any bonus or incentive programs for staff you would be charging to the property budget.

Position	Annual bonus	Other incentives if any
Manager	3%	\$50 per unit lease up incentive
Assistant Manager	3%	\$50 per unit lease up incentive
Maintenance	3%	\$50 per unit lease up incentive
Janitorial	3%	\$50 per unit lease up incentive

Other		
-------	--	--

Administrative Management Costs charged directly to the property (Front-Line cost)

Please complete this:

Accounting & Bookkeeping	INCLUDED ABOVE as part of: A) Proposed Portfolio-Wide Management Fee \$5 per unit per month
Payroll processing cost	Per FTE or per site estimate if applicable: \$10.20 per FTE per pay period
Software license fee	Per unit or per site estimate, if applicable: \$85 per user per month
Staff training	Per FTE or per site estimate, if applicable: n/a
Email administration, Website and IT Admin Fees:	Per unit or per site estimate, if applicable: Included in Software License Fee
Web site or other IT administration fees	\$500 fee for website/rentcafe. Others fees per need base
Other fees (if applicable)	\$10 compliance fee stated on page 5.
Yardi Fees	\$62.86 per unit per month (all inclusive)
Additional Services	
Per Unit Fee (prior to PIS date):	n/a
New Construction – per approved files completion	Note all new lease ups will be subject to an additional lease up agreement to be negotiated and signed no later than 12 months prior to lease up.

Note: All other fees or front-line management costs that are to be charged to the property by the owner must be disclosed in good-faith up front.

The Owner has set the following standards for maximum allowable fees and expense reimbursements:

Other Management Costs Charged to Property (Front-Line expenses) – Standards

Certain front-line costs can be charged to the property, when necessary, at reasonable levels. Management agent agrees to manage these charges, ensuring that they are necessary for staff to carry out their responsibilities, and to ensure that the charges are reasonable. Management agents agree to adhere to these guidelines and to provide documentation as part of the monthly financial package:

- Cell phone expenses: \$40/month, prorated per FTE
- Mileage expenses: \$30/month prorated per FTE (all sites are in a 5 mile radius)
- Resident event expenses: \$100/month for properties containing fewer than 100 units and \$300 month for properties larger than 100 units.
- Employee Uniform allowance (for employees requiring uniforms): \$400/year per FTE.
- Miscellaneous expenses: max \$1,000/year per property.

All proposers attest to having reviewed the RFQ in its entirety and to having received any and all addenda, if applicable. Any exceptions to the above maximum standard fees and expense reimbursements, and any other fees or reimbursements to the Agent, must be specified in this Exhibit to be treated as an allowable expense for the duration of this contract or must be documented and submitted for owner approval in the annual budget process.

SUBMITTED BY:	Courtney Richard <i>Courtney Richard</i>	Senior VP - Property Management
	Print and sign name	Title

- *For purposes of the contract Management Fees will be negotiated between AHA and management agent using this Fee Proposal as a starting point*
- *AHA encourages incentive based fees which allow the management agent to earn higher fee income for extraordinary property performance, such as higher occupancy or collection rates.*
- *Fees may be regulated by various funding partners and may require partner approval.*

National Community Renaissance Management Proposal Fees Submission 5.11.26

Final Audit Report

2026-05-12

Created:	2026-05-12
By:	Chris Paez (cpaez@havencorecommunities.org)
Status:	Signed
Transaction ID:	CBJCHBCAABAAbYRAh_NTei49oV5tjyRIYeKzRk_xeXgM

"National Community Renaissance Management Proposal Fees Submission 5.11.26" History

-  Document created by Chris Paez (cpaez@havencorecommunities.org)
2026-05-12 - 5:16:10 PM GMT
-  Document emailed to Courtney Richard (crichard@havencorecommunities.org) for signature
2026-05-12 - 5:16:16 PM GMT
-  Email viewed by Courtney Richard (crichard@havencorecommunities.org)
2026-05-12 - 5:17:05 PM GMT
-  Document e-signed by Courtney Richard (crichard@havencorecommunities.org)
Signature Date: 2026-05-12 - 5:44:05 PM GMT - Time Source: server - Signature Appearance Selected: IMAGE
-  Agreement completed.
2026-05-12 - 5:44:05 PM GMT

HOUSING AUTHORITY OF THE CITY OF ALAMEDA

Resolution No. _____

A RESOLUTION OF THE BOARD OF COMMISSIONERS OF THE HOUSING AUTHORITY OF THE CITY OF ALAMEDA TO AUTHORIZE THE EXECUTIVE DIRECTOR TO NEGOTIATE AND EXECUTE A PROPERTY MANAGEMENT AGREEMENT BETWEEN THE HOUSING AUTHORITY OF THE CITY OF ALAMEDA, FOR INDEPENDENCE PLAZA, AND NATIONAL COMMUNITY RENAISSANCE OF CALIFORNIA (HAVENCORE) FOR PROPERTY MANAGEMENT SERVICES WITH A NOT TO EXCEED AMOUNT OF \$335,000 FOR THE FIRST YEAR, AND TO AUTHORIZE THE EXECUTIVE DIRECTOR TO NEGOTIATE AND EXECUTE THE MANAGEMENT TRANSITION ADDENDUM BETWEEN THE HOUSING AUTHORITY OF THE CITY OF ALAMEDA, FOR INDEPENDENCE PLAZA, AND NATIONAL COMMUNITY RENAISSANCE OF CALIFORNIA (HAVENCORE) WITH A NOT TO EXCEED AMOUNT OF \$39,060, SUBJECT TO REVIEW AND APPROVAL AS TO FORM BY GENERAL COUNSEL.

WHEREAS, the Housing Authority of the City of Alameda, a public body, corporate and politic, ("Housing Authority") is permitted to transact business and exercise any power inferred pursuant to the Housing Authorities Law (Health and Safety Code Section 34200 et seq.);

WHEREAS, the Housing Authority Board of Commissioners previously approved agreements and amendments for third-party property management services with Asset Living, previously known as FPI Property Management, Inc., with a current contract expiration date of December 31, 2026;

WHEREAS, the Housing Authority issued a Request for Qualifications (RFQ) on April 2, 2026, to provide third-party property management services and the highest scoring qualified bidder has been selected;

WHEREAS, to facilitate an effective transition between third-party property management providers with limited disruption to tenants and property operations, the Board of Commissioners desire to delegate to the Housing Authority's Executive Director the authority to negotiate and execute a property management agreement with a not to exceed amount of \$335,000 and a management transition addendum with a not to exceed amount of \$39,060.

NOW, THEREFORE, BE IT RESOLVED, that the Board of Commissioners finds that all of the facts set forth in the Recitals are true and correct, and are incorporated herein by reference.

BE IT FURTHER RESOLVED that the Board of Commissioners of the Housing Authority of the City of Alameda authorizes the Executive Director to negotiate and execute a property management agreement between the Housing Authority of the City of Alameda, for Independence Plaza, and National Community Renaissance of California (HavenCORE) for property management services with a not to exceed amount of \$335,000 for the first year, and the Board of Commissioners authorizes the Executive Director to negotiate and execute the management transition addendum between the Housing Authority of the City of Alameda, for Independence Plaza, and National Community Renaissance of California (HavenCORE) with a not to exceed amount of \$39,060, subject to review and approval as to form by general counsel.

BE IT FURTHER RESOLVED that the Executive Director is hereby authorized to take any and all actions necessary or required to implement and administer this Resolution.

BE IT FURTHER RESOLVED that this Resolution shall take effect immediately upon its adoption.

Ayes: XX Commissioners:

Nayes: XX Commissioners:

Abstain: XX Commissioners:

Absent: XX Commissioners:

[SIGNATURE PAGE FOLLOWS]



Housing Authority
of the
City of Alameda

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

701 Atlantic Avenue • Alameda, California 94501-2161

ATTEST:

Vanessa M. Cooper
Secretary/Executive Director

Carly Grob, Chair
Board of Commissioners

Approved as to form:

Adrian Guerra,
General Counsel,
Aleshire & Wynder, LLP

Adopted: Month Date, 2026



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

701 Atlantic Avenue • Alameda, California 94501-2161

To: Board of Directors
From: Cesar Hidalgo, Management Fellow

Prepared By: Cesar Hidalgo, Management Fellow

Date: September 16, 2026

Re: Adopt a Resolution to Authorize the Executive Director to Negotiate and Execute a Property Management Agreement between the Alameda Affordable Housing Corporation, for **AAHC Scattered Sites**, and National Community Renaissance of California (HavenCORE) for Property Management Services with a not to exceed amount of \$37,000 for the first year, and to Authorize the Executive Director to Negotiate and Execute the Management Transition Addendum between the Alameda Affordable Housing Corporation, for **AAHC Scattered Sites**, and National Community Renaissance of California (HavenCORE) with a not to exceed amount of \$5,670, subject to review and approval as to form by General Counsel.
10.B.

