

## Developer Qualifications

The Housing Authority of the City of Alameda (the AHA) is a well-regarded public housing authority that was created in 1940 to serve individuals and households throughout the island city. The AHA is the city's leader in providing a comprehensive array of affordable housing solutions. Its responsibilities extend beyond those of a typical housing authority to meet the unique needs of its community. Although a separate legal entity, the authority implements several policies and programs for the city, including administering the federal government's rental voucher programs; managing the City of Alameda's housing programs; serving as a thoughtful long-term owner of housing; and developing housing. The AHA is organized as a public body corporate and politic.

The AHA, alone and in partnership, has successfully developed and renovated affordable rental homes throughout the City of Alameda. The housing authority has two agency-supporting legal entities: Alameda Affordable Housing Corporation (AAHC) and Island City Development (ICD). These entities each play distinct roles in the development and portfolio management of the AHA properties. The experience of both demonstrates the AHA's ability to successfully develop within the City of Alameda and operate properties sustainably over time.

Please see more on each entity below and the provided Organizational Chart that depicts the relationship amongst the entities.

### *Alameda Affordable Housing Corporation*

Alameda Affordable Housing Corporation (AAHC) is a California non-profit public benefit corporation affiliated with the AHA. The corporation's sole activity is to benefit and support the mission of the AHA and the City of Alameda. AAHC achieves its charitable purposes by acting as a holding company for the AHA properties.

AAHC was created in 2017 for property operations and to ensure the AHA met HUD contract requirements. The AHA's Board of Commissioners also serve as the Board of Directors for AAHC.

### *Island City Development*

Island City Development (ICD) is a California non-profit public benefit corporation development partner with the AHA. The corporation's sole activity is to benefit and support the AHA's mission. ICD achieves its charitable purposes by developing housing for low- and moderate-income households.

ICD was incorporated in 2014 to increase the AHA's role as an affordable housing developer. The ICD Board of Directors are made up of the AHA's Executive Director, a current commissioner, and a current or past employee.

To date, ICD has successfully completed two developments using Low Income Housing Tax Credits. These properties include Littlejohn Commons and Everett Commons. Its

third tax credit development, Rosefield Village, is a 92-unit property currently in construction and projected to be completed in summer 2022.

### *Portfolio Overview*

Currently, the AHA's portfolio includes over 800 homes for low- and moderate- income households. The AHA manages assets of over \$210 million and has an annual budget of \$49 million. At the close of the fiscal year 2020, AHA had Unrestricted Net Assets of more than \$30 million. The AHA maintains a cash position covering at least four months of operations and derives its income from a variety of sources and business lines that have enabled AHA to sustain itself, despite the changing nature of government resources.

The AHA & ICD have over 600 affordable units in the new construction pipeline, which includes the 12-acre North Housing master plan development on the former Naval Air Station.

### *Commitment to Alameda*

Alameda City Council approved the creation of the AHA with the intent that it would work towards creating housing solutions affecting the island. At the time, the Alameda Naval Air Station had recently opened, and the city needed to address the increasing demand for housing. Today, the housing crisis has evolved but the AHA remains a long-term owner with a vision to creatively seek ways to preserve and expand the availability of affordable housing throughout the city. The AHA is an independent and separate entity from the City of Alameda, but partners through a series of agreements and contracts.

Over decades, the AHA and its related entities have acquired and developed deed-restricted housing. As stewards of public funds, sustainable operations are top priority. Given the contained size of the city, the AHA operates different properties together to take advantage of scale and keep costs reasonable. Furthermore, the AHA invests heavily in resident services for all residents through thoughtful partnerships with social service providers. Maintaining sustainable operations enables stability for residents and enables the AHA and ICD to actively pursue new opportunities to serve the island city.

