



HACM's 2022-2024 Progress Report: Achievements, Growth, and Future Plans

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Presenter: Zulieka Boykin, Executive Director/President/CEO





AGENDA

- ▶ Introduction

- ▶ Housing Voucher Programs

- ▶ Housing and Urban Development (HUD)

- ▶ Partnership Success

- ▶ Technology Improvements

- ▶ Staff & Leadership Improvements

- ▶ Looking Ahead to New Opportunities

- ▶ Question & Answer

AGENCY OVERVIEW

The Housing Authority of the County of Monterey (HACM) is the largest housing and housing assistance organization in the county. HACM operates separately from county government but with a board appointed by the Monterey County Board of Supervisors. Most of its funding comes from the U.S. Department of Housing and Urban Development (HUD).

Mission Statement

“To provide, administer, and encourage quality affordable housing and related services to eligible residents of Monterey County”



CURRENT UNITS

Owned

**1530
Units**

MCHADC
20 Developments

**294
Units**

HACM
7 Developments

Managed/Administered

**1264
Units**

HACM Managed
20 Developments

**560
Units**

HACM Administered
20 Developments

Properties are located in Gonzales, Greenfield, Salinas, Monterey, Marina, King City, Chualar, Castroville, Soledad and Carmel



PRIOR TO 2022

- ▶ HACM faced numerous questions about its management and stewardship of housing programs from outside agencies.
- ▶ HACM was on the HUD watch list for issues related to lack of stable leadership, overdue financial reporting, and low performance of the Housing Choice Voucher Program.
- ▶ If issues were not addressed there was the possibility of being labeled a “troubled” agency and the threat of HUD taking the agency into receivership.



SINCE 2022

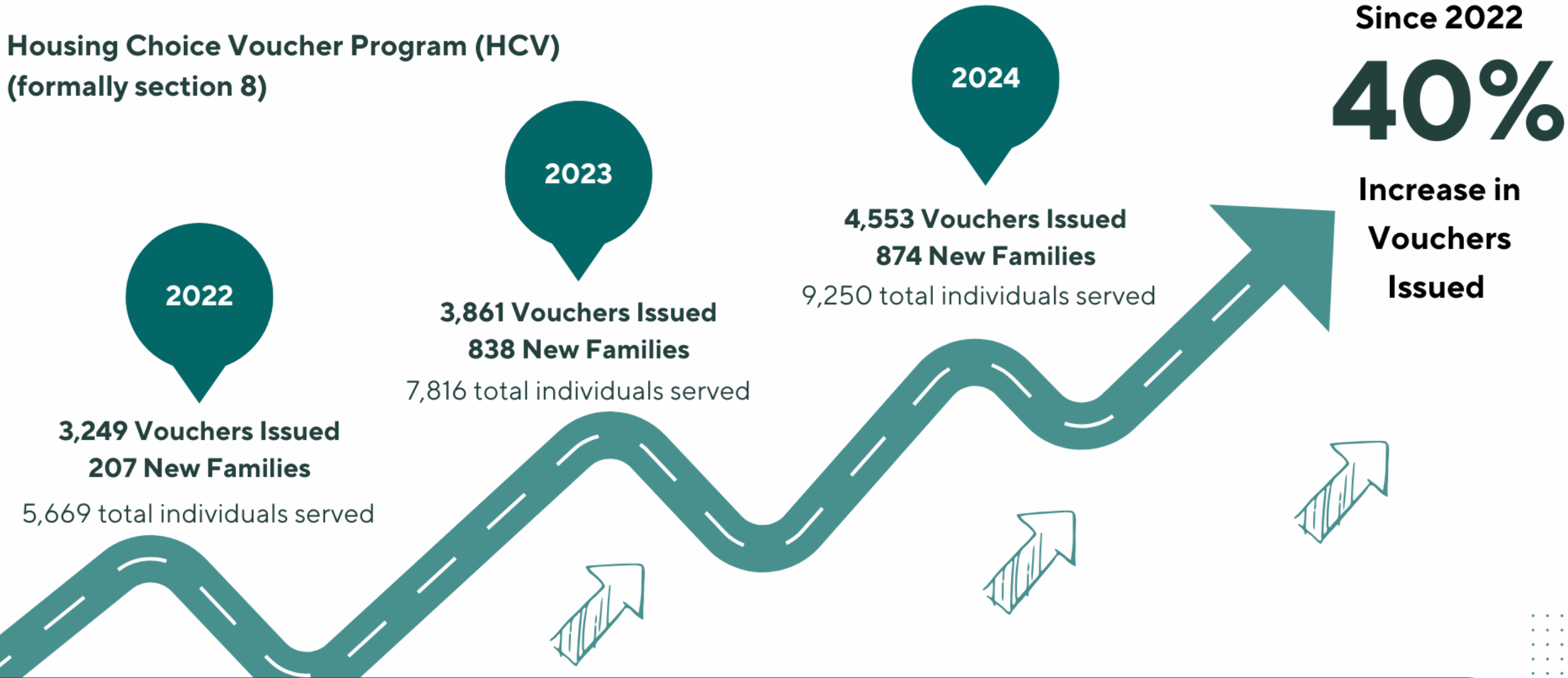
- ▶ HACM new leadership, staff, and board of directors together have improved internal operations and services and rebuilt relationships with stakeholders and external partners.
- ▶ The agency has significantly increased the use of the voucher program, engaged in several new homeless initiatives, and implemented administrative programs and initiatives to streamline processes and cut costs.
- ▶ One of the most impactful changes since 2022 has been the integration of HDC back under the umbrella of HACM. Through HDC, HACM will be able to increase the number of affordable housing units.