BACKGROUND

The property management agreement with Asset Living (formerly known as FPI Management, Inc.) to manage AAHC Scattered Sites is set to expire on December 31, 2026. In anticipation of the contract expiration and to support the Agency's operational goals, the Housing Authority of City of Alameda (AHA) and its affiliated entities, including Alameda Affordable Housing Corporation (AAHC) and Island City Development (ICD), issued a Request for Qualifications (RFQ) for third party property management service providers on April 2, 2026. AHA requested qualifications from experienced and licensed firms to provide property management services for some or all properties in the AHA, AAHC, and ICD portfolios. The RFQ was issued through AHA's procurement portal (Euna), which notified 180 vendors of the opportunity. The following ten vendors submitted a proposal:

1. Abode Property Management
2. Aje Scott Advisor Group LLC
3. Asset Living
4. Bell Properties, Inc
5. EBMC Real Estate and Property Management
6. Fairstead



7. Lindquist, von Husen & Joyce LLP
8. National Renaissance of California (HavenCORE)
9. Visionary Property Management Group
10. WSH Management

Firms Lindquist, von Husen & Joyce LLP and Aje Scott Advisor Group LLC provided qualifications for third party property management financial services only, which may be reviewed at a later time.

Following an initial review for responsiveness and qualifications, eight firms were invited to in-person interviews with AHA's evaluation committee on May 18, 2026, through May 20, 2026.

AHA has elected to negotiate with National Community Renaissance of California (HavenCORE) for property management services and is seeking authorization to execute a contract with HavenCORE, subject to review and approval by any applicable lenders, investors, or insurance providers, and as to form by AHA's General Counsel. The proposed contract terms shall include (i) a one-year term, with four one-year extension options, and a total term not to exceed five years if all options are exercised; (ii) an effective date of November 1, 2026, or later; and (iii) a not to exceed amount of \$37,000 for the first year to include the Base Management Fee of 3.5%, compliance fee of \$10 per unit per month, and accounting fee of \$5 per unit per month.

DISCUSSION

Following the in-person interviews and proposal reviews, the evaluation committee recommended that AHA award the property management portfolio between the top two ranked proposers. To facilitate the transition planning, the two proposed firms executed Non-Disclosure Agreements (NDAs) with AHA. In June 2026, AHA staff informed the Board of Directors of the RFQ status and the proposed direction. Staff now propose to award the AAHC Scattered Sites (owned by AAHC) third party property management services to the top Proposer: National Community Renaissance of California (HavenCORE).

HavenCORE is a nonprofit developer and manager of affordable housing with a diverse portfolio of over 14,000 units. HavenCORE provided the evaluation committee with insight regarding HavenCORE's resident-centric approach and their dedication and commitment to exceeding the needs of residents by providing resources, timely responses, and community events. The committee was also impressed by the firm's legal compliance expertise. HavenCORE's team includes experts in landlord and tenant law and fair housing regulation. The team follows strict adherence to pertinent regulations, minimizing legal risks and protecting the rights of both tenants and property owners.

Upon approval, AHA staff will coordinate transition planning, including operational assessment and staffing coordination. HavenCORE worked diligently with staff to draft the Property Management Agreement (PMA) and the Management Transition Addendum.

Although the portfolio's current property management agreements with Asset Living remain in effect through December 31, 2026, the Housing Authority anticipates initiating a phased transition prior to the contracts' expiration dates. There may temporarily be overlap in operational and transitional related expenses during this period. Under their current contracts, Asset Living has a responsibility to transition the properties to the incoming property



management company by the end of Asset Living's contracts' terminations. To initiate a staggered approach of property management transition, the Housing Authority proposes to enter into an agreement with HavenCORE to take over property management of AAHC Scattered Sites on November 1, 2026, or later. Staff will be supporting best practices for the transition of property management and will ensure that tenant selection, admission, unit inspection, rent determination, utility allowance, maintenance, and lease enforcement is administered appropriately by HavenCORE. The transition of service and the execution of the Property Management Agreement (PMA) is subject to approval by the property's lender and investor (if applicable), as well as other funders and stakeholders.

FISCAL IMPACT

HavenCORE's Base Management fee includes 3.5% of total collections. AAHC Scattered Sites has 27 total units and approximate annual collections of \$713,890 (mainly tenant rent and Housing Assistance Payments). The firm also proposes a mandatory add-on compliance fee of \$10 per unit per month, which covers regulatory compliance oversight, and an accounting fee of \$5 per unit per month to cover property-level accounting services. The approximate fee for the first year is expected to be \$4,860 for compliance and accounting fees. The total annual first year cost is expected to be \$37,000.

During the Transition Period, 60 to 90 days prior to the Property Management Commencement Date, HavenCORE will charge a fee of \$70 per unit per month (approx. \$5,670 for this property) for each community. Due to the anticipated phased transition process between the property management companies, it is expected that there will be overlapping costs associated with onboarding, coordination, data migration and training, in addition to accounting adjustments close out actions. Any transitional related expenses will be managed within approved budget appropriations.

CEQA

Not Applicable

RECOMMENDATION

Adopt a Resolution to Authorize the Executive Director to Negotiate and Execute a Property Management Agreement between the Alameda Affordable Housing Corporation, for **AAHC Scattered Sites**, and National Community Renaissance of California (HavenCORE) for Property Management Services with a not to exceed amount of \$37,000 for the first year, and to Authorize the Executive Director to Negotiate and Execute the Management Transition Addendum between the Alameda Affordable Housing Corporation, for **AAHC Scattered Sites**, and National Community Renaissance of California (HavenCORE) with a not to exceed amount of \$5,670, subject to review and approval as to form by General Counsel.

ATTACHMENTS

1. Property Management Resolution – AAHC Scattered Sites

Respectfully submitted,



Cesar Hidalgo

Cesar Hidalgo, Management Fellow



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

701 Atlantic Avenue • Alameda, California 94501-2161

Resolution No. _____

A RESOLUTION OF THE BOARD OF DIRECTORS OF THE ALAMEDA AFFORDABLE HOUSING CORPORATION TO AUTHORIZE THE EXECUTIVE DIRECTOR TO NEGOTIATE AND EXECUTE A PROPERTY MANAGEMENT AGREEMENT BETWEEN THE ALAMEDA AFFORDABLE HOUSING CORPORATION, FOR AAHC SCATTERED SITES, AND NATIONAL COMMUNITY RENAISSANCE OF CALIFORNIA (HAVENCORE) FOR PROPERTY MANAGEMENT SERVICES WITH A NOT TO EXCEED AMOUNT OF \$37,000 FOR THE FIRST YEAR, AND TO AUTHORIZE THE EXECUTIVE DIRECTOR TO NEGOTIATE AND EXECUTE THE MANAGEMENT TRANSITION ADDENDUM BETWEEN THE ALAMEDA AFFORDABLE HOUSING CORPORATION, FOR AAHC SCATTERED SITES, AND NATIONAL COMMUNITY RENAISSANCE OF CALIFORNIA (HAVENCORE) WITH A NOT TO EXCEED AMOUNT OF \$5,670, SUBJECT TO REVIEW AND APPROVAL AS TO FORM BY GENERAL COUNSEL.

At a duly constituted meeting of the Board of Directors (the "**Board**") of Alameda Affordable Housing Corporation, a California nonprofit public benefit corporation (the "**Corporation**"), held on September 16, 2026, the following resolutions were adopted:

WHEREAS, the Housing Authority of the City of Alameda (the "**Authority**"), is a public body, corporate and politic, and created the Corporation as a blended component unit;

WHEREAS, the Board previously approved agreements and amendments for third-party property management services with Asset Living, previously known as FPI Property Management, Inc., with a current contract expiration date of December 31, 2026;

WHEREAS, the Housing Authority issued a Request for Qualifications (RFQ) on April 2, 2026, to provide third-party property management services and the highest scoring qualified bidder has been selected;

WHEREAS, to facilitate an effective transition between third-party property management providers with limited disruption to tenants and property operations, the Board desires to delegate to the Corporation's Executive Director the authority to negotiate and execute a property management agreement with a not to exceed amount of \$37,000 and a management transition addendum with a not to exceed amount of \$5,670.

NOW, THEREFORE, BE IT RESOLVED, that the Board of Directors finds that all of the facts set forth in the Recitals are true and correct, and are incorporated herein by reference.



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

701 Atlantic Avenue • Alameda, California 94501-2161

BE IT FURTHER RESOLVED that the Board authorizes the Executive Director to negotiate and execute a property management agreement between the Alameda Affordable Housing Corporation, for AAHC Scattered Sites, and National Community Renaissance of California (HavenCORE) for property management services with a not to exceed amount of \$37,000 for the first year, and the Board of Directors authorizes the Executive Director to negotiate and execute the management transition addendum between the Alameda Affordable Housing Corporation, for AAHC Scattered Sites, and National Community Renaissance of California (HavenCORE) with a not to exceed amount of \$5,670, subject to review and approval as to form by general counsel.

BE IT FURTHER RESOLVED that the President is hereby authorized to take any and all actions necessary or required to implement and administer this Resolution.

BE IT FURTHER RESOLVED that this Resolution shall take effect immediately upon its adoption.

