



**Alameda County**  
**Housing and Community Development**  
**Department**  
**Measure A1 Oversight Committee**

**DATE: January 21, 2021 TIME: 9:30 A.M.**  
**Chair: Ndidi Okwelogu – Vice Chair: Gloria Bruce**

**Location:** This meeting is held via teleconference <https://us02web.zoom.us/j/84564702218> . To attend via phone dial +1 669 900 9128 then enter code 845 6470 2218#. To request a sign language interpreter or other accommodation, please call (510) 670-5933 or (510) 265-0253 (TDD). Five working days’ notice is required. For information on the committee email [robert.fuller@acgov.org](mailto:robert.fuller@acgov.org)

## AGENDA

| ITEM | DESCRIPTION  | TYPE         | SPEAKER  |
|------|--|--------------|--|
| I.   | <u>Calling Committee to Order</u>  | Organization | Chair Okwelogu   |
| II.  | <u>Approval of 12/17/2020 Meeting Minutes</u>  | Action       | Chair Okwelogu   |
| III. | <u>Measure A1 news</u>   | Information  | Jennifer Pearce, Housing and Community Development Manager, Housing and Community Development, Alameda County Community Development Agency (CDA) |
| IV.  | <u>Alameda County HCD news</u>   | Information  | Jennifer Pearce  |
| V.   | <u>Measure A1 Program 2016-2018 Annual Report Draft</u><br>Approve the Measure A1 Annual Report - January 2016 through June 2018 – as being consistent with Measure A1 ballot measure for submission to the Board of Supervisors | Action       | Jennifer Pearce  |
| VI.  | <u>Future Meetings</u> <ul style="list-style-type: none"> <li>• Adopt 2021 Calendar of Committee Meetings</li> <li>• Elect Chair and Vice Chair for Calendar Year 2021</li> </ul>  | Action       | Chair Okwelogu   |
| VII. | <u>Public Comment for Items not on the Agenda</u>  | Information  | Chair Okwelogu   |

## **Measure A1 Oversight Committee – Mandate**

The mandate of the Measure A1 Citizens' Oversight Committee is to retroactively review the expenditure of the proceeds of the Bond and report to the Board on whether Bond proceeds were spent in accordance with the purposes set forth in the Measure.

## **Measure A1 Updates – January 21, 2021**

### **Board of Supervisors**

#### **Program Updates:**

- Embark Apartments in Oakland converted to permanent financing in December 2020. Construction completed in February 2020 on this 62-unit building that received \$5.2 million in A1 funding to support 37 affordable housing units.
- Fruitvale Transit Village Phase IIB in Oakland received a tax-exempt bond allocation of \$62.7 million from the California Debt Limit Allocation Committee (CDLAC) on December 21, 2020. The developer, Bridge Housing Corporation, anticipates his 179-unit project will begin construction in May 2021. Measure A1 supported this project with \$16.2 million.
- The virtual groundbreaking for Rosefield Village in Alameda is tentatively scheduled for January 25<sup>th</sup>. This 92-unit building received \$1.67 million in Measure A1 funding. Construction on this project began in August 2020.
- Renew AC – Home Preservation Loan Program – In \_\_\_\_\_ the Board of Supervisors adopted revised program guidelines for Renew AC, removing the second lien position requirement and \$75,000 limit on accessory dwelling unit construction or renovation. As a result, three households that had previously been disqualified due to preexisting second liens on their properties, and an additional six households who had inquired about applying for the program previously, but had not moved forward, are being engaged to proceed with ADU-related work.
- AC Boost – Downpayment Assistance Loan Program – Hello Housing launched a mini funding cycle in October 2020 and received 50 applications by the November 25 deadline. The purpose of this mini funding cycle was to target applicants who attended workshops but did not submit an application. There were 739 workshop participants during the first round, and 579 households were notified of the mini funding cycle. Of those households 252 communicated interest in re-applying.

## **Alameda County Housing and Community Development Updates – January 21, 2021**

**Accessory Dwelling Unit (ADU) Request for Proposals** – HCD held two virtual bidders conferences on January 6<sup>th</sup> and 11<sup>th</sup> to for the ADU Technical Assistance Provider Pilot Program for unincorporated Alameda County. Applications are due by 5 p.m. on Monday, February 1, 2021.