Today, HACM has been removed from the watch list and the agency is stable and is thriving



INCREASED USE OF HOUSING VOUCHERS

Housing Choice Voucher Program (HCV)
(formally section 8)



INCREASED USE OF HOUSING VOUCHERS



HOUSING CHOICE VOUCHER EVENTS

▶ Hartnell College

In 2023, HACM initiated a unique, first of its kind voucher issuance event at the college during which **300 applicants from the Housing Choice Voucher waiting list** completed all the steps necessary to **receive a voucher on the spot**.

▶ Sherwood Hall

In 2024, HAMC held a three-day event to distribute Housing Vouchers to eligible families on the waiting list. The **goal was to issue 1,000 vouchers** to eligible families. **1,006 vouchers were issued**.

INCREASED USE OF HOUSING VOUCHERS



In addition to Housing Choice Vouchers, HACM helped get assistance to more Monterey County residents in need of help through other voucher programs.

Emergency Housing Vouchers (EHVs)

- **2021 HUD awarded HACM 269 vouchers**
- **2022 HACM issued only 50 vouchers**
- **2023 HACM issued 265 vouchers***

*This was 100% utilization, HUD recaptured 4 of the original 269 due to performance issues in 2022

Mainstream Vouchers

- **2021 HACM had 59 vouchers available, but only issued 29 vouchers**
- **2024 HACM issued 58 vouchers**

INCREASED USE OF HOUSING VOUCHERS



The Veterans Affairs Supported Housing Program provides rental assistance for homeless Veterans with case management and clinical services provided by the Department of Veterans Affairs.

Veterans Affairs Supported Housing Program (VASH)

- **324 VASH vouchers** available
- 2022 **233 vouchers** being utilized
- 2024 HACM issued **305 vouchers**

Program is at 94% Utilization





PROPERTY MANAGEMENT



Administrative Improvements/Increased Funding

- Decrease in vacancies and improved scores for Management Operations Reviews and Real Estate Assessment Center (REAC) inspections.
- Secured \$159,650 in COVID funds to assist with property operational budgets for the RAD (Rental Assistance Demonstration) sites.
- Received an increased budget of approximately \$300,000 from USDA for the FLC's (Farm Labor Communities).



IMPROVED RELATIONSHIPS



Department of Housing and Urban Development (HUD)

- HACM has drastically improved the authority's relationship with the San Francisco HUD office.
- Finance completed all overdue audits dating back to 2019. 4 years of audits were completed in 2 years. This is an outstanding achievement for the agency.
- HACM obtained a "Standard" rating for the HCV department for the last two years.
- HACM is on track to achieve a "Superior" rating from HCV this year which is the highest performance indicator.



IMPROVED RELATIONSHIPS

► Partnership Success

HACM has reestablished partnerships with the Coalition of Homeless Service Providers, City of Salinas, County of Monterey, King City, and numerous other partners in the community.

