

2026 - 2030

STRATEGIC PLAN



TARGETING SUSTAINABILITY AND OPERATIONAL EXCELLENCE



Housing Authority
— of the —
City of Alameda

Executive Summary



The Housing Authority of the City of Alameda (AHA) is a Public Housing Agency, whose work is governed by numerous internal plans to ensure that AHA operates its programs effectively and in accordance with regulations plus sound business practice. This five-year Strategic Plan supplements AHA's Administrative Plan plus departmental work plans and is intended to map out overarching goals.

Affordable housing is one of the most pressing issues facing San Francisco Bay Area communities, and the City of Alameda (with AHA's help) is moving forward to address this issue and meet the city's Regional Housing Needs Allocation (RHNA) set by the State of California. AHA's four strategic goals (listed below) for the coming five years (2026-2030) focus on themes of sustainability and operational excellence.

1. AHA works with community partners to optimize affordable housing and services for the Alameda community. To strengthen and expand its partnerships, AHA will continue to engage stakeholders in discussion of AHA's long-term real estate development strategy, including options for addressing the housing crisis by serving households at 30% to 80% area median income. AHA will continue to collaborate with homeless housing service providers to successfully implement plans to house the formerly homeless and to plan for future growth on AHA owned land.

2. AHA uses its resources efficiently. In order to operate in a sustainable manner, the Housing Authority will seek to optimize online tenant and landlord services to make working with AHA as convenient as possible. AHA will review policies and procedures across programs to improve efficiencies, update common standards, and adopt best practices. AHA will maintain its high standards in occupancy levels, property condition, energy efficiency, and curb appeal. AHA will seek to maintain its regular pension obligation and continue with regular reserves management with an eye to long-term sustainability.



Executive Summary (cont.)



3. AHA retains and recruits excellent staff. Stakeholder surveys and interviews indicated an appreciation of the knowledge and abilities of AHA’s current staff. To maintain this strength AHA will seek to recruit and retain excellent staff, continue to provide robust training and cross-training for staff, and foster an environment of appreciation, acknowledgement, and constructive feedback. AHA will seek to promote or cross-train from within when appropriate and to stay abreast of compensation standards in the field.

4. AHA is financially prepared for future challenges. Over the next five years, AHA will continue to focus on long term financial sustainability. Plus staff will review the long-term operations of all of its programs to maximize support to Alameda low-income families, while meeting regulatory requirements and minimizing cross-subsidy between programs. AHA will manage the short-term cash flow needs of the HCV program. AHA will continue to create strategic asset management plans for each of its existing properties including key performance indicators and rehabilitation needs, plus continue the capital improvement planning and implementation.



Vision, Mission, and Guiding Principles



Housing Authority
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Vision

The Housing Authority of the City of Alameda shall continue to be recognized for creatively seeking ways to expand the availability of affordable housing throughout Alameda, for caring professional staff, and excellent service.

Mission

The Housing Authority of the City of Alameda advocates for and provides quality, affordable, safe housing; encourages self-sufficiency; and builds community partnerships.

Guiding Principles

Our services, policies and staff considerations shall reflect this agency's commitment to building engaged, supportive communities. Our agency goals will be achieved by ongoing collaboration with our customers and community partners.

Who we are



AHA serves the island city of Alameda, a community with a population just under 80,000, adjacent to Oakland and east of San Francisco, California. The U.S. Navy had an important presence in the city until the Alameda Naval Air Station was decommissioned in 1997. Creative reuse of military buildings and plans for new construction, including affordable housing, are in progress at the previous Naval Base.

AHA has a staff of approximately 45 employees, manages assets of \$338 million, and has an annual budget of \$77 million, \$45 million of which is housing assistance paid to provide safe and affordable housing for AHA housing program participants. Currently over 1,800 households participate in AHA's housing programs and AHA has grown its real estate portfolio to include 1,000 affordable rental homes with an additional 500+ homes currently in its development/acquisition pipeline.

AHA is the city's leader in providing a comprehensive array of affordable and permanent housing solutions for low-income residents. AHA is governed by federal law and follows highly structured policies and procedures to maintain its standing with the U.S. Department of Housing & Urban Development (HUD). Furthermore, HUD has consistently rated AHA a "High Performer" and AHA is a well-regarded Public Housing Authority (PHA) locally and regionally.



Who we are (cont.)

