



Making Transitions Work

ANNUAL REPORT

FISCAL YEAR 2016

(JULY 1, 2015 – JUNE 30, 2016)



Stepping Beyond Expectations

**Submitted September 30, 2016
Resubmitted March 21, 2018**

Oakland Housing Authority

Fiscal Year 2016 MTW Annual Report

Board of Commissioners

Gregory D. Hartwig, Chair
Marlene C. Hurd, Vice Chair
Janny Castillo
Lynette Jung Lee
Donna Griggs-Murphy
Barbara Montgomery

Eric Johnson, Executive Director

Senior Staff:

Andres Manriquez, Chief Operating Officer
Phil Neville, Deputy Executive Director, Real Estate Development
Patricia Wells, Deputy Executive Director
Tracy Stabler, Chief Financial Officer
William Bailey, Director, Capital Improvements
Carel Duplessis, Director, Police Services
Lenita Wheeler, Director, Family and Community Partnerships
LeeAnn Farner, Director, California Affordable Housing Initiatives
Michelle Hasan, Director, Leased Housing
Dominica Henderson, Director, Planning, Implementation, and Compliance
Anna Kaydanovskaya, Director, Asset Management
Florice Lewis, Director, Human Resources
Terry McCully, Director, Information Technology
Mark Schiferl, Director, Property Management

Prepared by:
Julie Christiansen

With contributions from Dominica Henderson, Teela Carpenter, Bridget Galka, Joetta Farrow, Michelle Hasan, Patricia Wells, Anna Kaydanovskaya, Doug Lee, Kit Liang, Greer McVay, Phil Neville, Michael Pope, Ron Scarborough, Mark Schiferl, Tracy Stabler, Donna Whitmore, Valerie Winston-Moore, Ethan Tucker and Jonathan Young.

1619 Harrison Street
Oakland, CA 94612
(510) 874-1500
www.oakha.org

Oakland Housing Authority

Fiscal Year 2016 MTW Annual Report

Table of Contents

Section I. Introduction	1
Section II. General Housing Authority Operating Information	4
Table 1: New HCV that were Project-Based	5
Table 2: Other Changes to the Housing Stock that Occurred	6
Table 3: General Description of Actual Capital Fund Expenditures	7
Table 4: Overview of Other Housing Owned and/or Managed by PHA at FYE	8
Table 5: Actual Number of Households Served at FYE	10
Table 6: Reporting Compliance with Statutory Requirements: 75% Families VLI	12
Table 7: Reporting Compliance with Statutory Requirements: Comparable Mix	13
Table 8: Description of Issues Related to Leasing	17
Table 9: Number of Households Transitioned to Self-Sufficiency	18
Table 10: Wait List Information at FYE	19
Section III. Proposed MTW Activities: HUD Approval Requested	20
Section IV. Approved MTW Activities: HUD Approval Previously Granted	21
Table 11: Approved MTW Activities	21
Table 12: Implemented Activities	25
Activity #15-01 Outcomes	26
Activity #15-02 Outcomes	30
Activity #14-01 Outcomes	33
Activity #12-01 Outcomes	38
Table 13: Number of PBV Units Awarded above 25% Cap	40
Activity #11-01 Outcomes	42
Activity #11-05 Outcomes	45
Activity #10-01 Outcomes	51
Activity #10-02 Outcomes	52
Activity #10-06 Outcomes	55
Activity #09-01 Outcomes	58
Activity #08-01 Outcomes	60

Activity #06-01 Outcomes	62
Activity #06-03 Outcomes	64
Table 14: Approved MTW Activities Not Yet Implemented	66
Activity #13-01	67
Activity #11-02	68
Activity #11-03	68
Table 15: Approved MTW Activities on Hold	69
Activity #10-04	70
Activity #10-05	70
Activity #10-07	70
Activity #10-08	70
Activity #10-09	71
Activity #09-02	71
Activity #06-02	71
Section V. Sources and Uses of Funding	73
Table 16: Actual Sources and Uses of MTW Funding	76
Table 17: Local Asset Management Plan	77
Table 18: Commitment of Unspent Funds	77
Section VI. Administrative	78
Appendices	79
Appendix A. Board Resolution	80
Appendix B. Project-Based Voucher Allocations	83
Appendix C. Overview of Other Housing	86
Appendix D. Affordable Housing Development Activities	88
Appendix E. MTW and Non MTW Housing Stock Inventory	90
Appendix F. Waitlist Demographic Information	92
Appendix G. Glossary of Acronyms	95