Ayes: XX Directors:

Nayes: XX Directors:

Abstain: XX Directors:

Absent: XX Directors:



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

701 Atlantic Avenue • Alameda, California 94501-2161

[SIGNATURE PAGE FOLLOWS]

ATTEST:

Vanessa M. Cooper
Secretary/Executive Director

Carly Grob, President
Board of Directors

Approved as to form:

Adrian Guerra,
General Counsel,
Aleshire & Wynder, LLP

Adopted: September 16, 2026



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

701 Atlantic Avenue • Alameda, California 94501-2161

To: Board of Directors
From: Cesar Hidalgo, Management Fellow

Prepared By: Cesar Hidalgo, Management Fellow

Date: September 16, 2026

Re: Adopt a Resolution to Authorize the Executive Director to Negotiate and Execute a Property Management Agreement between the Alameda Affordable Housing Corporation, for **China Clipper Plaza**, and National Community Renaissance of California (HavenCORE) for Property Management Services with a not to exceed amount of \$34,000 for the first year, and to Authorize the Executive Director to Negotiate and Execute the Management Transition Addendum between the Alameda Affordable Housing Corporation, for **China Clipper Plaza**, and National Community Renaissance of California (HavenCORE) with a not to exceed amount of \$5,460, subject to review and approval as to form by General Counsel.
10.C.

BACKGROUND

The property management agreement with Asset Living (formerly known as FPI Management, Inc.) to manage China Clipper Plaza is set to expire on December 31, 2026. In anticipation of the contract expiration and to support the Agency's operational goals, the Housing Authority of City of Alameda (AHA) and its affiliated entities, including Alameda Affordable Housing Corporation (AAHC) and Island City Development (ICD), issued a Request for Qualifications (RFQ) for third party property management service providers on April 2, 2026. AHA requested qualifications from experienced and licensed firms to provide property management services for some or all properties in the AHA, AAHC, and ICD portfolios. The RFQ was issued through AHA's procurement portal (Euna), which notified 180 vendors of the opportunity. The following ten vendors submitted a proposal:

1. Abode Property Management
2. Aje Scott Advisor Group LLC
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5. EBMC Real Estate and Property Management
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7. Lindquist, von Hussen & Joyce LLP
8. National Community Renaissance of California (HavenCORE)
9. Visionary Property Management Group
10. WSH Management

Firms Lindquist, von Hussen & Joyce LLP and Aje Scott Advisor Group LLC provided qualifications for third party property management financial services only, which may be reviewed at a later time.

Following an initial review for responsiveness and qualifications, eight firms were invited to in-person interviews with AHA's evaluation committee on May 18, 2026, through May 20, 2026.

AHA has elected to negotiate with National Community Renaissance of California (HavenCORE) for property management services and is seeking authorization to execute a contract with HavenCORE, subject to review and approval by any applicable lenders, investors, or insurance providers, and as to form by AHA's General Counsel. The proposed contract terms shall include (i) a one-year term, with four one-year extension options, and a total term not to exceed five years if all options are exercised; (ii) an effective date of November 1, 2026, or later; and (iii) a not to exceed amount of \$34,000 for the first year to include the Base Management Fee of 3.5%, compliance fee of \$10 per unit per month, and accounting fee of \$5 per unit per month.

DISCUSSION

Following the in-person interviews and proposal reviews, the evaluation committee recommended that AHA award the property management portfolio between the top two ranked proposers. To facilitate the transition planning, the two proposed firms executed Non-Disclosure Agreements (NDAs) with AHA. In June 2026, AHA staff informed the Board of Directors of the RFQ status and the proposed direction. Staff now propose to award the China Clipper Plaza (owned by AAHC) third party property management services to the top Proposer: National Community Renaissance of California (HavenCORE).

HavenCORE is a nonprofit developer and manager of affordable housing with a diverse portfolio of over 14,000 units. HavenCORE provided the evaluation committee with insight regarding HavenCORE's resident-centric approach and their dedication and commitment to exceeding the needs of residents by providing resources, timely responses, and community events. The committee was also impressed by the firm's legal compliance expertise. HavenCORE's team includes experts in landlord and tenant law and fair housing regulation. The team follows strict adherence to pertinent regulations, minimizing legal risks and protecting the rights of both tenants and property owners.

Upon approval, AHA staff will coordinate transition planning, including operational assessment and staffing coordination. HavenCORE worked diligently with staff to draft the Property Management Agreement (PMA) and the Management Transition Addendum.

Although the portfolio's current property management agreements with Asset Living remain in effect through December 31, 2026, the Housing Authority anticipates initiating a phased transition prior to the contracts' expiration dates. There may temporarily be overlap in operational and transitional related expenses during this period. Under their current contracts, Asset Living has a responsibility to transition the properties to the incoming property



management company by the end of Asset Living's contracts' terminations. To initiate a staggered approach of property management transition, the Housing Authority proposes to enter into an agreement with HavenCORE to take over property management of China Clipper Plaza on November 1, 2026, or later. Staff will be supporting best practices for the transition of property management and will ensure that tenant selection, admission, unit inspection, rent determination, utility allowance, maintenance, and lease enforcement is administered appropriately by HavenCORE. The transition of service and the execution of the Property Management Agreement (PMA) is subject to approval by the property's lender and investor (if applicable), as well as other funders and stakeholders.

FISCAL IMPACT

HavenCORE's Base Management fee includes 3.5% of total collections. China Clipper Plaza has 26 total units and approximate annual collections of \$649,517 (mainly tenant rent and Housing Assistance Payments). The firm also proposes a mandatory add-on compliance fee of \$10 per unit per month, which covers regulatory compliance oversight, and an accounting fee of \$5 per unit per month to cover property-level accounting services. The approximate fee for the first year is expected to be \$4,680 for compliance and accounting fees. The total annual first year cost is expected to be \$34,000.

During the Transition Period, 60 to 90 days prior to the Property Management Commencement Date, HavenCORE will charge a fee of \$70 per unit per month (approx. \$5,460 for this property) for each community. Due to the anticipated phased transition process between the property management companies, it is expected that there will be overlapping costs associated with onboarding, coordination, data migration and training, in addition to accounting adjustments close out actions. Any transitional related expenses will be managed within approved budget appropriations.

CEQA

Not applicable.

RECOMMENDATION

Adopt a Resolution to Authorize the Executive Director to Negotiate and Execute a Property Management Agreement between the Alameda Affordable Housing Corporation, for **China Clipper Plaza**, and National Community Renaissance of California (HavenCORE) for Property Management Services with a not to exceed amount of \$34,000 for the first year, and to Authorize the Executive Director to Negotiate and Execute the Management Transition Addendum between the Alameda Affordable Housing Corporation, for **China Clipper Plaza**, and National Community Renaissance of California (HavenCORE) with a not to exceed amount of \$5,460, subject to review and approval as to form by General Counsel.

ATTACHMENTS

1. Property Management Resolution – China Clipper Plaza

Respectfully submitted,



Cesar Hidalgo

Cesar Hidalgo, Management Fellow



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

701 Atlantic Avenue • Alameda, California 94501-2161

Resolution No. _____

A RESOLUTION OF THE BOARD OF DIRECTORS OF THE ALAMEDA AFFORDABLE HOUSING CORPORATION TO AUTHORIZE THE EXECUTIVE DIRECTOR TO NEGOTIATE AND EXECUTE A PROPERTY MANAGEMENT AGREEMENT BETWEEN THE ALAMEDA AFFORDABLE HOUSING CORPORATION, FOR CHINA CLIPPER PLAZA, AND NATIONAL COMMUNITY RENAISSANCE OF CALIFORNIA (HAVENCORE) FOR PROPERTY MANAGEMENT SERVICES WITH A NOT TO EXCEED AMOUNT OF \$34,000 FOR THE FIRST YEAR, AND TO AUTHORIZE THE EXECUTIVE DIRECTOR TO NEGOTIATE AND EXECUTE THE MANAGEMENT TRANSITION ADDENDUM BETWEEN THE ALAMEDA AFFORDABLE HOUSING CORPORATION, FOR CHINA CLIPPER, AND NATIONAL COMMUNITY RENAISSANCE OF CALIFORNIA (HAVENCORE) WITH A NOT TO EXCEED AMOUNT OF \$5,460, SUBJECT TO REVIEW AND APPROVAL AS TO FORM BY GENERAL COUNSEL.

At a duly constituted meeting of the Board of Directors (the "**Board**") of Alameda Affordable Housing Corporation, a California nonprofit public benefit corporation (the "**Corporation**"), held on September 16, 2026, the following resolutions were adopted:

WHEREAS, the Housing Authority of the City of Alameda (the "**Authority**"), is a public body, corporate and politic, and created the Corporation as a blended component unit;

WHEREAS, the Board previously approved agreements and amendments for third-party property management services with Asset Living, previously known as FPI Property Management, Inc., with a current contract expiration date of December 31, 2026;

WHEREAS, the Housing Authority issued a Request for Qualifications (RFQ) on April 2, 2026, to provide third-party property management services and the highest scoring qualified bidder has been selected;

WHEREAS, to facilitate an effective transition between third-party property management providers with limited disruption to tenants and property operations, the Board desires to delegate to the Corporation's Executive Director the authority to negotiate and execute a property management agreement with a not to exceed amount of \$34,000 and a management transition addendum with a not to exceed amount of \$5,460.