### *Successful Experience with City Processes*

The AHA has served the City of Alameda for several decades and maintains effective relationships with key stakeholders and city staff. Furthermore, the AHA and ICD are knowledgeable on the processes that govern development within the city. Over the last three projects, the AHA and ICD partnership has successfully steered projects through the city's entitlement and building permit processes as well as other city-specific services such as Alameda Municipal Power (AMP). In particular, the AHA and ICD pride themselves on providing the local community a chance to view, understand, and provide feedback on the design. The development team's familiarity and experience ensure that quality affordable housing is built to serve the community as efficiently as possible.

## Development Experience

In the last several years, the AHA and ICD have worked towards developing affordable communities as sole developers. In partnership, they have successfully completed two projects and one more is currently under construction. References with investors, government funding partners, and lenders are attached.

### *Littlejohn Commons Senior Housing (In Operations)*

Named after Elector Littlejohn, a well-known housing justice activist in Alameda, this infill development opportunity was a joint effort among the AHA, ICD, and a private market-rate developer to provide deeply affordable housing for seniors in the City of Alameda. The AHA and ICD developed 31 rental homes and secured Project-Based Section 8 vouchers. All the homes built are one-bedroom units, except for the two-bedroom manager's unit. The property provides residents an on-site laundry room, a landscaped courtyard, a community room, and social services for residents.

Throughout the development of Littlejohn Commons, the team overcame challenges that could have delayed or interrupted the completion of the property. During the construction of this property, heavy rains resulted in construction delays, which made meeting of deadlines more difficult. However, the team was able to limit the impacts on the overall schedule. Additionally, AHA collaborated with a market-rate developer who was responsible for site clean-up and site infrastructure. This included close coordination and communication to ensure the market-rate developer did not cause delays.

Although this property was part of a larger private master development, Littlejohn Commons remains to be the only portion built to date of the public/private partnership. In 2019, the National Association of Housing & Redevelopment Officials (NAHRO) awarded Littlejohn Commons an Agency Award of Merit under its Affordable Housing category.

### *Everett Commons Family Housing (In Operations)*

Everett Commons is a 20-unit affordable housing community located on the former site of Island High School, just one block from the bustling Park Street commercial district.

Everett Commons provides affordable one-, two-, and three-bedroom apartment homes for families and veterans. Additionally, the property has on-site laundry, a photovoltaic system, a community room designed for programs and activities, on-site property management and social services for residents. Of the 20 rental homes, twelve are supported with project-based Section 8 vouchers and another five are supported with project-based Veterans Affairs Supportive Housing (VASH) vouchers.

Everett Commons demonstrates the AHA and ICD's development capacity as well as their ability to effectively partner with the Alameda Unified School District. In 2014, the AHA purchased the land from the district and together they collaborated to use former redevelopment funds from the Community Improvement Commission to bring this project

to life. A preference at this complex for employees of the school district is established by use of this source of funding and is a model that can be replicated.

Construction began in July 2017, and the property was completed and fully leased in December 2018. The building was designed with sustainability in mind, achieving both Green Point Rated and Bay Friendly Landscaping certifications.