Section I. Introduction

The Oakland Housing Authority (OHA), established in 1938 to assure the availability of quality housing for low-income persons, is pleased to release its Fiscal Year (FY) 2016 Moving to Work Annual Report. As one of 39 participants in the US Department of Housing and Urban Development's (HUD) Moving to Work (MTW) demonstration program, OHA has the opportunity to explore and test new and innovative methods of delivering housing and supportive services to low-income residents. As an MTW demonstration participant, OHA uses flexibility which waives certain provisions of the Housing Act of 1937 and HUD's subsequent regulations, as an opportunity to design its programs to address specific and local market conditions and needs of residents of the City of Oakland. OHA rebranded the program as "Making Transitions Work" to better describe the opportunities created for residents of all ages and stages in life, achieving goals of employment, education, housing stability and self-sufficiency while promoting and supporting strong communities and neighborhoods.

On March 31, 2004, HUD and OHA executed a MTW Demonstration Agreement governing the terms and conditions under which HUD authorized OHA to participate in MTW through March 30, 2011. On February 4, 2009, HUD and OHA executed an Amended and Restated MTW Agreement revising the terms and conditions of the agreement and extending OHA's participation in the MTW Demonstration Program through June 30, 2018. The FY 2016 Appropriations Act ("the Act"), Section 239 (Public Law 114-113), instructed HUD to extend the existing Agreements with current MTW agencies and expand the MTW demonstration program by an additional 100 high performing Public Housing Agencies over a period of seven years. The Act also stipulated that a Research Advisory Committee (RAC) be formed to advise the Secretary of HUD on specific policy proposals and methods of research and evaluation for the demonstration and OHA Commissioner Janny Castillo was appointed by the Secretary to serve on the RAC. In May 2016, OHA's Board of Commissioners approved a ten year extension of the MTW Agreement with HUD through 2028 with the terms and conditions as authorized by the Act and the MTW Agreement. This extension will allow OHA to continue its localized housing programs with innovations removing barriers to housing for the households served.

Per the Agreement, OHA must complete a MTW Annual Report highlighting specific information regarding the activities conducted during the fiscal year. OHA's MTW Annual Report provides HUD, OHA residents, and the public, information on OHA programs and MTW budget, and an analysis of changes that occurred during the period between July 1, 2015 and June 30, 2016.

Overview of the Agency's Goals and Objectives for FY 2016

In FY 2016, OHA remained focused on strategic goals in the areas of:

- 1) Preserving and enhancing our housing portfolio
- 2) Expanding and preserving affordable housing opportunities
- 3) Promoting Resident Empowerment, Self-Sufficiency

and Achievement and 4) Expanding Housing Choice in Housing Programs and beyond. Additionally, OHA continued to streamline operations on multiple fronts including physical space, technology improvements and administrative efficiencies. Specifically, OHA successfully completed the move of Leased Housing, OHA's largest department, into new administrative facilities to provide a better customer experience for both Housing Choice Voucher (HCV) families and landlord participants. On the technological front, OHA continued the implementation of a new business system and identified various customizations necessary to fully implement some MTW activities. Development of the new systems has delayed the launch of a few activities and hampered data tracking efforts. Solutions were discussed with the vendor to enable implementation of these activities which were not available under the old obsolete system and OHA expects to test and deploy these solutions in FY2017.

Embracing the agency's annual commitment to stepping beyond expectations, OHA was recognized with the Government Finance Officers Association (GFOA) Award of Excellence in Financial Reporting for the third consecutive year. Another outstanding honor was awarded to OHA's Lakeside Senior development, housing formerly homeless seniors. Lakeside was one of four recipients nationwide to be awarded the 2016 AIA / HUD Secretary's Housing and Community Design Award, and received the grand prize under the Excellence in Affordable Housing Design category.