NOW, THEREFORE, BE IT RESOLVED, that the Board of Directors finds that all of the facts set forth in the Recitals are true and correct, and are incorporated herein by reference.



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

701 Atlantic Avenue • Alameda, California 94501-2161

BE IT FURTHER RESOLVED that the Board authorizes the Executive Director to negotiate and execute a property management agreement between the Alameda Affordable Housing Corporation, for China Clipper, and National Community Renaissance of California (HavenCORE) for property management services with a not to exceed amount of \$34,000 for the first year, and the Board of Directors authorizes the Executive Director to negotiate and execute the management transition addendum between the Alameda Affordable Housing Corporation, for China Clipper, and National Community Renaissance of California (HavenCORE) with a not to exceed amount of \$5,460, subject to review and approval as to form by general counsel.

BE IT FURTHER RESOLVED that the President is hereby authorized to take any and all actions necessary or required to implement and administer this Resolution.

BE IT FURTHER RESOLVED that this Resolution shall take effect immediately upon its adoption.

Ayes: <u>XX</u>	Directors:
Nays: <u>XX</u>	Directors:
Abstain: <u>XX</u>	Directors:
Absent: <u>XX</u>	Directors:

[SIGNATURE PAGE FOLLOWS]



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

701 Atlantic Avenue • Alameda, California 94501-2161

ATTEST:

Vanessa M. Cooper
Secretary/Executive Director

Carly Grob, President
Board of Directors

Approved as to form:

Adrian Guerra,
General Counsel,
Aleshire & Wynder, LLP

Adopted: Month Date, 2026



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

701 Atlantic Avenue • Alameda, California 94501-2161

To: Board of Directors
From: Cesar Hidalgo, Management Fellow

Prepared By: Cesar Hidalgo, Management Fellow

Date: September 16, 2026

Re: Adopt a Resolution to Authorize the Executive Director to Negotiate and Execute a Property Management Agreement between the Alameda Affordable Housing Corporation, for **Eagle Village**, and National Community Renaissance of California (HavenCORE) for Property Management Services with a not to exceed amount of \$45,000 for the first year, and to Authorize the Executive Director to Negotiate and Execute the Management Transition Addendum between the Alameda Affordable Housing Corporation, for **Eagle Village**, and National Community Renaissance of California (HavenCORE) with a not to exceed amount of \$7,560, subject to review and approval as to form by General Counsel.
10.D.

BACKGROUND

The property management agreement with Asset Living (formerly known as FPI Management, Inc.) to manage Eagle Village is set to expire on December 31, 2026. In anticipation of the contract expiration and to support the Agency's operational goals, the Housing Authority of City of Alameda (AHA) and its affiliated entities, including Alameda Affordable Housing Corporation (AAHC) and Island City Development (ICD), issued a Request for Qualifications (RFQ) for third party property management service providers on April 2, 2026. AHA requested qualifications from experienced and licensed firms to provide property management services for some or all properties in the AHA, AAHC, and ICD portfolios. The RFQ was issued through AHA's procurement portal (Euna), which notified 180 vendors of the opportunity. The following ten vendors submitted a proposal:

1. Abode Property Management
2. Aje Scott Advisor Group LLC
3. Asset Living
4. Bell Properties, Inc
5. EBMC Real Estate and Property Management
6. Fairstead



7. Lindquist, von Husen & Joyce LLP
8. National Community Renaissance of California (HavenCORE)
9. Visionary Property Management Group
10. WSH Management

Firms Lindquist, von Husen & Joyce LLP and Aje Scott Advisor Group LLC provided qualifications for third party property management financial services only, which may be reviewed at a later time.

Following an initial review for responsiveness and qualifications, eight firms were invited to in-person interviews with AHA's evaluation committee on May 18, 2026, through May 20, 2026.

AHA has elected to negotiate with National Community Renaissance of California (HavenCORE) for property management services and is seeking authorization to execute a contract with HavenCORE, subject to review and approval by any applicable lenders, investors, or insurance providers, and as to form by AHA's General Counsel. The proposed contract terms shall include (i) a one-year term, with four one-year extension options, and a total term not to exceed five years if all options are exercised; (ii) an effective date of November 1, 2026, or later; and (iii) a not to exceed amount of \$45,000 for the first year to include the Base Management Fee of 3.5%, compliance fee of \$10 per unit per month, and accounting fee of \$5 per unit per month.

DISCUSSION

Following the in-person interviews and proposal reviews, the evaluation committee recommended that AHA award the property management portfolio between the top two ranked proposers. To facilitate the transition planning, the two proposed firms executed Non-Disclosure Agreements (NDAs) with AHA. In June 2026, AHA staff informed the Board of Directors of the RFQ status and the proposed direction. Staff now propose to award the Eagle Village (owned by AAHC) third party property management services to the top Proposer: National Community Renaissance of California (HavenCORE).

HavenCORE is a nonprofit developer and manager of affordable housing with a diverse portfolio of over 14,000 units. HavenCORE provided the evaluation committee with insight regarding HavenCORE's resident-centric approach and their dedication and commitment to exceeding the needs of residents by providing resources, timely responses, and community events. The committee was also impressed by the firm's legal compliance expertise. HavenCORE's team includes experts in landlord and tenant law and fair housing regulation. The team follows strict adherence to pertinent regulations, minimizing legal risks and protecting the rights of both tenants and property owners.

Upon approval, AHA staff will coordinate transition planning, including operational assessment and staffing coordination. HavenCORE worked diligently with staff to draft the Property Management Agreement (PMA) and the Management Transition Addendum.

Although the portfolio's current property management agreements with Asset Living remain in effect through December 31, 2026, the Housing Authority anticipates initiating a phased transition prior to the contracts' expiration dates. There may temporarily be overlap in operational and transitional related expenses during this period. Under their current contracts, Asset Living has a responsibility to transition the properties to the incoming property



management company by the end of Asset Living's contracts' terminations. To initiate a staggered approach of property management transition, the Housing Authority proposes to enter into an agreement with HavenCORE to take over property management of Eagle Village on November 1, 2026, or later. Staff will be supporting best practices for the transition of property management and will ensure that tenant selection, admission, unit inspection, rent determination, utility allowance, maintenance, and lease enforcement is administered appropriately by HavenCORE. The transition of service and the execution of the Property Management Agreement (PMA) is subject to approval by the property's lender and investor (if applicable), as well as other funders and stakeholders.

FISCAL IMPACT

HavenCORE's Base Management fee includes 3.5% of total collections. Eagle Village has 36 total units and approximate annual collections of \$854,229 (mainly tenant rent and Housing Assistance Payments). The firm also proposes a mandatory add-on compliance fee of \$10 per unit per month, which covers regulatory compliance oversight, and an accounting fee of \$5 per unit per month to cover property-level accounting services. The approximate fee for the first year is expected to be \$6,480 for compliance and accounting fees. The total annual first year cost is expected to be \$45,000.

During the Transition Period, 60 to 90 days prior to the Property Management Commencement Date, HavenCORE will charge a fee of \$70 per unit per month (approx. \$7,560 for this property) for each community. Due to the anticipated phased transition process between the property management companies, it is expected that there will be overlapping costs associated with onboarding, coordination, data migration and training, in addition to accounting adjustments close out actions. Any transitional related expenses will be managed within approved budget appropriations.

CEQA

No Applicable.

RECOMMENDATION

Adopt a Resolution to Authorize the Executive Director to Negotiate and Execute a Property Management Agreement between the Alameda Affordable Housing Corporation, for **Eagle Village**, and National Community Renaissance of California (HavenCORE) for Property Management Services with a not to exceed amount of \$45,000 for the first year, and to Authorize the Executive Director to Negotiate and Execute the Management Transition Addendum between the Alameda Affordable Housing Corporation, for **Eagle Village**, and National Community Renaissance of California (HavenCORE) with a not to exceed amount of \$7,560, subject to review and approval as to form by General Counsel.

ATTACHMENTS

1. Property Management Resolution – Eagle Village

Respectfully submitted,

Cesar Hidalgo





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

701 Atlantic Avenue • Alameda, California 94501-2161

Resolution No. _____

A RESOLUTION OF THE BOARD OF DIRECTORS OF THE ALAMEDA AFFORDABLE HOUSING CORPORATION TO AUTHORIZE THE EXECUTIVE DIRECTOR TO NEGOTIATE AND EXECUTE A PROPERTY MANAGEMENT AGREEMENT BETWEEN THE ALAMEDA AFFORDABLE HOUSING CORPORATION, FOR EAGLE VILLAGE, AND NATIONAL COMMUNITY RENAISSANCE OF CALIFORNIA (HAVENCORE) FOR PROPERTY MANAGEMENT SERVICES WITH A NOT TO EXCEED AMOUNT OF \$45,000 FOR THE FIRST YEAR, AND TO AUTHORIZE THE EXECUTIVE DIRECTOR TO NEGOTIATE AND EXECUTE THE MANAGEMENT TRANSITION ADDENDUM BETWEEN THE ALAMEDA AFFORDABLE HOUSING CORPORATION, FOR EAGLE VILLAGE, AND NATIONAL COMMUNITY RENAISSANCE OF CALIFORNIA (HAVENCORE) WITH A NOT TO EXCEED AMOUNT OF \$7,560, SUBJECT TO REVIEW AND APPROVAL AS TO FORM BY GENERAL COUNSEL.