These improved partner relationships have resulted in an increase in funding for existing and new programs.

- Through a partnership with the City of Salinas **HACM was awarded \$331,000 in funding** to assist families with security deposits and to provide rental incentives for landlords.
- HACM has secured two **Home Key Projects**, the **Days Inn Project in King City** and the **Fairview Project in Salinas**. This provides an **additional 90 units** to assist the homeless population. HACM is in the process of completing renovations at both properties.



IMPROVED RELATIONSHIPS

▶ Partnership Success

- Through HUD's Office of Migrant Services **HACM secured \$267,987 in funding** for the installation of the Spectrum fiber optic system at **King City Migrant Center in South County**. This will provide Wi-Fi and internet services free to residents.
- HACM underwent a **\$1.6 million dollar rehabilitation** of the **King City Migrant Center** in South County.
- The HCV **Budget Authority for Housing Assistance Payments has increased funding** HACM receives from HUD by **\$23,294,779 since 2022**.



ADMINISTRATIVE IMPROVEMENTS

▶ 2023 Transition to Rent Café

- Rent Café allows residents to complete certifications online, pay rent, work order request, and obtain up to date information on their file. It also eliminates the need to come to the office for appointments.
- All housing applicants can apply online for any waiting list. Residents and clients can execute their certifications online. This assists families with transportation issues and cuts the time needed by staff to perform certifications.
- All vendors get paid through direct deposit and the procurement process is electronically monitored.



ADMINISTRATIVE IMPROVEMENTS

▶ 2023 Transition to Rent Café

- The landlord portal allows landlords to submit information, check payment status, request rent increases and verify inspections. This was crucial to improving customer service.
- Landlords can view Housing Assistance Payments contracts, inspections, and payments online. They no longer have to call or email and wait for a response from case workers.
- All vendors get paid through direct deposit and the procurement process is electronically monitored.
- By utilizing the Rent Café software and creating internal processes for purchasing, there has been a **significant cost savings for the agency of approximately \$1.2 million.**

STAFF IMPROVEMENTS

Over the past few years, HACM has gone through a lot of leadership changes, which took a toll on morale and collaboration. Since 2022, HACM has made intentional strides to create a more engaged, motivated, and high-performing team—one where employees feel supported, heard, and valued.



Results from employee surveys, 5 being favorable:

2022 results were 2.0 out of 5

2023 results were 4.2 out of 5

LEADERSHIP TEAM



Prior to 2022, the agency was a revolving door for leadership. Feedback received from HUD and other partner agencies recommended changes be made to the executive leadership team which led to recruiting individuals with specialization in their role. Today, HACM has a new leadership team.

Executive Leadship

Zulieka Boykin, Executive Director/President/CEO

Gabriela Rivero, Executive Assistant/Clerk of the Board

James Maynard-Cabrera, Director of Human Resources

Jin Lu, Director of Finance

Jonathan Campbell, Director of Housing Programs

Nora Ruvalcava, Interim Director of Development

Creating stability for the agency was imperative to turning the agency around and essential for its continued success.



LOOKING AHEAD



Pueblo Del Mar

- HACM is working with Monterey County Behavioral Health to repurpose **55 units at Pueblo Del Mar in Marina as HOPE Housing**.
- All 55 units will be for individuals suffering from homelessness with behavioral issues, including severe mental illness and/or substance use disorders.
- Over the next four years, **this initiative will allocate approximately \$5.8 million to HACM** while delivering a critical service to the community.
- By implementing the Bridge Funding Program, in **partnership with Monterey County Behavioral Health**, HACM aims to secure funding for necessary repairs, and maintain operations at the property.

LOOKING AHEAD



Additional Funding

\$35,013,429 million,
\$21,915,000 in property
projected in the next 3-5 years

More Housing

HACM acquired Pacific Meadows, a 200 unit senior living facility in Carmel. Additional 450 units projected in the next 3-5 years through partnerships with Salinas, King City, Greenfield & Soledad

Additional Services

Applying to become HUD Certified Housing Counseling Agency to assist clients with becoming creditworthy and financially stable

New Program

\$2.1 million awarded to HACM for a Foster Youth Program in Soledad. Program expected to begin by early 2026

THANK YOU!

Questions?