- Alameda County Continuum of Care Board will forego the biannual Point n Time Count of Unsheltered Homelessness based on advice from Alameda County's Public Health Department due to the surge in cases of COVID-19 and the risk of exposure to volunteers and people who are unsheltered. HCD traditionally participates in the unsheltered count and collects most of the data through the Homeless Management Information System (HMIS).
- The federal CARES Act increased funding and allocations within the Emergency Solutions Grant (ESG) program. Alameda County will administer \$17 million in local ESG funds to support coordinated, system-wide efforts to mitigate COVID-19 impacts through the provision of short and medium-term rental assistance for persons experiencing homelessness for up to 600 households. Currently 79 households have been served.

## TELECONFERENCING GUIDELINES FOR PUBLIC PARTICIPATION IN THE COUNTY OF ALAMEDA MEASURE A1 OVERSIGHT COMMITTEE

### **In Person Participation Prohibited**

Alameda County joined Contra Costa, Marin, San Francisco, San Mateo, and Santa Clara counties and the City of Berkeley in issuing similar public health officer orders directing their respective residents to shelter in place for three weeks beginning March 17, due to the Coronavirus disease 2019 (COVID-19). The orders limit activity, travel and business functions to only those that are essential.

In response to the COVID-19 pandemic, California Governor Gavin Newsom issued Executive Order N-29-20 on March 17, 2020, governing the convening of public meetings. Pursuant to the Executive Order, all members of the County of Alameda Measure A1 Oversight Committee may participate in their Committee meetings without being physically present (via teleconference), and no teleconference locations for the public are required to be provided or noticed in the meeting agenda. The public must be given the opportunity to observe and address the meeting telephonically or otherwise electronically.

### **In Person Participation Prohibited**

Due to the public health emergency, the County of Alameda is making several changes related to Measure A1 Oversight Committee's meetings to protect the public's health and prevent the disease from spreading locally. Due to the COVID-19 public health emergency, including local and State public health officer's directives for everyone to stay home, in person participation at Oversight Committee meetings is limited to essential County personnel. The Public Hearing Room is closed to members of the public and non-essential County personnel. The public may observe and address the Committee in meetings in the following ways.

### **Public Comment via Teleconference**

Members of the public may address the Oversight Committee on a matter on the agenda or during the Public Input portion of the meeting on a matter not on the agenda but is an issue within the Committee's subject matter jurisdiction. To observe the meeting by video conference, please click on this link to join the webinar:

<https://us02web.zoom.us/j/84564702218> at the noticed meeting time. Instructions on how to join a meeting by video conference are available at: <https://support.zoom.us/hc/en-us/articles/201362193-Joining-a-meeting>

If you are using a laptop: use the raise your hand button when you are called to speak unmute your speaker.

To listen to the meeting by phone, please call the numbers below at the noticed meeting time. For higher quality, dial a number based on your current location.

If you are calling in: dial \*9 to raise your hand to speak. When you are called to speak the host will unmute you to enable you to speak.

If you decide not speak, you may hang up and dial back into the meeting or simply notify the Clerk you do not wish to speak when you are unmuted and asked to speak.

Or iPhone one-tap: US: +16699009128,,87877191479# or +13462487799,,87877191479#

Or Telephone: Dial(for higher quality, dial a number based on your current location): US: +1 669 900 9128 or +1 346 248 7799 or +1 253 215 8782 or +1 312 626 6799 or +1 646 558 8656 or +1 301 715 8592 - Webinar ID: 878 7719 1479.

International numbers available: <https://us02web.zoom.us/j/kcTZk34gKF> Updated: 5/11/20 If asked for a participant ID or code, press #. Additional instructions on how to join a meeting by phone are available at: <https://support.zoom.us/hc/en-us/articles/201362663%20-%20Joining-a-meeting-by-phone>

Written Comment (accepted until the start of the meeting at 9:30 a.m., unless otherwise noted on the meeting agenda). To provide written comment on an item on the agenda or to address the Committee about an issue during Public Input, you may send an email to [robert.fuller@acgov.org](mailto:robert.fuller@acgov.org). Please include your name and note the agenda item number you want to address or whether you intend for comment to be included in Public Input. Copies of all written comments will be provided to the Committee Members and will be added to the official record. ADA Accessibility: If you require a reasonable modification or accommodation for a disability, please email the Clerk of the Committee at [robert.fuller@acgov.org](mailto:robert.fuller@acgov.org) or call (510) 670-5933 or (510) 265-0253 (TDD).

