

Date: July 6, 2022  
To: Housing Advisory Commission  
Submitted By: Cassandra Palanza, Foundation Housing on Behalf of Harriet Tubman  
Renewal LP (the “Owner”) of Harriet Tubman Apartments (the “Property”)

To Whom It May Concern:

We submit this for the Housing Advisory Commission (“HAC”) to have in its record in response to the recommendations made by Ms. Mendonca of District 8. We welcome open communication with any organization but ask the specifics are provided in order for us to respond appropriately. Many of the responses below are being done based on speculation of specific things we have resolved in the last few months with acknowledgement of some unresolved matters since much of the memo supplied, only intimates at things with no specificity. We hope that resources that can be spent on serving our residents are not mired in “investigations”, that we strongly believe will be unfounded based on the amount of time doing our own investigation and research in response to any previously raised issues. We recognize that sometimes, resident populations go to their local officials whom they have a relationship with and they trust. We encourage that. All we ask is that information is immediately reported to us so we may address it with as specific as possible details to ensure full resolution. Management cannot respond in generalities. We strongly feel we have a team in place that is responding to a myriad of circumstances at the Property and working with the residents is and will remain to be one of our top priorities. Our hope is over the next several weeks with additional resources being added, the residents will begin to feel more at ease with all the improvements and management of the Property.

Regarding many of the allegations, first and foremost, we take allegations of violating health and safety seriously. Any tenant that lives at Harriet Tubman that feels their life is in danger should report such danger to the police. Any tenant that experiences a grievance or is displeased with something, may submit a grievance in accordance with the Properties grievance policy attached hereto for reference. Any intimation that our residents are having crimes committed against them, specifically elder abuse, by anyone in Management or Ownership is categorically false and if a perceived crime is believed to be committed it should be reported immediately for a full investigation. Allegations of elder abuse are not taken lightly and deemed a serious matter.

Residents should feel safe in reporting anything they are displeased with and if they feel strongly about these allegations then they should be written up and provided to a trusted person who can work with Ownership on any allegations. Again, to date, we have no reported cases of elder abuse that are being investigated by any channel of authority over such matter and our hope is with continued communication the relationship between management and the residents will continue to improve, which we feel has in the last several weeks.

Violations that may exist are from the Planning and Development Department (the "PDD"). As violations are received, they are addressed. There are currently two open violations that we are aware of. We have confirmed that these matters are being repaired during the construction work and completion will be submitted to the PDD. All tenants are encouraged to report all matters to management. In order for things to be addressed timely, management should be the first point of contact. Absent substantive violations to which we can respond, which we are happy to do so, we are not aware of the allegations alleged by Ms. Mendonca in the first paragraph of her memo.

Additionally, we are in receipt of a video produced and submitted to HAC regarding the ongoing construction work at Harriet Tubman Apartments. The scope of work for the accessibility units meet the federal standard for accessibility and have been signed off on by local and state officials through our application process for Bonds and LIHTC's. We are happy to provide the City Inspection Log wherein these units were inspected ,passed, and deemed suitable for occupancy. If a resident has a mobility impairment or need for something outside the scope of their apartment or an accessible designed apartment, they should submit a Section 504 reasonable accommodation ("RA") request to management for management to carry out. Reasonable accommodations can be made at any time and if a resident cannot fill out the paperwork or does not want to, management will assist them. Please be aware, since this video was submitted to Management and some of the residents intimate in the video that they may or may not need accommodation, Management will reach out to them to see if we can assist in any RA request they may need. This is not a retaliatory action but required by management when a resident asserts a need for an accommodation.

Rodent, roaches and filth should absolutely be reported to management immediately. We have pest control services that can mitigate these issues. Pest control is the second Friday of the month and as needed or requested by management. We are going to schedule a 100% walk with pest control and some residents have requested frequent pest control in their units. We will continue to monitor the pest situation and if additional services are warranted we will provide them. If residents follow the grievance policy on reporting things for habitability matters and they are not resolved to the resident's satisfaction, the regulators of our property will ensure oversight so that matters are responded to. We cannot stress enough the importance of reporting all things to management first. They are our first line of defense for fixing and maintaining habitability. In addition to the Grievance Policy, if residents feel they are not being heard, at the end of this response is a communications tree for residents to work with which includes all of the contact information of management up to an owner's representative throughout the duration of construction. This does not circumvent the Grievance Policy but rather provides additional points of contact for residents to try and expedite their requests. It should be noted, while Owner is committed to rectifying all issues, if residents do not go to management first, then there could be continued delay of resolving their concerns.

