



U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT
San Francisco Field Office
1 Sansome Street, Suite #1200
San Francisco, CA 94104

OFFICE OF PUBLIC HOUSING

July 16, 2026

Joseph Villarreal
Executive Director
Housing Authority of the County of Contra Costa
3133 Estudillo Street
P.O. Box 2759
Martinez, CA 94553

Re: Public Housing Agency Recovery & Sustainability (PHARS) On-Site Assessment

Dear Mr. Villarreal:

On March 6, 2026, the Housing Authority of the County of Contra Costa was designated Troubled by HUD based on a failing Public Housing Assessment System unaudited financial score of 0 (of 25), physical score of 29 (of 40), management score of 16 (of 25), Capital Fund score of 7 (of 10), and an overall score of 52 (of 100) for the fiscal year ending March 31, 2024, as shown in the enclosed PHAS Score Report. The financial score of zero is based on a Late Presumptive Failure (for failure to make required financial indicator submissions).

This letter is to confirm that the HUD PHARS Team will conduct an on-site assessment, of the Housing Authority of the County of Contra Costa on August 25 – August 26, 2026. The Team would like to hold an entrance conference with Housing Authority of the County of Contra Costa other key staff at 9:00 am on Tuesday, August 25, 2026. This will be the first day of the on-site assessment. The TEAM will close the on-site assessment with an exit conference at 3:00 pm on Wednesday, August 26, 2026, the final day. We will also need to schedule a meeting with the Board Chair, Candace Andersen, sometime during the site visit. We ask that the Housing Authority of the County of Contra Costa provide the HUD PHARS TEAM with working/meeting space for up to five people.

The scope of the on-site assessment will cover April 1, 2023, through March 31, 2026. The HUD PHARS Team requests Housing Authority of the County of Contra Costa provide the following documents and/or information for The Team's review no later than August 10, 2026:

- FY24 and FY25 Audit Reports and Audit contracts
- FY24, FY25, and FY26 Board approved budgets – (Public Housing and COCC)
- FY24, FY25, and FY26 last completed month Board package that includes the financial information

- FYE 03/31/24, FYE 03/31/25, and FYE 03/31/26 YTD financial statements that include balance sheet and income statement (with actual vs budgeted data) (Public Housing and COCC)
- FYE 03/31/24 and FYE 03/31/25 general ledgers. (Public Housing and COCC)
- FYE 03/31/24, FYE 03/31/25, and FYE 03/31/26 Bank Statements and Reconciliations on all bank accounts. (Public Housing and COCC)
- Chart of Accounts (Public Housings and COCC)
- Current tenant account receivables report including aging tenant rents and other receivables list
- Current accounts payable report including aging payables
- All board approved financial policies and procedures (ex. Accounts payable and receivable, petty cash, internal control, financial management, depreciation, check writing, capitalization, disposition, bank reconciliation etc.)
- Current Insurance policies (Public Housing)
- List of current investments (Public Housing and COCC)
- List of all Bank Accounts and description of purpose (Public Housing and COCC)
- Bank Signature Cards for all bank accounts. (Public Housing and COCC)
- FY24 and FY25 Board Minutes
- AMP operating budgets
- COCC budget
- Payroll records
- Legal records establishing affiliate
- PHA procurement policy
- Maintenance procedures
- Work order procedures
- Annual inspection procedures
- Vacant unit turnaround process
- Organizational Chart (including maintenance staff)
- Annual inspection plan
- Physical Needs Assessment (PNA)
- Repositioning plans (if applicable)
- Capital Needs Assessment (CNA) or Replacement Reserve Study
- Environmental review for relevant projects
- 5-Year Capital Action Plan

In addition, we will contact the Housing Authority of the County of Contra Costa for assistance in pre-arranging interviews with the following stakeholders to be held in person during our visit, if possible:

- Candace Andersen, Board Member
- Diane Burgis, Board Chair
- John Gioia, Board Member
- Ken Carlson, Board Vice Chair
- Shanelle Scales-Preston, Board Member
- PHA Executive Director

- Deputy Executive Director
- Director of Finance
- Director of Assisted Housing Programs
- Director of Asset Management
- Finance Staff
- Maintenance & Capitalization Staff
- Public Housing Intake Staff
- Resident Council

Additional information or interviews may be requested during or after the review.

We appreciate the Housing Authority of the County of Contra Costa's cooperation and look forward to working with the agency to recover and achieve sustainable performance.

If you have any questions, please contact Rudy Rodriguez, at Rudy.Rodriguez@hud.gov.

Sincerely,



Rudy Rodriguez
Acting Director
Office of Public Housing

cc:
Board of Commissioners
c/o Diane Burgis, Board Chair
3133 Estudillo Street
PO BOX 2759
Martinez, CA 94553

Ken Carlson, Board Vice Chair
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