For over 85 years, AHA has provided a range of housing assistance to low-income households in the City of Alameda. AHA's programs include Housing Choice Vouchers (HCVP), Project-Based Vouchers (PBV), Emergency housing vouchers (EHV), and Veterans Affairs Supportive Housing (VASH), as well as other special rental assistance programs (i.e., Shelter Plus, Mod-Rehab, Family Unification Program), Family Self-Sufficiency Program, affordable real estate development, resident services, and management of AHA-owned and affiliated properties.

AHA staff and leadership continue to utilize a variety of strategies to generate new affordable housing options, while also optimizing property operations, and expanding services for AHA residents and program participants. AHA uses the Low-Income Housing Tax Credit (LIHTC) program plus other federal, state and local funding sources to build new affordable housing, directly and in partnership with other developers. AHA actively uses Moving To Work (MTW) flexibility to maximize its mission. HCD staff stays abreast of other funding sources, changes to program requirements, and policy decisions that impact affordable housing development. Property management at all AHA-owned sites are contracted to third-party management (FPI Management) and social services are provided by a contracted third-party social services provider (LifeSTEPS) at all sites and to all voucher holders housed by private landlords. With this level of resident engagement and a service-oriented approach, the real-life positive impact on these residents and housing program participants is tangible.

Housing serves as a stabilizing force in the lives of many Housing Authority residents striving towards self-sufficiency, including vulnerable populations like the previously homeless, seniors (ages 62+), and people living with disabilities. All of these diverse households have unique life experiences and a variety of needs. To help stabilize these households and enable them to flourish, AHA provides social services via community partnerships with local organizations including the Alameda Food Bank (<https://www.alamedafoodbank.org/>), Alameda Family Services



Who we are (cont.)



(<https://www.alamedafs.org/>), the City of Alameda Recreation and Parks Department (<https://www.alamedaca.gov/Departments/Recreation-Parks>), the Alameda Boys & Girls Club (<https://www.alamedabgc.org/>), the City of Alameda Housing and Human Services Department (<https://www.alamedaca.gov/Departments/Housing-and-Human-Services>), AC Transit (<https://www.actransit.org>), the Center for Elders Independence (<https://cei.elders.org/>), Alameda Point Collaborative (<https://apcollaborative.org/>), Building Futures (<https://bffc.org/>), and the City of Alameda (<https://www.alamedaca.gov>).

AHA re-affirms its commitment to excellent customer service. We strive to provide a caring and professional environment for all our residents, participants, landlords, and employees. AHA's knowledgeable, dedicated staff is a critically important resource in fulfilling AHA's mission. In the next five years, AHA will continue to implement these innovative, technology driven best practices to maintain and enhance the agency's position as an industry leader and valued community partner.

Strategic Planning Process



AHA undertook a strategic planning process in order to develop a roadmap with measurable objectives and outcomes to sustain AHA's current operations in a challenging operational environment. The resulting strategic plan will direct AHA's role in meeting the growing need for affordable housing in the City of Alameda over the next five years. Guidance throughout the planning process was provided by the Board and AHA's senior leadership.

In this process AHA staff interviewed AHA's external stakeholders to gather information about AHA's strengths, challenges, opportunities, and threats. Meetings with AHA staff in each department were conducted to solicit input. The Board of Commissioners, senior management, and select AHA staff then participated in a retreat to review the survey results, discuss emerging themes, and flesh out priority goals.

As a Housing Authority, AHA submits Five-Year Plans and annual updates to HUD, which have been aligned with this process. Additionally, AHA sets out its operating policies and procedures in its Administrative Plan. The AHA Board of Commissioners reviews one-year operating budgets. This Strategic Plan does not replace any of the other plans, rather it is intended to set out high level, overarching goals that guide AHA's work.

AHA's ability to pursue all the actions outlined in this plan depends on full staffing, full funding and in some cases, additional resources. This strategic plan will be reviewed annually in the context of the resources available for the coming year.

The review will include an assessment of the accomplishments to date and discussion of lessons learned. After reviewing the strategic goals to determine if these remain the most relevant priorities, the Board of Commissioners may choose to extend the term of the plan so that it continues to have a five-year outlook.



Strategic Goal #1

AHA works with community partners to optimize affordable housing and services for the City of Alameda community.



Affordable housing is one of the most pressing issues facing Bay Area communities, and the City of Alameda, with AHA's help, is moving forward to address this issue. Further development of the North Housing Master Plan and the Poplar site will be a high priority over the next five years and will require close collaboration with community partners. Opportunities to acquire or develop sites elsewhere on the island will be reviewed on a case-by-case basis. AHA will continue to maintain and strengthen its relationships with Alameda landlords, service providers, City of Alameda staff, local elected officials, and the greater Alameda community to build support for affordable housing development and related service delivery. To strengthen and expand its partnerships over the next five years, AHA will:

Strategic Goal #1 (cont.)