To date, we have received inquiries from CAHI regarding asbestos abatement and security matters. Below is our official response to CAHI regarding asbestos concern:

“With respect to your inquiry – asbestos testing was completed prior to the work commencing. During the rehab work that is ongoing, whenever the scope of work being performed includes disturbing asbestos containing materials the work is only performed after the resident has been temporarily relocated to another unit. While the asbestos abatement work is being performed, the unit is closed and sealed off – please see attached photos. In situations in which the asbestos containing materials or suspected asbestos containing materials (“ACMs”) being disturbed are classified as “friable” ACMs, the units have air clearance testing completed by a licensed 3<sup>rd</sup> party environmental services provider prior to the containment being removed and the unit reoccupied. All ACM abatement work is being performed by contractor licensed to do this work

in CA. The abatement contractor posted all of the required notices with the state, local jurisdiction and residents prior to the abatement work at the property. Attached for your reference is the notice that was posted prior to the asbestos work beginning (please note that in this word document the date is set to automatically update to the current date on the day the document is opened).”



With respect to security in the building, Owner does not provide a security company. The building is controlled by controlled fob access and there are plans to improve the camera system within the building. Simultaneously with the issuance of this response, we are working on response to CAHI regarding security.

We empathize with the disruption that construction can cause. It can be very taxing for residents and we understand that, truly we do. We have, for the duration of construction, funded a relocation coordinator and moving company. Residents should feel that, while an inconvenience, they are only temporarily relocating to another apartment for the duration of their in-unit work. We did this plan because this property in particular has many residents with extreme quantities of contents in their apartments and it would have been challenging for our construction team to work in the units with all the belongings in there. We have consistently evaluated our relocation plan and if it makes sense to adjust it, we do. We have evaluated in recent weeks and recognize there were some hiccups and construction delays. Our accessible units, which were the most complicated to construct, were renovated first and we incurred numerous delays that we should not have going forward. Additionally, there were cosmetic issues that were not satisfactorily completed (ie. Toilet paper holder, mirror, blinds, etc) prior to returning a resident to their unit. We acknowledge and apologize for this. We have high standards for our community and strive to meet them every day. While I thought we were moving on from some of the displeasure we recognize some of the residents may still be upset or unhappy and we will work to foster that trust with more communication to them and in person meetings over the following weeks to discuss.

While we cannot address every item in the video in a written response to the Commission, at this time, we can highlight a few items that we know residents were upset with and work on a list of responses if the Commission would like additional matters answered. The electrical chord noted in the video is a cosmetic issue and not a safety issue. We are working with our construction team on a solution that limits the visibility of any chord. There is no electrical or fire hazard with respect to the chord mentioned in the video. We will communicate to residents that a solution to the chord in the kitchen light is still being figured out to provide for the best cosmetic solution this week via an FAQ that we are putting together for our residents. Management also maintains a binder of all notices sent to residents during construction and we are happy to show anyone all of the notices communicated to residents.

Blinds and screens – everyone will return to their unit with blinds. Due to shipping delays, a resident may return to their unit with their existing blinds. We have been working to have all materials stored and available at each unit being constructed but may have to return to install the blinds. Screens have been ordered and arrived damaged and are being reproduced. Again, we know this is frustrating and going forward, while not ideal, no resident will return to their unit without blinds installed. While many of these are inconvenient and hassles residents should not have to deal with, we have put processes in place with management and relocation actively communicating with our residents. We are walking units prior to each resident moving back and creating a pre-inspection report to address any concerns prior to a resident moving back as well as managing expectations. Our relocation coordinator and management agent have been empowered to push back and not accept units if they are not acceptable as well as work with our contractor to determine if there are items residents are not happy with are in the scope or routine maintenance items that should be added to the scope of work.

**Additionally, we have weekly meetings with the following positions relevant to Harriet Tubman where we discuss all things construction and relocation:**

<b>Foundation Housing:</b>	Asset Manager, Director of Asset Management, Project Manager (Cassandra Palanza)
<b>Development Partner:</b>	Pennant Housing Group (2-3 individuals)
<b>Precision Construction:</b>	Superintendent, General Contractor, Project Manager
<b>FPI Management:</b>	Community Director, Portfolio Manager, Senior Director and Relocation Coordinator

Our hope is the amount of staff committed to the completion of this project and its future preservation is not lost in a residents pursuit of “justice” for their concerns. Below is the contact information of personnel here to serve and respond to our residents through the duration of construction. The below team will reach out to the residents in the video supplied and confirm that all of their issues highlighted in the video are resolved. Cosmetic issue or things that a reasonable person who saw them should think to fix them (under the bathroom holes, backboard of the sink) will be addressed.