Oakland continued to be in the top five most expensive real estate and rental markets, causing low inventory for all renters, but hitting the low-income, disabled and other special needs populations especially hard. OHA's historically high utilization numbers declined in the HCV program as families experienced multiple extensions and extended search periods. Neighboring counties and housing authorities also began absorbing residents opting to port out in search of more housing opportunities and this exodus of vouchers from Oakland contributed to decreased utilization. In response, OHA convened a Rent Tsunami Summit in July 2015 of local Bay Area Housing Authorities to share solutions and ideas to help reduce the search time of families looking for housing and staunch the flow of landlords choosing to exit the program to lease to private market tenants. During the fall, HUD released FMRs that reduced metropolitan area payment standards that did not coincide with the rapidly changing rental market in Oakland. Through partnership with local housing agencies and non-profit housing providers, OHA and partners initiated a rent study, which resulted in a 34% increase in amended Fair Market Rents (FMRs) released in February of 2016, increasing the buying power for HCV participants and applicants. OHA is starting to see the impact of this change and is continuing to develop new strategies to respond to issues affecting HCV utilization.

OHA continued to preserve, enhance and increase housing choice by completing three projects with both mixed financing and project-based voucher units and began pre-development on Brooklyn Basin, a new 3,000 (456 affordable) unit mixed income housing complex, located on the waterfront, with dedicated space for parks, commercial vendors and a marina. OHA continued to expand housing choice by breaking ground on

two new projects: 94th and International and Prosperity Place, to serve families and those with special needs and used real estate development projects as an opportunity to connect trained residents with employment opportunities.

Building resident capacity is critical to OHA's vision, and OHA used MTW flexibility to provide a level of support beyond housing to enhance resident educational and employment outcomes. New community connections for improving employment were created with the Oakland Private Industry Council and other community partners. Using these connections, OHA applied for and was awarded by HUD a JobsPlus grant in the amount of \$2.7 million to employ Public Housing residents over four years across five developments in West Oakland. These additional resources complement existing efforts to connect trained residents to major development activities in Oakland. Existing partnerships with the local school district and on-going multi-year programs to enhance parent engagement and decrease chronic absenteeism continue to enhance educational outcomes for OHA youth. These efforts are ongoing and support the goal to promote resident empowerment, self-sufficiency and achievement.

All MTW activities must meet at least one or more of the following statutory goals:

1. Reduce costs and achieve greater cost effectiveness in Federal expenditures;
2. Give incentives to families with children whose heads of household are either working, seeking work, or are participating in job training, educational or other programs, that assist in obtaining employment and becoming economically self-sufficient; and
3. Increase housing choices for low-income families

Information and data collected on the progress OHA made toward implementing 16 of the 25 approved activities and continuing to reach over 15,000 low-income families in Oakland in FY 2016 are included in Section IV.

The FY 2016 MTW Annual Plan and Report are available on OHA's website at www.oakha.org.

Section II. General Housing Authority Operating Information

A. Housing Stock Information

1) New Housing Choice Vouchers that were Project-Based During the Fiscal Year

OHA project-based 292 new units in FY 2016, which is 100 percent (100%) of the amount anticipated in the FY 2016 MTW Annual Plan. AveVista, 1701 MLK, and MacArthur Transit Village (The Mural) were all sites that completed construction in FY16 and 81 new Project-Based Vouchers (PBV) units leased up and are now housing families. Additionally, 211 new PBV units at six sites were awarded (committed) in FY2016, including 51 PBV VASH units that will be reserved for veterans. It is anticipated that these six new sites will begin construction during FY17 and will ready for lease up in FY18 and FY19.

The Oakland Affordable Housing Preservation Initiatives (OAHPI) portfolio is 1,554 total allocated PBVs. Several units in the OAHPI portfolio are occupied by families from the public housing scattered site disposition and will not have a PBV until the existing families use their tenant protection vouchers and vacate the unit. During FY 2016, some of these families moved and as a result 26 OAHPI units converted to PBV. At the end of the fiscal year, 609 disposition families remained and 945 units had converted to PBV.

The total number of project-based vouchers in OHA's portfolio is 3,336, which is about 26% of the agency's MTW voucher portfolio. A list of sites is included in Appendix B.