# Housing and Community Development Department Measure A1 Oversight Committee

**DATE 12/17/2020**

**TIME 9:30 A.M.**

**Chair: Ndidi Okwelogu**

**Vice-Chair: Gloria Bruce**

**Committee Members:**

Gloria Bruce, Randi DeHollander, Jeffrey Dixon, Brian Dolan , Lynda Foster, Daniel Gregg, Daphine Lamb-Perrilliat, Ndidi Okwelogu, Debbie Potter, Kendra Roberts, Mimi Rohr, Rose Works

**Members of the Public:** 11 attendees

**Location:** Held via teleconference

## Draft Summary/Action Minutes

### **I. I. Call to Order and Roll Call of Committee Members – Ndidi Okwelogu, Chairperson**

Meeting began at 9:30 a.m.

- Chairperson Okwelogu called the meeting to order at 9:33 a.m. and requested Mr. Fuller call the roll.  
Of the 12 seated members, 8 were present. Quorum is seven.

#### **Committee Members in Attendance**

- Ndidi Okwelogu, Chairperson
- Brian Dolan
- Lynda Foster
- Daphine Lamb-Perrilliat
- Debbie Potter
- Kendra Roberts
- Mimi Rohr
- Rose Works
- Daniel Gregg arrived after the initial roll call.

#### **Committee Members Not in Attendance**

- Gloria Bruce, Vice Chair - notified Committee she would not be in attendance
- Randi DeHollander – notified the Committee she would not be in attendance
- Jeffrey Dixon

#### **Alameda County Staff Members Participating**

- Michelle Starratt, Director, Housing and Community Development, Alameda County Community Development Agency (CDA)
- Jennifer Pearce, Manager, Housing and Community Development, Alameda County Community Development Agency (CDA)
- Heather Littlejohn, Deputy County Counsel, Alameda County
- Robert Fuller, Oversight Committee Liaison, Housing and Community Development, Alameda County Community Development Agency (CDA)
- Teresa Hester, Clerk Specialist, Housing and Community Development, Alameda County

Community Development Agency (CDA)

Discussion:

**II. II. Approval of 10/22/2020 Oversight Committee Minutes – Chairperson Okwelogu**  
**Action Item** - Approve October 22, 2020 meeting minutes, make any amendments, and approve.

Discussion:

- Ms. Works notified that the word “groundbreaking” was misspelled and should be corrected.

**Public Comment:**

- None.
- Ms. Potter motioned to adopt the corrected October 22, 2020 minutes. Ms. Lamb-Perrilliat seconded the motion.
- Through a roll-call vote, the Committee adopted the corrections and accepted the minutes with 8 votes in favor, 0 no votes and 1 abstention.

|                                |   |
|--------------------------------|---|
| Gloria Bruce, Vice Chairperson | <input type="checkbox"/> yea, <input type="checkbox"/> nay, <input type="checkbox"/> abstain            |
| Daniel Gregg                   | <input checked="" type="checkbox"/> yea, <input type="checkbox"/> nay, <input type="checkbox"/> abstain |
| Brian Dolan                    | <input checked="" type="checkbox"/> yea, <input type="checkbox"/> nay, <input type="checkbox"/> abstain |
| Lynda Foster                   | <input type="checkbox"/> yea, <input type="checkbox"/> nay, <input checked="" type="checkbox"/> abstain |
| Rose Works                     | <input checked="" type="checkbox"/> yea, <input type="checkbox"/> nay, <input type="checkbox"/> abstain |
| Katrina Hampton                | <input type="checkbox"/> yea, <input type="checkbox"/> nay, <input type="checkbox"/> abstain            |
| Daphine Lamb-Perrilliat        | <input checked="" type="checkbox"/> yea, <input type="checkbox"/> nay, <input type="checkbox"/> abstain |
| Kendra Roberts                 | <input checked="" type="checkbox"/> yea, <input type="checkbox"/> nay, <input type="checkbox"/> abstain |
| Randi DeHollander              | <input type="checkbox"/> yea, <input type="checkbox"/> nay, <input type="checkbox"/> abstain            |
| Jeffrey Dixon                  | <input type="checkbox"/> yea, <input type="checkbox"/> nay, <input type="checkbox"/> abstain            |
| Debbie Potter                  | <input checked="" type="checkbox"/> yea, <input type="checkbox"/> nay, <input type="checkbox"/> abstain |
| Mimi Rohr                      | <input checked="" type="checkbox"/> yea, <input type="checkbox"/> nay, <input type="checkbox"/> abstain |
| Ndidi Okwelogu, Chairperson    | <input checked="" type="checkbox"/> yea, <input type="checkbox"/> nay, <input type="checkbox"/> abstain |