LaTonya Glover, Property Management, FPI Management  
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Brandon Heezen, Portfolio Manager, FPI Management  
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Brandi Hutchinson, Senior Director, FPI Management  
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Tamara Couto, Relocation Specialist, Advanced Relocation Services  
[advancedrelo11@gmail.com](mailto:advancedrelo11@gmail.com) / 559-903-3800

Jordan Bobb, Asset Manager, Foundation Housing  
[jordanb@foundationhousing.com](mailto:jordanb@foundationhousing.com)

Cassandra Palanza, Project Manager and Landlords Representative, Foundation Housing  
[Cassandra@foundationhousing.com](mailto:Cassandra@foundationhousing.com) /

Lastly, we are beginning to implement some things to try and assist our residents further with communication and supportive services during the rehab and after conclusion of the rehab. We have approved a TV monitor for updates and important information for residents. We are putting our resident services under review to see how many additional hours of resident services we can add to the property to give our residents additional support. We are ordering computers for a computer center for the residents to utilize. We are trying to see if we can add the layout to our scope but the approval to order these computers was granted and we look forward to giving residents access to these as soon as possible. In addition to moving assistance during the rehab, we are offering appointments with assistance for residents to go through their things and eliminate/donate unwanted items. See attached flyer. This service is completely voluntary but we recognize that there are many of our residents who lack the capability or physical strength to resolve the building amount of contents in their homes. To date, we have had three residents utilize the services and will look to establish this as an annual or semi-annual event. Rounding out all of the things we continue to work on, Management is sending out a survey to residents asking for feedback. It is voluntary and vital that we hear from everyone. Despite some of the challenges we also have many residents who are pleased with the progress this community is making and as we move forward we feel it is important to share all the information so that those stake holders involved can make informed decisions.

We recognize that in elderly populations, packing, moving, moving, unpacking is stressful. We are working to find additional resources for additional packing assistance and unpacking. No resident is asked to move anything except for their things they consider extremely valuable (jewelry, passport, documents and any other valuables that they do not want touched). If a resident feels they are not getting the assistance they need, then they should immediately notify the relocation coordinator. If the responsiveness is not there then Management should be notified followed by the Owners Representative.

To date we have completed 22 units. As of July 6, we have 5 tenants who have been temporarily relocated to other units. These residents are scheduled to return to their homes Friday, July 8, subject to management inspection and approval.

Thank you for your time. We look forward to completing this project and the residents being able to enjoy their improved community in a peaceful manner.

# Management Relations

## Grievance Procedures

Our goal at this apartment community is to provide outstanding customer service, responsive management and build good resident/management relations.

On occasion a dispute or problem may arise between a resident(s) and management. If there is a dispute, a discussion is encouraged on a one-to-one basis. If discussion does not provide a resolution, a resident may use the Grievance Procedure outlined in an effort to provide resolution.

The Grievance Procedure is designed to ensure that there is a fair and equitable process for addressing resident concerns and to ensure fair treatment of residents in the event that an action or inaction by a management representative adversely affects the resident of this apartment community.

Individuals, who feel they have been treated unfairly, may submit a grievance to management. Management will respond to valid requests involving concerns about conditions or quality of life at the apartment community. An informal review of issues and concerns will be conducted.

In order to clearly understand the issues, management will request a written statement of the issue for all parties to review. Management may need to obtain written statements from witness or other outside parties to fully review the concerns. An informal meeting will then be scheduled to review the concerns in an attempt to resolve the conflict. If this process does not resolve the matter, the resident may seek resolution through the process outlined below.

### Example of Complaint Process

<p><b>Step 1.</b> Resident notifies Community Director/Manager to discuss complaint, provides complaint in writing (Form available), (Reasonable Accommodations may be made for persons with disabilities) and discusses possible solutions.</p>	<p><b>Step 2.</b> Community Director/Manager discusses matter with resident and replies in writing to complaint within 10 working days. If dispute is not resolved, proceed to the next step.</p>	<p><b>Step 3.</b> Resident appeals to Portfolio Manager in writing within 5 working days of the receipt of the written response. (Reasonable Accommodations may be made for persons with disabilities). Portfolio Manager will contact parties within 10 working days of receiving appeal. If dispute is not resolved, proceed to the next step.</p>
<p><b>Step 4.</b> Portfolio Manager will discuss grievance with resident and within 10 working days, provides decision and written statement on the grievance and take any necessary action. If dispute is not resolved, proceed to the next step.</p>	<p><b>Step 5.</b> Resident appeals to the Contract Administrator within 10 days. Contract Administrator responds to the Resident. If dispute is not resolved, proceed to the next step.</p>	<p><b>Step 6.</b> Resident appeals to the HUD office within 10 days. HUD responds to the Resident</p>

### Contact Information

<p><b><u>Step One &amp; Two</u></b> Community Director/Manager:</p>	<p><b><u>Step Three &amp; Four</u></b> Management Agent:</p> <p><b>FPI Management, Inc.</b> Regional Portfolio Manager <b>800 Iron Point Road</b> <b>Folsom, CA 95630</b></p>	<p><b><u>Step Five</u></b> Contract Administrator:</p>	<p><b><u>Step Six</u></b> HUD</p>
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I hereby acknowledge that I have received a copy of the Grievance Procedure and understand the process described above. I also understand that a Complaint Form is available in the Rental Office and Community Bulletin Board.

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Resident Name

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Resident Signature

\_\_\_\_\_  
Date

\_\_\_\_\_  
Resident Name

\_\_\_\_\_  
Resident Signature

\_\_\_\_\_  
Date

\_\_\_\_\_  
Management Representative

\_\_\_\_\_  
Date