At a duly constituted meeting of the Board of Directors (the "**Board**") of Alameda Affordable Housing Corporation, a California nonprofit public benefit corporation (the "**Corporation**"), held on September 16, 2026, the following resolutions were adopted:

WHEREAS, the Housing Authority of the City of Alameda (the "**Authority**"), is a public body, corporate and politic, and created the Corporation as a blended component unit;

WHEREAS, the Board previously approved agreements and amendments for third-party property management services with Asset Living, previously known as FPI Property Management, Inc., with a current contract expiration date of December 31, 2026;

WHEREAS, the Housing Authority issued a Request for Qualifications (RFQ) on April 2, 2026, to provide third-party property management services and the highest scoring qualified bidder has been selected;

WHEREAS, to facilitate an effective transition between third-party property management providers with limited disruption to tenants and property operations, the Board desires to delegate to the Corporation's Executive Director the authority to negotiate and execute a property management agreement with a not to exceed amount of \$45,00 and a management transition addendum with a not to exceed amount of \$7,560.

NOW, THEREFORE, BE IT RESOLVED, that the Board of Directors finds that all of the facts set forth in the Recitals are true and correct, and are incorporated herein by reference.



PHONE: (510) 747-4300
FAX: (510) 522-7848
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701 Atlantic Avenue • Alameda, California 94501-2161

BE IT FURTHER RESOLVED that the Board authorizes the Executive Director to negotiate and execute a property management agreement between the Alameda Affordable Housing Corporation, for Eagle Village, and National Community Renaissance of California (HavenCORE) for property management services with a not to exceed amount of \$45,000 for the first year, and the Board of Directors authorizes the Executive Director to negotiate and execute the management transition addendum between the Alameda Affordable Housing Corporation, for Eagle Village, and National Community Renaissance of California (HavenCORE) with a not to exceed amount of \$7,560, subject to review and approval as to form by general counsel.

BE IT FURTHER RESOLVED that the President is hereby authorized to take any and all actions necessary or required to implement and administer this Resolution.

BE IT FURTHER RESOLVED that this Resolution shall take effect immediately upon its adoption.

Ayes: <u>XX</u>	Directors:
Nays: <u>XX</u>	Directors:
Abstain: <u>XX</u>	Directors:
Absent: <u>XX</u>	Directors:

[SIGNATURE PAGE FOLLOWS]



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

ATTEST:

Vanessa M. Cooper
Secretary/Executive Director

Carly Grob, President
Board of Directors

Approved as to form:

Adrian Guerra,
General Counsel,
Aleshire & Wynder, LLP

Adopted: Month Date, 2026



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

701 Atlantic Avenue • Alameda, California 94501-2161

To: Board of Directors
From: Cesar Hidalgo, Management Fellow

Prepared By: Cesar Hidalgo, Management Fellow

Date: September 16, 2026

Re: Adopt a Resolution to Authorize the Executive Director to Negotiate and Execute a Property Management Agreement between the Alameda Affordable Housing Corporation, for **Esperanza Apartments**, and National Community Renaissance of California (HavenCORE) for Property Management Services with a not to exceed amount of \$225,000 for the first year, and to Authorize the Executive Director to Negotiate and Execute the Management Transition Addendum between the Alameda Affordable Housing Corporation, for **Esperanza Apartments**, and National Community Renaissance of California (HavenCORE) with a not to exceed amount of \$25,200, subject to review and approval as to form by General Counsel 10.E.

BACKGROUND

The property management agreement with Asset Living (formerly known as FPI Management, Inc.) to manage Esperanza Apartments is set to expire on December 31, 2026. In anticipation of the contract expiration and to support the Agency's operational goals, the Housing Authority of City of Alameda (AHA) and its affiliated entities, including Alameda Affordable Housing Corporation (AAHC) and Island City Development (ICD), issued a Request for Qualifications (RFQ) for third party property management service providers on April 2, 2026. AHA requested qualifications from experienced and licensed firms to provide property management services for some or all properties in the AHA, AAHC, and ICD portfolios. The RFQ was issued through AHA's procurement portal (Euna), which notified 180 vendors of the opportunity. The following ten vendors submitted a proposal:

1. Abode Property Management
2. Aje Scott Advisor Group LLC
3. Asset Living
4. Bell Properties, Inc.
5. EBMC Real Estate and Property Management
6. Fairstead



7. Lindquist, von Husen & Joyce LLP
8. National Community Renaissance of California (HavenCORE)
9. Visionary Property Management Group
10. WSH Management

Firms Lindquist, von Husen & Joyce LLP and Aje Scott Advisor Group LLC provided qualifications for third party property management financial services only, which may be reviewed at a later time.

Following an initial review for responsiveness and qualifications, eight firms were invited to in-person interviews with AHA's evaluation committee on May 18, 2026, through May 20, 2026.

AHA has elected to negotiate with National Community Renaissance of California (HavenCORE) for property management services and is seeking authorization to execute a contract with HavenCORE, subject to review and approval by any applicable lenders, investors, or insurance providers, and as to form by AHA's General Counsel. The proposed contract terms shall include (i) a one-year term, with four one-year extension options, and a total term not to exceed five years if all options are exercised; (ii) an effective date of November 1, 2026, or later; and (iii) a not to exceed amount of \$225,000 for the first year to include the Base Management Fee of 3.5%, compliance fee of \$10 per unit per month, and accounting fee of \$5 per unit per month.

DISCUSSION

Following the in-person interviews and proposal reviews, the evaluation committee recommended that AHA award the property management portfolio between the top two ranked proposers. To facilitate the transition planning, the two proposed firms executed Non-Disclosure Agreements (NDAs) with AHA. In June 2026, AHA staff informed the Board of Directors of the RFQ status and the proposed direction. Staff now propose to award the Esperanza Apartments (owned by AAHC) third party property management services to the top Proposer: National Community Renaissance of California (HavenCORE).

HavenCORE is a nonprofit developer and manager of affordable housing with a diverse portfolio of over 14,000 units. HavenCORE provided the evaluation committee with insight regarding HavenCORE's resident-centric approach and their dedication and commitment to exceeding the needs of residents by providing resources, timely responses, and community events. The committee was also impressed by the firm's legal compliance expertise. HavenCORE's team includes experts in landlord and tenant law and fair housing regulation. The team follows strict adherence to pertinent regulations, minimizing legal risks and protecting the rights of both tenants and property owners.

Upon approval, AHA staff will coordinate transition planning, including operational assessment and staffing coordination. HavenCORE worked diligently with staff to draft the Property Management Agreement (PMA) and the Management Transition Addendum.

Although the portfolio's current property management agreements with Asset Living remain in effect through December 31, 2026, the Housing Authority anticipates initiating a phased transition prior to the contracts' expiration dates. There may temporarily be overlap in operational and transitional related expenses during this period. Under their current contracts,



Asset Living has a responsibility to transition the properties to the incoming property management company by the end of Asset Living's contracts' terminations. To initiate a staggered approach of property management transition, the Housing Authority proposes to enter into an agreement with HavenCORE to take over property management of Esperanza Apartments on November 1, 2026, or later. Staff will be supporting best practices for the transition of property management and will ensure that tenant selection, admission, unit inspection, rent determination, utility allowance, maintenance, and lease enforcement is administered appropriately by HavenCORE. The transition of service and the execution of the Property Management Agreement (PMA) is subject to approval by the property's lender and investor (if applicable), as well as other funders and stakeholders.

FISCAL IMPACT

HavenCORE's Base Management fee includes 3.5% of total collections. Esperanza Apartments has 120 total units and approximate annual collections of \$5,031,318 (mainly tenant rent and Housing Assistance Payments). The firm also proposes a mandatory add-on compliance fee of \$10 per unit per month, which covers regulatory compliance oversight, and an accounting fee of \$5 per unit per month to cover property-level accounting services. The approximate fee for the first year is expected to be \$21,600 for compliance and accounting fees. The total annual first year cost is expected to be \$225,000.

During the Transition Period, 60 to 90 days prior to the Property Management Commencement Date, HavenCORE will charge a fee of \$70 per unit per month (approx. \$25,200 for this property) for each community. Due to the anticipated phased transition process between the property management companies, it is expected that there will be overlapping costs associated with onboarding, coordination, data migration and training, in addition to accounting adjustments close out actions. Any transitional related expenses will be managed within approved budget appropriations.

CEQA

Not applicable.