**Total: 8 yea, 0 nay and 1 abstain**  
**The motion passes**

**III. Update on Measure A1 news – Jennifer Pearce, Housing Specialist, Housing and Community Development Manager, Alameda County Community Development Agency (CDA)**  
**Informational Item**

- Ms. Pearce gave an update on Measure A1 recent news:

**Rental Project Updates:**

- Casa Arabella – Fruitvale Transit Village II-A will have completed closing on permanent financing on December 10, 2020. This 92-unit affordable rental project in Oakland is supported with \$6.35 million in Measure A1 funds and completed construction December 2019.

- Granite Ridge in Fremont was awarded funds from the Low Income Housing Tax Credit 9% waitlist. They expect construction to begin in April 2021. This 74-unit affordable rental project is supported with \$9.7 million in Measure A1 funds.
- Embark Apartments in Oakland will convert to permanent financing on December 18, 2020. Construction completed in February 2020 on this 62-unit building that received \$5.2 million in A1 funding to support 37 affordable housing units..
- 2012 Berkeley Way in Berkeley was not significantly affected by the November 22<sup>nd</sup> fire at an adjacent construction site at 2067 University Avenue. Construction resumed on the BFHP Hope Center portion of the site on November 30<sup>th</sup> while work on the eastern portion of the site has been halted. The 142-unit building supported with nearly \$20 million in A1 funds is in its construction phase. It is not known yet if the nearby fire will delay the expected construction completion in January 2022.
- Ms. Starratt highlighted the 9% Tax Credit report. The amount of 9% Tax Credits allowed into the County is normally maxed at 2 a year so it is a great success to receive this 9% Tax Credit for the Granite Ridge development.

#### **IV. Measure A1 Program 2016-2018 Annual Report Draft Revised Meeting Calendar – Jennifer Pearce**

(taken as item IV, on agenda as V)

- Ms. Starratt discussed the feedback from the Committee on the First Report Draft 1. The report will be mailed to all Committee member on Monday December 21, 2020. It became clear there are themes throughout. Additionally, a website should be created to display data, statistics, and graphic representations of what work has been done.
- Ms. Pearce discussed Committee feedback on the report. Important themes:
  - Racial wealth gap in the sections discussing the rental market and homelessness, and throughout the narrative;
  - Discuss historic discrimination that has built a gap in racial economic equity throughout the context sections;
  - The current mission statement of HCD reflects a narrower body of work than what it now takes on. Missing are tenant protection, preventing homelessness and displacement. A turn toward “production, preservation and protection” with Measure A1;
  - Overall organization: Dense narrative; Rental Development should be presented first; clearly separate outcomes and context; don’t bury the successes; create a clear appendix; include a timeline for future reports;
  - Presentation: Include budgetary information for the period to include allocation, commitments, spent, admin costs and balances; executive summary; charts, visuals, pictures, pull quotes; include outcomes for prioritized populations; address the lag between reporting period and report publication; include real examples of people impacted by programs;
  - Content: Technical sections about bond performance, development finance need to be more approachable and informative; provide weblinks to A1 webpages.
- Ms. Pearce highlighted the key changes based on feedback are addition of a point-in-time update, text is less dense, and a preview of information to come in later reports. Further explained the new narrative will demonstrate the importance of Affordable Housing and how Measure A1 impacts it . Discussed the report timeline for 2021. Discussion with board, created a new narrative that Affordable Housing is a social justice movement meant to level the playing field and provide more economic opportunity. This requires HCD as a department to operate similarly to a non-profit to align the mission, vision, and value in order to advance the “Housing

is Human Right” philosophy. Next steps include: written comments to Mr. Fuller by January 6, 2021, incorporation of comments to take place January 7-13, 2021, completed report to Committee January 15, 2021, review and consideration endorsement January 21, 2021, presentation to BOS Health Committee in February 2021, and submission of report to BOS in February 2021.