- Continue to manage and monitor federal and state funding sources and adapt to changes in funding and policy.
 - Maximize Moving to Work (MTW) program enhancements and continue outreach to recruit and retain landlords in the HCV program. The MTW landlord incentive pilot ends in 2028 which will provide AHA even more administrative flexibility.
 - Continue to engage Board, staff, and community stakeholders in discussion of AHA's long-term real estate development strategy.
 - Collaborate with multiple partners to develop and implement the future vision for the entire North Housing Master Plan.
 - Leverage resources from several community partners and work with other PHA's to collaborate with and advocate for Alameda County to continue and expand resources for homeless populations and resident services funding.
 - Achieve full utilization of Restore Rebuild (formally Faircloth) vouchers at Independence Plaza and review opportunities to acquire more vouchers under Restore-Rebuild use at other sites.
 - Continue to conduct annual landlord recognition events and monthly drop-in sessions. Assign a landlord representative for better customer service.
 - Continue developing a broader set of community service partners to expand the scope of available social services.
 - Develop mission driven content (video, print, online) that document success stories from residents and participants so that AHA is able to tell its story and demonstrate its impact.
 - Create a feedback loop for new residents at North Housing, so that residents feel supported, allowing for more operational efficiency and to share experiences/identify necessary services.
 - Expand our partnership with the College of Alameda to develop educational and employment pathways.
 - Offer the free tablet rental program at 50% of all AHA owned properties so it can be used for recertifications, homework, job search, etc.
 - Enhance lobby services including an online customer service survey via tablet or kiosk at main office.
 - Maintain or increase community presence by attending more local community events.
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Strategic Goal #1 (cont.)



Measures of Success

- Board of Commissioners reviews and adopts annual AHA Capital Improvement Budget.
 - AHA's Board of Commissioners and its partners approve future Development Plan for the remaining parcels at North Housing.
 - Staff bring timely asset management or repositioning plans to the Board for aging properties.
 - 85% of HCV landlords renew agreements with AHA when units become vacant.
 - Staff presents an annual report detailing the services delivered for AHA residents and program participants.
 - Evaluate customer service survey responses and ratings from AHA landlords, AHA housing program participants, and AHA tenants via the annual customer survey.
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Strategic Goal #2

AHA uses its resources efficiently.



This goal is also related to financial sustainability. In order to operate in a sustainable manner, AHA will make use of technology and consider outsourcing to make best use of available financial and human resources. Over the next five years, AHA will:

- Standardized dashboards and matrixes across departments developed to track important KPI's (Key Performance Indicators) to be used for BOC.
- Utilize systems to automate processes and generate reports for Housing Programs department.
- Rehabilitate AHA's properties in accordance with the Board-approved capital improvements plan based on portfolio capital needs assessments to maintain AHA's high standards in occupancy levels, property condition, energy efficiency, and curb appeal.
- Generate "lessons learned" process documents for key activities (e.g. development, waitlist opening, lease up).
- Implement Human Resources Information system (HRIS) system to help with onboarding and training.

Strategic Goal #2 (cont.)

- Develop a general construction project plan that better incorporates early assessment of risk awareness, risk management, and environmental feasibility.
- Direct inquiries from the public to allocate the most efficient and appropriate level of resources to increase customer satisfaction.
- Audit the AHA website experience annually, seek user input and implement any necessary changes.
- Ensure the agency follows best practices regarding data security while also reviewing the possible use of Artificial Intelligence (AI) in the workplace to increase efficiency and reduce costs.
- Seek input from clients of community partners to improve operational efficiency, identify blind spots/ trends, improve service delivery/communication.
- Review options for outsourcing where appropriate, and/or necessary for financial reasons.
- Maximize use of existing IT platforms including reporting and data integrity. Seek methods to consolidate data about properties that is collected from a variety of sources.
- Build out the Family Self Sufficiency program as staffing and funding permits, hire a full-time FSS Program coordinator.
- Create and/or update customized SOPs and templates for all departments.

Measures of Success:

- Staff reports effective communication across programs and departments.
- Adequate management staffing and systems are in place to manage and support staff at all levels and to operate programs effectively in accordance with regulation and awareness of relevant risks.
- AHA's residents are so satisfied in their existing homes that they choose not to apply to new AHA housing when it becomes available.
- Properties and agency performs successfully against balanced budgets.

Strategic Goal #3

AHA retains and recruits excellent staff.