RECOMMENDATION

Adopt a Resolution to Authorize the Executive Director to Negotiate and Execute a Property Management Agreement between the Alameda Affordable Housing Corporation, for **Esperanza Apartments**, and National Community Renaissance of California (HavenCORE) for Property Management Services with a not to exceed amount of \$225,000 for the first year, and to Authorize the Executive Director to Negotiate and Execute the Management Transition Addendum between the Alameda Affordable Housing Corporation, for **Esperanza Apartments**, and National Community Renaissance of California (HavenCORE) with a not to exceed amount of \$25,200, subject to review and approval as to form by General Counsel.

ATTACHMENTS

1. Property Management Resolution – Esperanza Apartments

Respectfully submitted,



Cesar Hidalgo

Cesar Hidalgo, Management Fellow



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

701 Atlantic Avenue • Alameda, California 94501-2161

Resolution No. _____

A RESOLUTION OF THE BOARD OF DIRECTORS OF THE ALAMEDA AFFORDABLE HOUSING CORPORATION TO AUTHORIZE THE EXECUTIVE DIRECTOR TO NEGOTIATE AND EXECUTE A PROPERTY MANAGEMENT AGREEMENT BETWEEN THE ALAMEDA AFFORDABLE HOUSING CORPORATION, FOR ESPERANZA APARTMENTS, AND NATIONAL COMMUNITY RENAISSANCE OF CALIFORNIA (HAVENCORE) FOR PROPERTY MANAGEMENT SERVICES WITH A NOT TO EXCEED AMOUNT OF \$225,000 FOR THE FIRST YEAR, AND TO AUTHORIZE THE EXECUTIVE DIRECTOR TO NEGOTIATE AND EXECUTE THE MANAGEMENT TRANSITION ADDENDUM BETWEEN THE ALAMEDA AFFORDABLE HOUSING CORPORATION, FOR ESPERANZA APARTMENTS, AND NATIONAL COMMUNITY RENAISSANCE OF CALIFORNIA (HAVENCORE) WITH A NOT TO EXCEED AMOUNT OF \$25,200, SUBJECT TO REVIEW AND APPROVAL AS TO FORM BY GENERAL COUNSEL.

At a duly constituted meeting of the Board of Directors (the "**Board**") of Alameda Affordable Housing Corporation, a California nonprofit public benefit corporation (the "**Corporation**"), held on September 16, 2026, the following resolutions were adopted:

WHEREAS, the Housing Authority of the City of Alameda (the "**Authority**"), is a public body, corporate and politic, and created the Corporation as a blended component unit;

WHEREAS, the Board previously approved agreements and amendments for third-party property management services with Asset Living, previously known as FPI Property Management, Inc., with a current contract expiration date of December 31, 2026;

WHEREAS, the Housing Authority issued a Request for Qualifications (RFQ) on April 2, 2026, to provide third-party property management services and the highest scoring qualified bidder has been selected;

WHEREAS, to facilitate an effective transition between third-party property management providers with limited disruption to tenants and property operations, the Board desires to delegate to the Corporation's Executive Director the authority to negotiate and execute a property management agreement with a not to exceed amount of \$225,000 and a management transition addendum with a not to exceed amount of \$25,200.

NOW, THEREFORE, BE IT RESOLVED, that the Board of Directors finds that all of the facts set forth in the Recitals are true and correct, and are incorporated herein by reference.



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

701 Atlantic Avenue • Alameda, California 94501-2161

BE IT FURTHER RESOLVED that the Board authorizes the Executive Director to negotiate and execute a property management agreement between the Alameda Affordable Housing Corporation, for Esperanza Apartments, and National Community Renaissance of California (HavenCORE) for property management services with a not to exceed amount of \$225,000 for the first year, and the Board of Directors authorizes the Executive Director to negotiate and execute the management transition addendum between the Alameda Affordable Housing Corporation, for Esperanza Apartments, and National Community Renaissance of California (HavenCORE) with a not to exceed amount of \$25,200, subject to review and approval as to form by general counsel.

BE IT FURTHER RESOLVED that the President is hereby authorized to take any and all actions necessary or required to implement and administer this Resolution.

BE IT FURTHER RESOLVED that this Resolution shall take effect immediately upon its adoption.

Ayes: XX Directors:

Nays: XX Directors:

Abstain: XX Directors:

Absent: XX Directors:

[SIGNATURE PAGE FOLLOWS]



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

701 Atlantic Avenue • Alameda, California 94501-2161

ATTEST:

Vanessa M. Cooper
Secretary/Executive Director

Carly Grob, President
Board of Directors

Approved as to form:

Adrian Guerra,
General Counsel,
Aleshire & Wynder, LLP

Adopted: Month Date, 2026



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

701 Atlantic Avenue • Alameda, California 94501-2161

To: Board of Directors
From: Cesar Hidalgo, Management Fellow

Prepared By: Cesar Hidalgo, Management Fellow

Date: September 16, 2026

Re: Adopt a Resolution to Authorize the Executive Director to Negotiate and Execute a Property Management Agreement between the Alameda Affordable Housing Corporation, for **Anne B. Diament Plaza**, and National Community Renaissance of California (HavenCORE) for Property Management Services with a not to exceed amount of \$85,000 for the first year, and to Authorize the Executive Director to Negotiate and Execute the Management Transition Addendum between the Alameda Affordable Housing Corporation, for **Anne B. Diament Plaza**, and National Community Renaissance of California (HavenCORE) with a not to exceed amount of \$13,650, subject to review and approval as to form by General Counsel.
10.F.

BACKGROUND

The property management agreement with Asset Living (formerly known as FPI Management, Inc.) to manage Anne B. Diament Plaza is set to expire on December 31, 2026. In anticipation of the contract expiration and to support the Agency's operational goals, the Housing Authority of City of Alameda (AHA) and its affiliated entities, including Alameda Affordable Housing Corporation (AAHC) and Island City Development (ICD), issued a Request for Qualifications (RFQ) for third party property management service providers on April 2, 2026. AHA requested qualifications from experienced and licensed firms to provide property management services for some or all properties in the AHA, AAHC, and ICD portfolios. The RFQ was issued through AHA's procurement portal (Euna), which notified 180 vendors of the opportunity. The following ten vendors submitted a proposal:

1. Abode Property Management
2. Aje Scott Advisor Group LLC
3. Asset Living
4. Bell Properties, Inc.
5. EBMC Real Estate and Property Management



6. Fairstead
7. Lindquist, von Husen & Joyce LLP
8. National Community Renaissance of California (HavenCORE)
9. Visionary Property Management Group
10. WSH Management

Firms Lindquist, von Husen & Joyce LLP and Aje Scott Advisor Group LLC provided qualifications for third party property management financial services only, which may be reviewed at a later time.

Following an initial review for responsiveness and qualifications, eight firms were invited to in-person interviews with AHA's evaluation committee on May 18, 2026, through May 20, 2026.

AHA has elected to negotiate with National Community Renaissance of California (HavenCORE) for property management services and is seeking authorization to execute a contract with HavenCORE, subject to review and approval by any applicable lenders, investors, or insurance providers, and as to form by AHA's General Counsel. The proposed contract terms shall include (i) a one-year term, with four one-year extension options, and a total term not to exceed five years if all options are exercised; (ii) an effective date of November 1, 2026, or later; and (iii) a not to exceed amount of \$85,000 for the first year to include the Base Management Fee of 3.5%, compliance fee of \$10 per unit per month, and accounting fee of \$5 per unit per month.

DISCUSSION

Following the in-person interviews and proposal reviews, the evaluation committee recommended that AHA award the property management portfolio between the top two ranked proposers. To facilitate the transition planning, the two proposed firms executed Non-Disclosure Agreements (NDAs) with AHA. In June 2026, AHA staff informed the Board of Directors of the RFQ status and the proposed direction. Staff now propose to award the Anne B. Diamant Plaza (owned by AAHC) third party property management services to the top Proposer: National Community Renaissance of California (HavenCORE).

HavenCORE is a nonprofit developer and manager of affordable housing with a diverse portfolio of over 14,000 units. HavenCORE provided the evaluation committee with insight regarding HavenCORE's resident-centric approach and their dedication and commitment to exceeding the needs of residents by providing resources, timely responses, and community events. The committee was also impressed by the firm's legal compliance expertise. HavenCORE's team includes experts in landlord and tenant law and fair housing regulation. The team follows strict adherence to pertinent regulations, minimizing legal risks and protecting the rights of both tenants and property owners.

Upon approval, AHA staff will coordinate transition planning, including operational assessment and staffing coordination. HavenCORE worked diligently with staff to draft the Property Management Agreement (PMA) and the Management Transition Addendum.

Although the portfolio's current property management agreements with Asset Living remain in effect through December 31, 2026, the Housing Authority anticipates initiating a phased



transition prior to the contracts' expiration dates. There may temporarily be overlap in operational and transitional related expenses during this period. Under their current contracts, Asset Living has a responsibility to transition the properties to the incoming property management company by the end of Asset Living's contracts' terminations. To initiate a staggered approach of property management transition, the Housing Authority proposes to enter into an agreement with HavenCORE to take over property management of Anne B. Diamant Plaza on November 1, 2026, or later. Staff will be supporting best practices for the transition of property management and will ensure that tenant selection, admission, unit inspection, rent determination, utility allowance, maintenance, and lease enforcement is administered appropriately by HavenCORE. The transition of service and the execution of the Property Management Agreement (PMA) is subject to approval by the property's lender and investor (if applicable), as well as other funders and stakeholders.