Table 1: New Housing Choice Vouchers that were Project-Based During the Fiscal Year					
Property Name	Anticipated Number of New Vouchers to be Project-Based *	Actual Number of New Vouchers that were Project-Based	Description of Project		
Ave Vista	34	34	AveVista is a 68-unit family site located in the Grand Lake district. The apartments range in sizes from one to three bedrooms and will be affordable to families with incomes up to 60% of the area median income. The site is located near transit, shopping, theaters and other amenities that will help make AveVista a thriving community.		
1701 MLK	25	25	Located near major transit hubs such as BART and connectors to Interstate 80, 1701 MLK will provide 25 studios, one bedroom, and two bedroom units to formerly homeless individuals and families. The development will have on-site services provided by a non-profit service provider partner.		
MacArthur Transit Village (The Mural)	22	22	MacArthur Transit Village Family Apartments (aka The Mural Apartments) is a 90-unit project located on Telegraph Avenue in Oakland's Temescal District. The site will offer a mix of studio, one, two and three bedroom apartments affordable to families earning between 30% and 50% of area median income. 68 units will have affordable below-market rate rents and 22 units have project-based voucher subsidized rents. This family affordable housing apartment building is part of the overall MacArthur Transit Village project which will create approximately 625 new homes, 42,500 square feet of new commercial and retail space and a new BART parking garage when completed. The MacArthur Transit Village is being developed by BRIDGE Housing Corporation in conjunction with the City of Oakland.		
Anticipated Total Number of New Vouchers to be Project-Based *		Actual Total Number of New Vouchers that were Project-Based		Anticipated Total Number of Project-Based Vouchers Committed at the End of the Fiscal Year *	Anticipated Total Number of Project-Based Vouchers Leased Up or Issued to a Potential Tenant at the End of the Fiscal Year *
81		81		3,125	2,125
				Actual Total Number of Project-Based Vouchers Committed at the End of the Fiscal Year	Actual Total Number of Project-Based Vouchers Leased Up or Issued to a Potential Tenant at the End of the Fiscal Year
				3,336	2,080

* From the Plan

2) Other Changes to the Housing Stock that Occurred During the Fiscal Year

OHA did not make any other changes to the housing stock during the fiscal year.

OHA submitted a disposition application to the Special Application Center on December 22, 2010 requesting approval to dispose of 383 units in five senior sites. OHA initiated the disposition application in response to the backlog of deferred maintenance, due to long-term decreases in funding in the public housing program, and the increasing operating costs that make the sites. If the application is approved, OHA plans to remove those units from the public housing inventory and utilize Project Based Section 8 assistance on all 383 units to ensure their long term financial viability.

Table 2: Other Changes to the Housing Stock that Occurred During the Fiscal Year	
	N/A
	N/A
	N/A

Examples of the types of other changes can include but are not limited to units that are held off-line due to the relocation of residents, units that are off-line due to substantial rehabilitation and potential plans for acquiring units.

3) General Description of Actual Capital Expenditures During the Plan Year

OHA included the Capital Fund Program (CFP) funds as part of its MTW Block Grant. In FY 2016, OHA expended approximately \$6.6 million of MTW funds on capital improvement projects at its Public Housing sites, OAHPI Project Based Section 8 sites, its main administrative building, and purchasing land for a new affordable housing development.

Public Housing sites receiving capital improvements included Harrison Towers, Lockwood Gardens, Oak Grove North, and Oak Grove South. The roof of the Harrison Tower senior building was replaced, and a power door opener was installed to improve accessibility for handicapped residents. At Lockwood Gardens, renovations of the lobby and restroom areas were completed, and new exterior lighting was installed. Staff also completed unit renovations at the Lockwood and Peralta sites. Physical needs assessments were completed for both the Oak Grove North and Oak Grove South senior properties to begin planning for the renovation of those sites.

In the OAHPI Project Based Section 8 portfolio, several sites underwent major renovations. Structural repairs, concrete site work, landscaping, and interior unit renovations were completed at 5726-30 Elizabeth Street, a 20 unit property. At 2323 E. 22nd Street, a six unit property, repairs were made to mitigate dry rot,

landscaping was installed, and the fence was replaced. Extensive fire damage to one unit was repaired at 676 Fairmont Way. Smaller capital projects were completed at several other sites. In addition, comprehensive unit interior rehabilitations were completed at 53 Project Based Section 8 units.

MTW funds were also expended for capital improvement and repair projects at OHA Administrative Buildings, including painting, and repairs to a parking lot gate.

OHA also continued developing new affordable housing by developing new properties in cooperation with non-profit developers. In FY 2016, OHA purchased land for a new affordable housing development at 94th Avenue and International Boulevard and construction has begun on this site.