### *Rosefield Village Family Housing (Completed Construction and Leased-Up)*

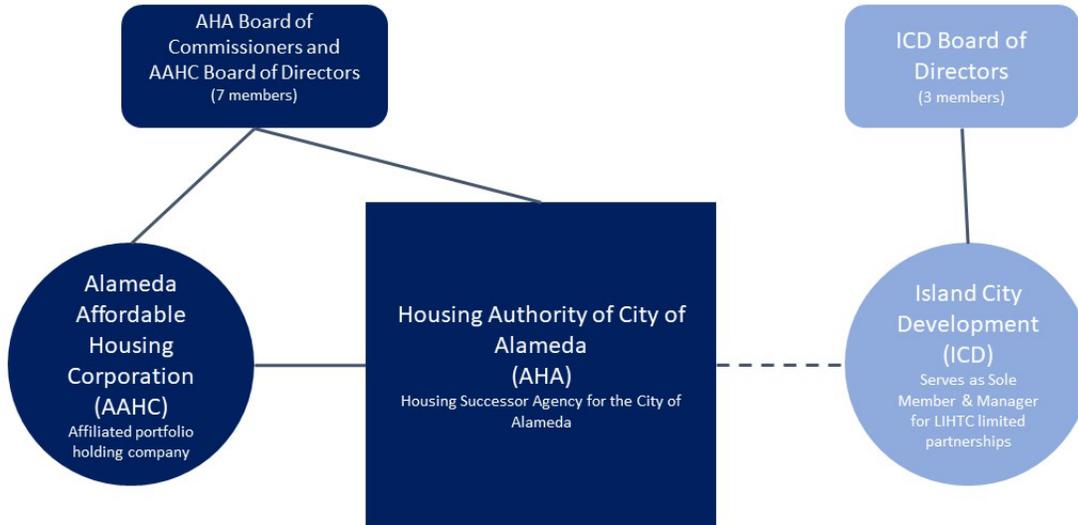
Rosefield Village includes the redevelopment of an AHA portfolio property of the same name, which was originally built in the 1970's and included 40 units of modular housing. More recently, AHA acquired adjacent properties, which included three triplexes and a single-family home that was converted into a duplex. The combined site is 2.5 acres. The redevelopment includes the demolition of the original 40 units of modular housing, the replacement of the modular housing with 78 new construction rental apartments, and the rehabilitation of the adjacent properties, except the duplex. This site will also provide preferences to AUSD school district employees to have the opportunity to live on the island in these new, state-of-the-art affordable homes.

The development secured financing through the Low-Income Housing Tax Credits, tax-exempt bonds, Alameda County Measure A1 Bond funds, City HOME and CDBG funds, an AHA seller carryback loan, project-based housing vouchers, and an AHA loan funded by AUSD funds. The project closed on construction financing in August 2020 and started construction immediately. The project received its certificate of occupancy in August of 2022 and 100% of the tax credit units leased.

### *Closing Remarks*

ICD's experience described above, along with AHA and AAHC's portfolio, demonstrate the team's ability to execute and operate proposed developments. AHA's pipeline proves its continued commitment towards finding solutions and new opportunities to address the growing housing needs of the city.

# Housing Authority of the City of Alameda Related Entity Organizational Chart



## Staff Biographies

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### *Vanessa Cooper*

#### *Executive Director*

Vanessa Cooper joined the AHA in 2014 as the Executive Director. Ms. Cooper is a noted expert and leader among housing authorities, but also has a long affordable housing development resume including a Director of Operations role at a regional nonprofit housing developer, supervision of a significant supportive housing and affordable housing pipeline at a major housing authority, and creation of the development team at the Housing Authority of the City of Alameda.

Vanessa Cooper received her bachelor's degree from Bath University, a Master's in Business Administration from Durham University, and a master's degree from San Jose State University. She also attended Harvard's Kennedy School of Government as a Fannie Mae fellow in the State and Local Officials program, is a licensed real estate broker, and holds certifications in Resident Care for the Elderly (RCFE), Housing Asset Manager, and Section 8 Executive Manager in LIHTC compliance.

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### *Louie So*

#### *Director of Finance*

Louie So joined AHA in 2019 as the Director of Finance after recent experience working for a major financial institution involved in affordable housing investment and finance (debt and equity). Mr. So directs all the finance and accounting functions for AHA and its affiliates, including multiple low-income housing tax credit partnerships.

Louie So received his bachelor's degree from the University of California, Santa Barbara. He is a Certified Public Accountant in the State of California.

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### *Sylvia Martinez*

#### *Director of Housing Development*

Sylvia Martinez joined the AHA in 2020 to lead the Housing Development department. In her current role, she reports to the Executive Director, Ms. Martinez directs AHA's acquisition strategy, structuring finance and overall department functions for AHA's new developments.