FISCAL IMPACT

HavenCORE's Base Management fee includes 3.5% of total collections. Anne B. Diamant Plaza has 65 total units and approximate annual collections of \$1,650,322 (mainly tenant rent and Housing Assistance Payments). The firm also proposes a mandatory add-on compliance fee of \$10 per unit per month, which covers regulatory compliance oversight, and an accounting fee of \$5 per unit per month to cover property-level accounting services. The approximate fee for the first year is expected to be \$11,700 for compliance and accounting fees. The total annual first year cost is expected to be \$85,000.

During the Transition Period, 60 to 90 days prior to the Property Management Commencement Date, HavenCORE will charge a fee of \$70 per unit per month (approx. \$13,650 for this property) for each community. Due to the anticipated phased transition process between the property management companies, it is expected that there will be overlapping costs associated with onboarding, coordination, data migration and training, in addition to accounting adjustments close out actions. Any transitional related expenses will be managed within approved budget appropriations.

CEQA

Not applicable.

RECOMMENDATION

Adopt a Resolution to Authorize the Executive Director to Negotiate and Execute a Property Management Agreement between the Alameda Affordable Housing Corporation, for **Anne B. Diamant Plaza**, and National Community Renaissance of California (HavenCORE) for Property Management Services with a not to exceed amount of \$85,000 for the first year, and to Authorize the Executive Director to Negotiate and Execute the Management Transition Addendum between the Alameda Affordable Housing Corporation, for **Anne B. Diamant Plaza**, and National Community Renaissance of California (HavenCORE) with a not to exceed amount of \$13,650, subject to review and approval as to form by General Counsel.

ATTACHMENTS

1. Property Management Resolution – Anne B. Diamant Plaza

Respectfully submitted,



Cesar Hidalgo

Cesar Hidalgo, Management Fellow



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

701 Atlantic Avenue • Alameda, California 94501-2161

Resolution No. _____

A RESOLUTION OF THE BOARD OF DIRECTORS OF THE ALAMEDA AFFORDABLE HOUSING CORPORATION TO AUTHORIZE THE EXECUTIVE DIRECTOR TO NEGOTIATE AND EXECUTE A PROPERTY MANAGEMENT AGREEMENT BETWEEN THE ALAMEDA AFFORDABLE HOUSING CORPORATION, FOR ANNE B. DIAMENT PLAZA, AND NATIONAL COMMUNITY RENAISSANCE OF CALIFORNIA (HAVENCORE) FOR PROPERTY MANAGEMENT SERVICES WITH A NOT TO EXCEED AMOUNT OF \$85,000 FOR THE FIRST YEAR, AND TO AUTHORIZE THE EXECUTIVE DIRECTOR TO NEGOTIATE AND EXECUTE THE MANAGEMENT TRANSITION ADDENDUM BETWEEN THE ALAMEDA AFFORDABLE HOUSING CORPORATION, FOR ANNE B. DIAMENT PLAZA, AND NATIONAL COMMUNITY RENAISSANCE OF CALIFORNIA (HAVENCORE) WITH A NOT TO EXCEED AMOUNT OF \$13,650, SUBJECT TO REVIEW AND APPROVAL AS TO FORM BY GENERAL COUNSEL.

At a duly constituted meeting of the Board of Directors (the "**Board**") of Alameda Affordable Housing Corporation, a California nonprofit public benefit corporation (the "**Corporation**"), held on September 16, 2026, the following resolutions were adopted:

WHEREAS, the Housing Authority of the City of Alameda (the "**Authority**"), is a public body, corporate and politic, and created the Corporation as a blended component unit;

WHEREAS, the Board previously approved agreements and amendments for third-party property management services with Asset Living, previously known as FPI Property Management, Inc., with a current contract expiration date of December 31, 2026;

WHEREAS, the Housing Authority issued a Request for Qualifications (RFQ) on April 2, 2026, to provide third-party property management services and the highest scoring qualified bidder has been selected;

WHEREAS, to facilitate an effective transition between third-party property management providers with limited disruption to tenants and property operations, the Board desires to delegate to the Corporation's Executive Director the authority to negotiate and execute a property management agreement with a not to exceed amount of \$85,000 and a management transition addendum with a not to exceed amount of \$13,650.

NOW, THEREFORE, BE IT RESOLVED, that the Board of Directors finds that all of the facts set forth in the Recitals are true and correct, and are incorporated herein by reference.



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FAX: (510) 522-7848
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701 Atlantic Avenue • Alameda, California 94501-2161

BE IT FURTHER RESOLVED that the Board authorizes the Executive Director to negotiate and execute a property management agreement between the Alameda Affordable Housing Corporation, for Anne B. Diament Plaza, and National Community Renaissance of California (HavenCORE) for property management services with a not to exceed amount of \$85,000 for the first year, and the Board of Directors authorizes the Executive Director to negotiate and execute the management transition addendum between the Alameda Affordable Housing Corporation, for Anne B. Diament Plaza, and National Community Renaissance of California (HavenCORE) with a not to exceed amount of \$13,650, subject to review and approval as to form by general counsel.

BE IT FURTHER RESOLVED that the President is hereby authorized to take any and all actions necessary or required to implement and administer this Resolution.

BE IT FURTHER RESOLVED that this Resolution shall take effect immediately upon its adoption.

Ayes: XX Directors:

Nayes: XX Directors:

Abstain: XX Directors:

Absent: XX Directors:

[SIGNATURE PAGE FOLLOWS]



PHONE: (510) 747-4300
FAX: (510) 522-7848
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ATTEST:

Vanessa M. Cooper
Secretary/Executive Director

Carly Grob, President
Board of Directors

Approved as to form:

Adrian Guerra,
General Counsel,
Aleshire & Wynder, LLP

Adopted: Month Date, 2026



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

701 Atlantic Avenue • Alameda, California 94501-2161

To: Board of Directors
From: Cesar Hidalgo, Management Fellow

Prepared By: Cesar Hidalgo, Management Fellow

Date: September 16, 2026

Re: Adopt a Resolution to Authorize the Executive Director to Negotiate and Execute a Property Management Agreement between the Alameda Affordable Housing Corporation, for **Parrot Village**, and National Community Renaissance of California (HavenCORE) for Property Management Services with a not to exceed amount of \$90,000 for the first year, and to Authorize the Executive Director to Negotiate and Execute the Management Transition Addendum between the Alameda Affordable Housing Corporation, for **Parrot Village**, and National Community Renaissance of California with a not to exceed amount of \$10,500, subject to review and approval as to form by General Counsel. 10.G.

BACKGROUND

The property management agreement with Asset Living (formerly known as FPI Management, Inc.) to manage Parrot Village is set to expire on December 31, 2026. In anticipation of the contract expiration and to support the Agency's operational goals, the Housing Authority of City of Alameda (AHA) and its affiliated entities, including Alameda Affordable Housing Corporation (AAHC) and Island City Development (ICD), issued a Request for Qualifications (RFQ) for third party property management service providers on April 2, 2026. AHA requested qualifications from experienced and licensed firms to provide property management services for some or all properties in the AHA, AAHC, and ICD portfolios. The RFQ was issued through AHA's procurement portal (Euna), which notified 180 vendors of the opportunity. The following ten vendors submitted a proposal:

1. Abode Property Management
2. Aje Scott Advisor Group LLC
3. Asset Living
4. Bell Properties, Inc.
5. EBMC Real Estate and Property Management
6. Fairstead
7. Lindquist, von Husen & Joyce LLP



8. National Community Renaissance of California (HavenCORE)
9. Visionary Property Management Group
10. WSH Management

Firms Lindquist, von Husen & Joyce LLP and Aje Scott Advisor Group LLC provided qualifications for third party property management financial services only, which may be reviewed at a later time.

Following an initial review for responsiveness and qualifications, eight firms were invited to in-person interviews with AHA's evaluation committee on May 18, 2026, through May 20, 2026.

AHA has elected to negotiate with National Community Renaissance of California (HavenCORE) for property management services and is seeking authorization to execute a contract with HavenCORE, subject to review and approval by any applicable lenders, investors, or insurance providers, and as to form by AHA's General Counsel. The proposed contract terms shall include (i) a one-year term, with four one-year extension options, and a total term not to exceed five years if all options are exercised; (ii) an effective date of November 1, 2026, or later; and (iii) a not to exceed amount of \$90,000 for the first year to include the Base Management Fee of 3.5%, compliance fee of \$10 per unit per month, and accounting fee of \$5 per unit per month.

DISCUSSION

Following the in-person interviews and proposal reviews, the evaluation committee recommended that AHA award the property management portfolio between the top two ranked proposers. To facilitate the transition planning, the two proposed firms executed Non-Disclosure Agreements (NDAs) with AHA. In June 2026, AHA staff informed the Board of Directors of the RFQ status and the proposed direction. Staff now propose to award the Parrot Village (owned by AAHC) third party property management services to the top Proposer: National Community Renaissance of California (HavenCORE).