- Ms. Starratt explained the report was focused on data and statistics, but once the narrative focusing on the importance on the impact in today’s world started being written this narrative was completely restructured.

Discussion:

- Ms. Works expressed appreciation for incorporating the Committee feedback as well as disappointment for not having the report ready for review today.
- Ms. Potter applauded staff for taking the time to restructure the report and the delay will create a better overall report.
- Mr. Dolan reiterated Ms. Potter’s comment.

**Public Comment:**

- Ms. Jean Kramer – League of Voters of Oakland

**V. Future Meetings – Chair Okwelogu**

Discussion among Committee members of topics to be considered on future Committee agendas or the consideration of Committee organizational issues – Adopt meeting date of January 21, 2021 at 9:30 a.m.

Discussion:

- Ms. Rohr asked if meetings will be switched to the third Thursday of every month.
- Chair Owelogu confirmed November and December are third Thursdays because of holidays. January will resume fourth Thursdays of the month.
- Ms. Starratt explained January 21, 2021 is preferred over January 28, 2021 in order to meet the January Health Committee meeting.

**Public Comment:**

- Mr. Shiheng (Henry) Guan – Christian Church Home
  
- Ms. Potter motioned to schedule the next A1 Oversight Committee on January 21, 2021 at 9:30 a.m. Mr. Gregg seconded the motion.
- Through a roll-call vote, the Committee adopted the meeting date of January 21, 2021 at 9:30 a.m. 9 votes in favor, 0 no votes and 0 abstentions.

|                                |                                |
|--------------------------------|--------------------------------|
| Gloria Bruce, Vice Chairperson | _____yea, ___ nay, ___abstain  |
| Daniel Gregg                   | X___ yea, ___ nay, ___ abstain |
| Brian Dolan                    | X___yea, ___ nay, ___abstain   |
| Lynda Foster                   | X___yea, ___ nay, ___abstain   |
| Rose Works                     | X___yea, ___ nay, ___abstain   |
| Katrina Hampton                | _____yea, ___ nay, ___abstain  |
| Daphine Lamb-Perrilliat        | X ___yea, ___ nay, ___abstain  |
| Kendra Roberts                 | X ___yea, ___ nay, ___abstain  |

|                             |                                |
|-----------------------------|--------------------------------|
| Randi DeHollander           | _____yea, ___ nay, ___ abstain |
| Jeffrey Dixon               | _____yea, ___ nay, ___ abstain |
| Debbie Potter               | X ___yea, ___ nay, ___ abstain |
| Mimi Rohr                   | X ___yea, ___ nay, ___ abstain |
| Ndidi Okwelogu, Chairperson | X ___yea, ___ nay, ___ abstain |

**Total: 9 yea, 0 nay and 0 abstain**  
**The motion passes**

Discussion of timing and frequency of meetings in 2021 after January 21 meeting.

Discussion:

- Ms. Starratt mentioned there will also need to be feedback on the website that is being developed once the first report has been developed.
- Ms. Foster suggested meeting at 9:00 a.m. rather than 9:30 a.m. since there is no travel time to a physical location.
- Ms. Potter requested there is a meeting schedule that is in sync with the report timeline.
- Ms. Works suggested doing monthly meetings and skipping meetings when not necessary as an alternative.
- Ms. Lamb- Perrilliat expressed need for remaining consistent.

**VI. Public Comment for Items Not on the Agenda – Chairperson Okwelogu**

Speakers:

- Mr. Shiheng (Henry) Guan – Christian Church Home
- Mr. Rob Simonds – Habitat for Humanity East Bay/ Silicon Valley

**Adjournment at 10:44 a.m.**



# Measure A1 Annual Report – Jan. 2017 through June 2018 – Oversight Committee Feedback on Draft 2

Collected December 22, 2020-January 6, 2021

## **Randi DeHollander**

I think it can still use more personal story lines from people helped by each chapter area of A-1 including a quote from someone who was paid a living wage that worked on a development. I really think each time a program chapter is summarized it needs a personal story to humanize the detail of the report. Maybe for the next report in the Spring we can find more people willing to give a quote.