Table 3: General Description of Actual Capital Fund Expenditures During the Plan Year
<p>OHA included the Capital Fund Program (CFP) funds as part of its MTW Block Grant. In FY 2016, OHA expended approximately \$6.6 million of MTW funds on capital improvement projects at its Public Housing sites, OAHPI Project Based Section 8 sites, its main administrative building, and purchasing land for a new affordable housing development.</p> <p>Public Housing sites receiving capital improvements included Harrison Towers, Lockwood Gardens, Oak Grove North, and Oak Grove South. The roof of the Harrison Tower senior building was replaced, and a power door opener was installed to improve accessibility for handicapped residents. At Lockwood Gardens, renovations of the lobby and restroom areas were completed, and new exterior lighting was installed. Staff also completed unit renovations at the Lockwood and Peralta sites. Physical needs assessments were completed for both the Oak Grove North and Oak Grove South senior properties to begin planning for the renovation of those sites.</p> <p>In the OAHPI Project Based Section 8 portfolio, several sites underwent major renovations. Structural repairs, concrete site work, landscaping, and interior unit renovations were completed at 5726-30 Elizabeth Street, a 20 unit property. At 2323 E. 22nd Street, a six unit property, repairs were made to mitigate dry rot, landscaping was installed, and the fence was replaced. Extensive fire damage to one unit was repaired at 676 Fairmont Way. Smaller capital projects were completed at several other sites. In addition, comprehensive unit interior rehabilitations were completed at 53 Project Based Section 8 units.</p> <p>MTW funds were also expended for capital improvement and repair projects at OHA Administrative Buildings, including painting, and repairs to a parking lot gate.</p> <p>OHA also continued developing new affordable housing by developing new properties in cooperation with non-profit developers. In FY 2016, OHA purchased land for a new affordable housing development at 94th Avenue and International Boulevard and construction has begun on this site.</p>

4) Overview of Other Housing Owned and/or Managed by the PHA at Fiscal Year End

OHA has completed 14 projects through various partnerships to add a total of 1,873 tax credit units to increase housing choice in Oakland. Some of these units have traditional subsidies through public housing, Section 8, project-based vouchers as well as other State and Local and HUD funding sources such as HOPWA, 236/PBRA and HUD 202 to name only a few. Through the single fund flexibility, 68 new units in a mixed subsidy development were placed in service

for this portfolio during FY2016 with the opening of AveVista, serving families in a prosperous local neighborhood. A list of the projects is included in Appendix C. OHA has an ownership position in all these properties through property acquisition, pre-development and/or permanent development loans and partnership agreements. OHA provides property management oversight and Asset Management Services to this portfolio to ensure compliance and sustainability of the properties.

Table 4: Overview of Other Housing Owned and/or Managed by the PHA at Fiscal Year End		
Housing Program *	Total Units	Overview of the Program
LIHTC with other state and local and HUD funding sources	1,821	OHA has mixed finance sites developed with tax credit and HOPE VI funding that have a mix of subsidy layering including traditional subsidies and layering from State and Local funding sources such as City Redevelopment funding, Mental Health Services Act (MHSA), Multifamily Housing Program (MHP), California Housing Finance Agency (CalHFA), Affordable Housing Program (AHP) and California Housing and Community Development Infill Infrastructure Grant Program (HCD/IIG), HOPWA, HUD 202, and HUD 236/PBRA.
Other	48	OHA has developments with unsubsidized units that rented to Households with income above 80% AMI. Some of these are manager's units.
Total Other Housing Owned and/or Managed	1,869	
<p>* Select Housing Program from: Tax-Credit, State Funded, Locally Funded, Market-Rate, Non-MTW HUD Funded, Managing Developments for other non-MTW Public Housing Authorities, or Other.</p> <p>If Other, please describe: Units without subsidy in tax credit developments that are rented to Households with income above 80% AMI.</p>		

B. Leasing Information

1) Actual Number of Households Served at the End of the Fiscal Year

This year the Oakland real estate market continued its unabated rise, leading the nation in increasing rents and decreasing inventory for all renters. The impact on the HCV program was felt strongly as landlords opted to choose private market tenants over voucher holders, causing increased search times and competition for very little inventory. OHA continued to serve approximately 96% of the number of families possible through the MTW program, and explored landlord incentive options, developed RFQs to solicit proposals for allocating PBV subsidies to existing units and developed additional partnerships for local programs to house populations with special needs. HUD increased FMRs as a result of a rent study paid for by OHA and a delegation of other agencies in Alameda and Contra Costa County. Towards the end of the fiscal year, OHA saw a slight increase in utilization, which can be attributed to a combination of

factors including the increased purchasing power of applicants and/or a slight leveling of the market. Given the booming local economy, OHA does not foresee a return to a renter friendly market in the near future.