HavenCORE is a nonprofit developer and manager of affordable housing with a diverse portfolio of over 14,000 units. HavenCORE provided the evaluation committee with insight regarding HavenCORE's resident-centric approach and their dedication and commitment to exceeding the needs of residents by providing resources, timely responses, and community events. The committee was also impressed by the firm's legal compliance expertise. HavenCORE's team includes experts in landlord and tenant law and fair housing regulation. The team follows strict adherence to pertinent regulations, minimizing legal risks and protecting the rights of both tenants and property owners.

Upon approval, AHA staff will coordinate transition planning, including operational assessment and staffing coordination. HavenCORE worked diligently with staff to draft the Property Management Agreement (PMA) and the Management Transition Addendum.

Although the portfolio's current property management agreements with Asset Living remain in effect through December 31, 2026, the Housing Authority anticipates initiating a phased transition prior to the contracts' expiration dates. There may temporarily be overlap in operational and transitional related expenses during this period. Under their current contracts,



Asset Living has a responsibility to transition the properties to the incoming property management company by the end of Asset Living's contracts' terminations. To initiate a staggered approach of property management transition, the Housing Authority proposes to enter into an agreement with HavenCORE to take over property management of Parrot Village on November 1, 2026, or later. Staff will be supporting best practices for the transition of property management and will ensure that tenant selection, admission, unit inspection, rent determination, utility allowance, maintenance, and lease enforcement is administered appropriately by HavenCORE. The transition of service and the execution of the Property Management Agreement (PMA) is subject to approval by the property's lender and investor (if applicable), as well as other funders and stakeholders.

FISCAL IMPACT

HavenCORE's Base Management fee includes 3.5% of total collections. Parrot Village has 50 total units and approximate annual collections of \$1,933,659 (mainly tenant rent and Housing Assistance Payments). The firm also proposes a mandatory add-on compliance fee of \$10 per unit per month, which covers regulatory compliance oversight, and an accounting fee of \$5 per unit per month to cover property-level accounting services. The approximate fee for the first year is expected to be \$9,000 for compliance and accounting fees. The total annual first year cost is expected to be \$90,000.

During the Transition Period, 60 to 90 days prior to the Property Management Commencement Date, HavenCORE will charge a fee of \$70 per unit per month (approx. \$10,500 for this property) for each community. Due to the anticipated phased transition process between the property management companies, it is expected that there will be overlapping costs associated with onboarding, coordination, data migration and training, in addition to accounting adjustments close out actions. Any transitional related expenses will be managed within approved budget appropriations.

CEQA

Not Applicable

RECOMMENDATION

Adopt a Resolution to Authorize the Executive Director to Negotiate and Execute a Property Management Agreement between the Alameda Affordable Housing Corporation, for **Parrot Village**, and National Community Renaissance of California (HavenCORE) for Property Management Services with a not to exceed amount of \$90,000 for the first year, and to Authorize the Executive Director to Negotiate and Execute the Management Transition Addendum between the Alameda Affordable Housing Corporation, for **Parrot Village**, and National Community Renaissance of California (HavenCORE) with a not to exceed amount of \$10,500, subject to review and approval as to form by General Counsel.

ATTACHMENTS

1. Property Management Resolution – Parrot Village

Respectfully submitted,



Cesar Hidalgo

Cesar Hidalgo, Management Fellow



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

701 Atlantic Avenue • Alameda, California 94501-2161

Resolution No. _____

A RESOLUTION OF THE BOARD OF DIRECTORS OF THE ALAMEDA AFFORDABLE HOUSING CORPORATION TO AUTHORIZE THE EXECUTIVE DIRECTOR TO NEGOTIATE AND EXECUTE A PROPERTY MANAGEMENT AGREEMENT BETWEEN THE ALAMEDA AFFORDABLE HOUSING CORPORATION, FOR PARROT VILLAGE, AND NATIONAL COMMUNITY RENAISSANCE OF CALIFORNIA (HAVENCORE) FOR PROPERTY MANAGEMENT SERVICES WITH A NOT TO EXCEED AMOUNT OF \$90,000 FOR THE FIRST YEAR, AND TO AUTHORIZE THE EXECUTIVE DIRECTOR TO NEGOTIATE AND EXECUTE THE MANAGEMENT TRANSITION ADDENDUM BETWEEN THE ALAMEDA AFFORDABLE HOUSING CORPORATION, FOR PARROT VILLAGE, AND NATIONAL COMMUNITY RENAISSANCE OF CALIFORNIA (HAVENCORE) WITH A NOT TO EXCEED AMOUNT OF \$10,500, SUBJECT TO REVIEW AND APPROVAL AS TO FORM BY GENERAL COUNSEL.

At a duly constituted meeting of the Board of Directors (the "**Board**") of Alameda Affordable Housing Corporation, a California nonprofit public benefit corporation (the "**Corporation**"), held on September 16, 2026, the following resolutions were adopted:

WHEREAS, the Housing Authority of the City of Alameda (the "**Authority**"), is a public body, corporate and politic, and created the Corporation as a blended component unit;

WHEREAS, the Board previously approved agreements and amendments for third-party property management services with Asset Living, previously known as FPI Property Management, Inc., with a current contract expiration date of December 31, 2026;

WHEREAS, the Housing Authority issued a Request for Qualifications (RFQ) on April 2, 2026, to provide third-party property management services and the highest scoring qualified bidder has been selected;

WHEREAS, to facilitate an effective transition between third-party property management providers with limited disruption to tenants and property operations, the Board desires to delegate to the Corporation's Executive Director the authority to negotiate and execute a property management agreement with a not to exceed amount of \$90,000 and a management transition addendum with a not to exceed amount of \$10,500.

NOW, THEREFORE, BE IT RESOLVED, that the Board of Directors finds that all of the facts set forth in the Recitals are true and correct, and are incorporated herein by reference.



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701 Atlantic Avenue • Alameda, California 94501-2161

BE IT FURTHER RESOLVED that the Board authorizes the Executive Director to negotiate and execute a property management agreement between the Alameda Affordable Housing Corporation, for Parrot Village, and National Community Renaissance of California (HavenCORE) for property management services with a not to exceed amount of \$90,000 for the first year, and the Board of Directors authorizes the Executive Director to negotiate and execute the management transition addendum between the Alameda Affordable Housing Corporation, for Parrot Village, and National Community Renaissance of California (HavenCORE) with a not to exceed amount of \$10,500, subject to review and approval as to form by general counsel.

BE IT FURTHER RESOLVED that the President is hereby authorized to take any and all actions necessary or required to implement and administer this Resolution.

BE IT FURTHER RESOLVED that this Resolution shall take effect immediately upon its adoption.

Ayes: XX Directors:

Nays: XX Directors:

Abstain: XX Directors:

Absent: XX Directors:

[SIGNATURE PAGE FOLLOWS]



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701 Atlantic Avenue • Alameda, California 94501-2161

ATTEST:

Vanessa M. Cooper
Secretary/Executive Director

Carly Grob, President
Board of Directors

Approved as to form:

Adrian Guerra,
General Counsel,
Aleshire & Wynder, LLP

Adopted: Month Date, 2026



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

701 Atlantic Avenue • Alameda, California 94501-2161

To: Board of Directors
From: Vanessa Cooper, Executive Director

Prepared By: Vanessa Cooper, Executive Director

Date: September 16, 2026

Re: Accept the Housing Authority of the City of Alameda (AHA) Board of Commissioner's Election Results for the Ex-Officio President and Ex-Officio Vice President of the Board of Directors, respectively, for Calendar Year 2026-2027, Pursuant to the Alameda Affordable Housing Corporation (AAHC) Bylaws.
11.A.

BACKGROUND

Pursuant to Article 6, Section 6.1 of the Alameda Affordable Housing Corporation (AAHC) Bylaws, the officers of AAHC shall be, among others, a President, who shall be the Chair of the Housing Authority of the City of Alameda (AHA) Board of Commissioners, and a Vice President, who shall be the Vice Chair of the AHA Board of Commissioners.

DISCUSSION

During the August 19, 2026, AHA Board of Commissioner Meeting, the Board is expected to appoint these officers who will also serve as officers for AAHC. Each officer shall perform the duties specified in the Bylaws or established by the Board.

The annual report requirements in the Alameda Affordable Housing Corporation (AAHC) Bylaws are met through the presentation, and acceptance by the Board, of the annual audited financials and tax filings which were presented at the March 2026 and April 2026 Board meetings, respectively. Copies and further information are available upon request and also uploaded to the agencies' websites.

FISCAL IMPACT

Not applicable.

CEQA

Not applicable.



RECOMMENDATION

Accept the Housing Authority of the City of Alameda (AHA) Board of Commissioner's Election Results for the Ex-Officio President and Ex-Officio Vice President of the Board of Directors, respectively, for Calendar Year 2026-2027, Pursuant to the Alameda Affordable Housing Corporation (AAHC) Bylaws.

ATTACHMENTS

None

Respectfully submitted,



Vanessa Cooper, Executive Director