

MINUTES OF THE SPECIAL MEETING  
BOARD OF COMMISSIONERS  
HOUSING AUTHORITY OF THE  
CITY OF OAKLAND, CALIFORNIA  
HELD FRIDAY, JUNE 21, 2004

The Oakland Housing Authority Board of Commissioners convened a Special Meeting /Work Session at 1619 Harrison Street, Oakland, California on the above date. Vice-Chair Alfred Lee presided in the absence of Chair Richard E. Winnie. He called the meeting to order at 4:10 p.m.

I. Roll Call

Commissioners present were Alfred Lee, Moses L. Mayne, Jr., Marion M. Mills, Robert J. Pittman, Jr., Melanie M. Shelby and Jacqueline Taylor. Chair Richard E. Winnie was excused.

II. Modifications to the Agenda

(Allows for any change in the order of business or the announcement of the postponement or continuation of agenda items.) The Board can only take action on items listed on this agenda unless a finding is made that an emergency exists or a need arose after agenda posting.

There were no modifications.

III. New Business

A. Presentation and discussion of "Strategic Goals and Strategies" (Discussion Draft) by Quadel Consulting Corporation.

Mr. Jon Gresley, Executive Director, gave a brief overview. Mr. Gresley noted the three strategic goals: Development, Scattered Sites, and Financial Independence from HUD. He said that these three strategic goal areas were laid out to the Board in a recent Board meeting. Mr. Gresley indicated that some Commissioners and some staff commented that there was not enough mention of clients and the three goals did not really capture the mission of the Housing Authority. He said that in reviewing the goals, and in discussions with some Commissioners, the goals were increased to five to include a goal related to residents and issues related to the Section 8 program.

Mr. Gresley noted that on Wednesday, June 23, 2004, management staff has an all-day offsite meeting and he planned to ask Quadel representatives to come to that meeting. He would also want them to meet with the Commissioners before

that meeting. Mr. Gresley would like closure of the strategic goals for staff to develop a work plan. He added that the Authority was selected by HUD to do project-based contract administration for Section 8 for Northern California. He also discussed MTW briefly. Mr. Gresley called upon Mr. Michael Janis and Ms. Samia Byrd from Quadel to provide further background.

Mr. Michael Janis discussed the strategic planning process. He said that Quadel spent time interviewing some of the Commissioners and staff to get their perspectives of the strengths and weaknesses of the Housing Authority. Mr. Janis commented that the Housing Authority is a high-performing agency. It is a sophisticated agency and is performing very well in comparison with other housing authorities around the country. He said that Quadel developed goals and objectives to reflect comments by staff and commissioners indicating where they would like to see the Authority go. He described the features that Quadel had discussed with staff and Commissioners. Mr. Janis recommended narrowing ideas collected until they become the final working product.

Discussion followed. Commissioner Shelby suggested that it would be helpful to walk through each of the goals. She said that it would probably be best to have a general discussion. Commissioner Lee would like to prioritize the goals. Mr. Janis said that the most important things the Authority should be involved are embodied in the five goals. The specific questions about the population to be served are included in one of the five goals. Commissioner Mayne asked if the results of the individual interviews of the Commissioners and staff were reflected on the strategic plans. Mr. Janis said yes. Commissioner Taylor asked about the Commissioners and staff who were interviewed and if the Resident Advisory Board was included. Mr. Janis said they interviewed the commissioners individually and met with the Resident Advisory Board. Commissioner Shelby asked if this is the first time the Commissioners were interviewed as a group. Mr. Gresley said there was a previous meeting but there was no quorum.

Discussion continued. Commissioner Lee mentioned that the most important goal to him was to see the quality of life and self-sufficiency of the residents. Mr. Janis indicated it would be necessary to define "self-sufficiency." Commissioner Mayne would like to make sure the goals are met in a timely fashion and would like to have a process in place in order to accomplish the goals. Commissioner Lee clarified that the strategic planning would be to set and reaffirm the goals.

Mr. Gresley spoke regarding the first two goals. He does not believe that much of the Authority's site problems could be solved without developing affordable housing. He said that HOPE VI has provided the Authority with an opportunity

to end the model of segregated public housing sitting off by itself with only its own source of revenue. Mr. Gresley said that the strategies inter-relate, that sometime in order to accomplish one, they have to work on the other. He also discussed the rules governing the disposition of the Authority's properties. Commissioner Mayne asked if the same restriction on selling and purchasing properties would apply under MTW. Mr. Gresley said yes. Commissioner Lee would like to find ways to generate additional revenue. He noted that within the programs of public housing and Section 8, without MTW, there is not much opportunity to make money. Mr. Janis noted that the third strategic goal is relates to this objective.

Commissioner Mayne asked if the Authority will be making money with the new Section 8 Contract Administration. Mr. Gresley said that the annual contributions contract is to be entered into with the California Affordable Housing Initiatives, Inc., (CAHI), an instrumentality of the Housing Authority. CAHI is a non-profit organization. Commissioner Shelby asked about the potential revenue sources of CAHI. Ms. Sharon H. Brown, Deputy Executive Director, responded with a description of the estimated revenues of CAHI. Commissioner Shelby asked what the Authority could be doing, from a development standpoint that could make it less dependent upon HUD. Mr. Janis referred to the third strategic goal, which is intended to reduce dependency and the things that could be done in order to generate income. Commissioner Mayne asked if staff is looking at other opportunities where they could provide contracting services to general income.

Mr. Gresley mentioned to the Commissioners the management staff retreat on Wednesday, June 30, 2004. He said that one of the objectives of the retreat was to develop a list of questions surrounding the strategic goals. After that, the next step would be a meeting with some of the senior management staff to discuss the list of questions. Commissioner Pittman suggested that the Commissioners and staff should have an offsite meeting to discuss the strategic goals. Ms. Bell, Legal Counsel, reminded the Commissioners that if there is a combined staff and commission meeting, it has to be an open meeting, noticed by the Brown Act with an Agenda specifying the matters to be discussed. Mr. Gresley said that the Commissioners could do a retreat meeting sometime toward the end of July. Commissioner Shelby suggested an all-day session. Mr. Gresley will look at some dates and will poll the Commissioners for their availability.

#### IV. Recognition of people wishing to address the Commission

There were none.

V. Adjournment

Without any further business, the meeting was adjourned at 6:03 p.m.

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Chair

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Secretary