On page 6: “Seniors, veterans, people with disabilities and low-income families face being rent-burdened, needing to move out of the area or becoming homelessness because they cannot afford rent in our community.” I think it should say something more like: ““Seniors, veterans, people with disabilities and low-income families cannot afford housing costs in our communities.”

I found a few “typos” that the spell check may not have recognized and while I tried to read and focus on every sentence there may be more that I simply missed. Page 12, second sentence is a “run on” and has a typo. It should say “such AS access to lending” not “such access to lending.” It also should be re-worded into two sentences. I am going to have to go back through and find the other typo I found, I forgot to write it down. Maybe someone can run a grammar and spell check on it.

I also found some inconsistencies in language used throughout the report. In one area AC Boost is described as for middle income, in another area it says low income (only) and in another is says moderate income (only). When you look at the AMI for Alameda County it doesn't seem very low. We should say AC Boost for low to moderate income households. AC Boost.org says the program is for 100% to 120% AMI households up to \$150,000 depending on AMI for that household (page 25a and 26 bottom of the page).

On page 11, I feel like this is not inclusive, there are far more essential workers in Alameda County. We should say something more generic and not exclude people: The programs under A1 are for our restaurant staff, our teachers, our custodians, our artists, our grocery store clerks, and everyone else who makes our community flourish.

## **Gloria Bruce**

I think the report is much improved and will continue to be so once it's formatted and has charts added because I think those visual aids will really help. It's really dense with information but that makes it a valuable resource. I was really glad to see a resident story included, and I wonder if there are any more pull quotes that can be added so that it isn't just that one story.

I would say that in general the report is accessible but there are still a few terms that might lose the lay reader without just a sentence or two of more context. This is true with "bond cap" on page 16 (I think you could just delete the term and the sentence would still be fine), and with the Low Income Housing Tax Credit emergency on page 18. I know I cautioned against getting too much in the weeds about LIHTC stuff in the first draft, but there should be just one sentence explaining why there was a steep decline and why it mattered "changes in the

corporate tax code under the Trump administration caused a steep decline in the value of the LIHTC, which makes up a significant amount of the funding for these projects".

Finally, I think you may want to avoid the term "point-in-time" for some of the headings about the reporting period, because for some people they will think of the point-in-time homeless county. I think the term "snapshot" is fine.

## **Rose Works**

Staff did a good job putting all of the information in one place. The report is still very dense. It was suggested that there be more bulleted information in the executive summary. Unfortunately, many of the graphics were not included in this draft making it difficult to adequately assess the overall report. For example, the committee requested a summary table by program of how much has been allocated and how much is left (still in development..). The committee should get a final draft prior to the January meeting so as to review the completed graphics.

I suggest that you give the audience a clearer timeline on when the upcoming reports will be provided to the BOS. While it is good to provide this report I imagine the audience will want to know if the Measure A1 funds are addressing the problem today. It is noted that this will be in future reports.

The committee requested a clear bulleted executive summary providing information on upcoming reports to bring the BOS and other stakeholders up to speed on what the funding has done for the residents in Alameda County. Making this concise and a brief as possible will improve understanding of the Measure A1 first report for all audience. Page 33 commitment vs. expenditure should be highlighted in the summary.

The letter to the directors, executive summary and introduction have a great deal of overlap. Suggestion: streamline so it isn't so redundant. I suggest a graph that outlines the funding allocation by the supervisors district. Supervisors may ask how much was spent in Fremont or Hayward vs. Oakland and why? I read the narrative but a graph may be helpful.

--Letter to supervisors: Paragraph 1. Second sentence: We have worked hard....November 2016 election passage with... --check font/size throughout... inconsistencies --Letter from Measure A1 chair Ndidi: check font/size throughout... inconsistencies --check font/size and bolded headings throughout the report so they are all consistent. In some places the font is 9 but mostly larger throughout. -- while the A1 committee has been given the opportunity to review two draft of this report I suggest it read that HCD is responsible for the development of the report which has included feedback from the A1 Committee (page 34). HCD has done all of the heavy lifting in terms of administering the funds during this reporting period as well as the preparation of this report. The A1 committee has been supportive but certainly did not develop the report.

## **Lynda Foster**

Table of Contents didn't match chapters and material.

Hard to follow progress without graphics to further clarify points made.

Draft seems to be written in several formats. Determine a consistency format to discuss the similar programs and follow that format with each program throughout report.