Participation in local non-traditional programs (both tenant and property based) remained consistent with few changes. The Local Housing Assistance Program (LHAP), a tenant-based program which allowed tenants to remain housed that would not qualify for housing after disposition due to income restrictions, remained level at 24 families as no participants have elected to use their Tenant Protection Vouchers to move. The Sponsor Based Housing Assistance Program (SBHAP), serving chronically homeless from encampments, ex-offenders released from San Quentin prison, and youth exiting the juvenile justice system, maintained relatively steady participation with low turnover rates, but service providers are also struggling to maintain landlord participation due to the rapidly increasing rental market. The site based Maximizing Opportunities for Mothers to Succeed (MOMS) program continues, however expansion into the new Parents And Children Together (PACT) location has been delayed pending the completion of renovation work at the new location, estimated to be completed in November of 2016. PACT is intended to be the new OHA program that will serve populations referred by the Alameda County Sheriff's Office (ACSO) from both the MOMs and DADS programs. Combined, all programs mentioned above, served 140 families through non-traditional housing assistance.

During the reporting year, OHA absorbed all port-in vouchers, and extended search times for voucher holders struggling to find units in the Housing Choice Voucher program.

Through our Police Department, OHA provides community building events and supportive services and events through our Family and Community Partnerships Department to further our Education and Employment Initiatives helping families achieve self-sufficiency and life goals. These events are open to all OHA residents from multiple program types and seek to engage the broader community. Examples are regular Food Pantry services in partnership with local food providers, a community computer lab open to OHA residents and their guests, Job Fairs and events to celebrate and support the start and end of the school year.

Table 5: Actual Number of Households Served at the End of the Fiscal Year

Housing Program:	Number of Households Served*	
	Planned	Actual
Number of Units that were Occupied/Leased through Local Non-Traditional MTW Funded Property-Based Assistance Programs **	543	681
Number of Units that were Occupied/Leased through Local Non-Traditional MTW Funded Tenant-Based Assistance Programs **	26	24
Port-In Vouchers (not absorbed)	0	0
Total Projected and Actual Households Served	569	705

* Calculated by dividing the planned/actual number of unit months occupied/leased by 12.

** In instances when a Local, Non-Traditional program provides a certain subsidy level but does not specify a number of units/Households Served, the PHA should estimate the number of Households served.

Housing Program:	Unit Months Occupied/Leased****	
	Planned	Actual
Number of Units that were Occupied/Leased through Local Non-Traditional MTW Funded Property-Based Assistance Programs ***	6516	8022
Number of Units that were Occupied/Leased through Local Non-Traditional MTW Funded Tenant-Based Assistance Programs ***	312	288
Port-In Vouchers (not absorbed)	0	0
Total Projected and Annual Unit Months Occupied/Leased	6828	8310

This year the Oakland real estate market continued its unabated rise, leading the nation in increasing rents and decreasing inventory for all renters. The impact on the HCV program was felt strongly as landlords opted to choose private market tenants over voucher holders, causing increased search times and competition for very little inventory. OHA continued to serve approximately 96% of the number of families possible through the MTW program, and explored landlord incentive options, developed RFQs to solicit proposals for allocating PBV subsidies to existing units and developed additional partnerships for local programs to house populations with special needs. HUD increased FMRs as a result of a rent study paid for by OHA and a delegation of other agencies in Alameda and Contra Costa County. Towards the end of the fiscal year, OHA saw a slight increase in utilization, which can be attributed to a combination of factors including the increased purchasing power of applicants and/or a slight leveling of the market. Given the booming local economy, OHA does not foresee a return to a renter friendly market in the near future.