- Stakeholder surveys and interviews indicated an appreciation of the knowledge and abilities of AHA's current staff. Surveys routinely attributed AHA's good reputation to AHA staff, so AHA will continue to recruit and retain excellent staff over the next five years when AHA will:
- Continue to provide staff and supervisors with a robust curriculum of trainings, cross training and leadership development opportunities.
- Conduct regular compensation studies to ensure AHA's total compensation package remains competitive in the marketplace.
- Evaluate options to contain all staff within one building within 5 years, which includes lunch break room for all staff to share.
- Update existing kitchen facilities, paint exterior and interior of 701 Atlantic by January 1, 2028.
- Conduct a bi-annual AHA staff satisfaction/engagement survey.
- Issue regular updates to staff via presentations or documents which provide information regarding upcoming projects and initiatives plus to solicit input and buy in.

Strategic Goal #3 (cont.)

- Fully utilize the Yardi training resources available and other software/training platforms.
- Create online staff development tutorials, to create a pathway for staff to advance career/explore other career fields.
- Create cross (inter-departmental) training opportunities that could lead to promotional pathways for AHA staff.
- Update the performance management process and evaluate the possible use of 360-degree evaluations for staff.
- Participate in local and regional training and conference opportunities with other Housing Authorities to encourage cross agency learning.
- Encourage AHA staff to participate in industry events/ trade groups when appropriate.
- Update the succession plan including preparing for the next group of possible retirements.

Measures of success:

- Monitor key ratios for recruitment (e.g., offer acceptance rate for candidates, time from job opening to hire).
- Maintain turnover metrics within industry standards.
- Measure average length of tenure for staff.
- Outcomes/Rankings from AHA staff surveys.
- Continue exit surveys for departing staff.

Strategic Goal #4

AHA is financially prepared for future challenges.



The federal government has not increased funding for the Housing Choice Voucher program nationally, in spite of massive rent increases, continually evolving housing regulations, and federal funding has been tightening over the past few years. Each of these factors ensure constant adjustments for local housing program management moving forward. Fortunately, AHA has other sources of revenue and is not completely dependent on federal funding. Assembling financing for AHA's new housing development is particularly challenging because of escalating construction costs, and AHA is continuously challenged to provide the best, most cost-effective property management and services for its residents. Over the next five years, AHA will assess all its potential resources and prepare for future challenges as follows:

- Create strategic asset management plans for each of its existing properties that includes, for example, personnel and staffing information, physical improvement plans, risk management processes, resident relations information, support services information, and property management plans including key performance indicators.

Strategic Goal #4 (cont.)

- Review the long-term operation of the HCV program to maximize support to Alameda's low-income families and meet federal regulations while reducing its dependency on subsidies from other AHA programs.
- Manage all shortfall situations that occur and transition Emergency Housing Voucher tenants to other housing programs.
- Monitor and manage the short-term and long-term cash flow needs of the properties.
- Access alternate forms of funding to build development pipeline.
- Secure funding for AHA's pipeline of affordable housing developments and complete these projects in a cost-effective and timely manner.
- Continue the Family Self-Sufficiency (FSS) program, subject to available funding.
- Maximize use of dashboards for Yardi data, as data visualization will identify financial KPI's in real-time.
- Explore opportunities to enhance lives of AHA tenants via grants.
- Ensure that collections and write-offs are done timely and that rental re-payment plans are adhered to consistently.
- Explore creative options for managing costs of housing production going forward.
- AHA will continue current policies and plans for any unfunded pension liability and proactively manage organizational reserves via the Reserves Policy.

Measures of success:

- AHA receives budgeted developer fees from completed projects.
- AHA assembles financing to further develop the North Housing Master Plan and the Poplar.
- Asset Management Plans are in place for all AHA-owned properties.
- The HCV program operates with less than 20% annual subsidy from other programs by 2029.
- Property budgets are operating within norms for similar Housing Authority managed properties in California.

Contributors



Many individuals contributed their observations and ideas to this strategic plan. Along with AHA Executive Director Vanessa Cooper, the Board of Commissioners developed the project scope.

AHA would like to formally acknowledge Board Chair: Carly Grob, Vice-Chair Vadim Sidelnikov, Commissioner Kenji Tamaoki, Commissioner Michaelea Joseph-Brown, Commissioner Thelma Decoy, Commissioner Alex Kaufman, and Commissioner Eric Husby.

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And finally, we would also like to thank all the Board of Commissioners, who spent time reviewing stakeholder input, examining emerging themes and providing direction for the final strategic goals, actions and measures of success. Thank you all for your time and energy.



Learn More

AHA Historical Video (85th Anniversary)



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