Ms. Martinez has over 20 years of experience in housing and community development throughout California including the creation of over 1,000 affordable units. Her developments have achieved national recognition in sustainable affordable housing, such as USGBC LEED Project of the Year, and *Affordable Housing Finance* Project of the Year.

Sylvia Martinez received her bachelor's degree from Stanford University and holds a master's degree in Public Policy and Urban & Regional Planning from the School of Public and International Affairs at Princeton University. She is also a LEED Associated Professional.

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### *Stephanie Shipe*

*Director of Portfolio*

Stephanie Shipe joined the AHA in 2020 as the Director of Portfolio Management. Ms. Shipe directs the property management department as well as our third-party management company in accordance with AHA's strategic plan. Ms. Shipe is also a veteran of the U.S. Army, where she served for six years as an Intelligence Analyst. Ms. Shipe has over 15 years of experience in property management, predominately working with affordable and tax credit properties throughout California. She has spearheaded efforts to update property management software and has acted as the lead trainer for her department in her previous roles

Stephanie Shipe is on schedule to receive her Bachelor of Science in Business Management from the University of San Francisco in Fall 2022. She is also a Certified Occupancy Specialist and a Housing Credit Certified Professional.

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### *Tony Weng*

*Senior Project Manager*

Tony Weng joined the Housing Authority of the City of Alameda in 2019 as a Senior Project Manager. He is responsible for coordinating all aspects of housing development projects, including but not limited to feasibility analysis, entitlements, funding applications, due diligence, contract negotiations, construction management, and project closeout.

Before joining the AHA Development Team, Tony served as a Project Manager with a national affordable housing organization where he handled new and rehab housing development projects in both California and Colorado. Tony has worked in the affordable housing field for over 10 years with much of that experience focusing on tax credit developments in California.

Tony Weng is a graduate of the 2016-2017 LISC HDTI/Advanced HDTI. He holds a bachelor's degree in Architecture from the University of California, Berkeley, and is a licensed real estate broker in the State of California.

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## *Allyson Ujimori*

### *Senior Project Manager*

Allyson Ujimori joined the AHA in 2021. Their role is day-to-day project management of the creation of low-income affordable housing throughout various stages of development and report to the Director of Housing Development. They have over 6 years of experience in San Francisco's Bay Area working on projects from acquisition through property transition into operations.

Allyson Ujimori received her bachelor's degree from University of California, Davis, and holds a master's degree in Urban & Regional Development from University of California, Los Angeles.

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## *Joseph Nagel*

### *Construction Project Manager*

Joseph Nagel joined the Housing Authority of the City of Alameda in 2021 as a Construction Project manager. He is responsible for coordinating large scale rehabilitation of the AHA rental portfolio, as well as overseeing the renovation of the AHA office. He undertakes physical needs assessments, including the need for green and sustainability upgrades, construction bids, construction administration, warranty, and quality control procedures.

Joseph Nagel brings over twenty years of residential project management experience, specializing in occupied multi-family reconstruction as well as new construction and improvements. He has been responsible for bidding, schedule, budgets, and construction progress, as well as reviewing project specifications, submittals, RFI's, change orders and close out documents. Mr. Nagel is a U.S. Army veteran.

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## *Jocelyn Layte*

### *Housing Development Specialist*

Jocelyn Layte Joined the Housing Authority of the City of Alameda in 2020 and has been responsible for and undertaken various tasks with the housing development department including contract management, procurements, financial applications for the housing authorities project pipeline. She brings over two years of affordable housing development experience to the table and continues her education in the field through San Jose State University's Advanced Affordable Housing and Community Development Finance Certificate program.

Jocelyn Received her Bachelor of Science from Cal Poly Humboldt State in 2016 and since then has received certificate in Proforma Fundamentals from Urban Land Institute and will receive her Paralegal Certificate December of 2023.