Participation in local non-traditional programs (both tenant and property based) remained consistent with few changes. The Local Housing Assistance Program (LHAP), a tenant-based program which allowed tenants to remain housed that would not qualify for housing after disposition due to income restrictions, remained level at 24 families as no participants have elected to use their Tenant Protection Vouchers to move. The Sponsor Based Housing Assistance Program (SBHAP), serving chronically homeless from encampments, ex- offenders released from San Quentin prison, and youth exiting the juvenile justice system, maintained relatively steady participation with low turnover rates, but service providers are also struggling to maintain landlord participation due to the rapidly increasing rental market. The site based Maximizing Opportunities for Mothers to Succeed (MOMS) program continues, however expansion into the new Parents And Children Together (PACT) location has been delayed pending the completion of renovation work at the new location, estimated to be completed November of 2016. PACT is intended to be the new OHA program that will serve populations referred by the Alameda County Sherriff's Office (ACSO) from both the MOMs and DADS programs. Combined, all of the programs mentioned above served 140 families through non-traditional housing assistance.

*** In instances when a local, non-traditional program provides a certain subsidy level but does not specify a number of units/Households Served, the PHA should estimate the number of households served.

**** Unit Months Occupied/Leased is the total number of months the housing PHA has occupied/leased units, according to unit category during the year.

	Average Number of Households Served Per Month	Total Number of Households Served During the Year
Households Served through Local Non-Traditional Services Only	68	825

2) Reporting Compliance with Statutory MTW Requirements: 75% of Families Assisted are Very Low-Income

Through MTW flexibility, OHA has implemented multiple programs that aim to serve low and very low-income populations. Programs such as the Sponsor Based Assistance Program (SBHAP) are deployed through a partnership with the City of Oakland to house and provide support services to homeless citizens living in encampments, adults returning from incarceration at San Quentin and youth exiting the juvenile justice system. All of these households are very low-income. Additionally, the MOMS reentry/family unification program serves mothers exiting the Santa Rita jail system, reuniting them with their children in service enriched transitional housing. All of the participants are very low-income. OHA has developed 14 properties that house mixed income families utilizing both traditional and other State, Local and HUD funding sources that serve a mix of incomes, including very low income households. The majority of OHA's traditional programs and almost half of its non-traditional programs serve very low-income households. Table 6 shows that 83% of families that participated in MTW local, non-traditional programs were very low-income in FY 2016.

Table 6: Reporting Compliance with Statutory MTW Requirements: 75% of Families Assisted are Very Low-Income

HUD will verify compliance with the statutory objective of “assuring that at least 75 percent of the families assisted by the Agency are very low-income families” is being achieved by examining public housing and Housing Choice Voucher family characteristics as submitted into the PIC or its successor system utilizing current resident data at the end of the agency's fiscal year. The PHA will provide information on local, non-traditional families provided with housing assistance at the end of the PHA fiscal year, not reported in PIC or its successor system, in the following format:

Fiscal Year:	2011	2012	2013	2014	2015	2016	2017	2018
Total Number of Local, Non-Traditional MTW Households Assisted	X	X	X	780	763	705	X	X
Number of Local, Non-Traditional MTW Households with Incomes Below 50% of Area Median Income	X	X	X	372	659	587	X	X
Percentage of Local, Non-Traditional MTW Households with Incomes Below 50% of Area Median Income	X	X	X	48%	86%	83%	X	X

3) Reporting Compliance with Statutory MTW Requirements: Maintain Comparable Mix

As reported since FY 2010, the majority of the households on the public housing and HCV waitlists are one-person households. This demographic differs greatly from the percentage of one-person families that were served in the traditional programs prior to MTW. As a result, OHA witnessed significant increase to the one-person households served in traditional programs and saw a corresponding decrease in three-, four-, five, and six-person households served. OHA has managed its MTW programs to meet the needs of the households on the waitlists and the shifting demographics of the local area. Additionally, the HCV program does not use family size as a selection criterion when selecting applicants from the waitlist. Given that almost 90% of OHA households are served through the HCV program, the substantial shifts in the composition of

family sizes, while remarkable, reflect non-MTW characteristics which are outside of the control of OHA.

Table 7: Reporting Compliance with Statutory MTW Requirements: Maintain Comparable Mix

In order to demonstrate that the statutory objective of “maintaining a comparable mix of families (by family size) are served, as would have been provided had the amounts not been used under the demonstration” is being achieved, the PHA will provide information in the following formats:

Baseline for the Mix of Family Sizes Served

Family Size:	Occupied Number of Public Housing units by Household Size when PHA Entered MTW	Utilized Number of Section 8 Vouchers by Household Size when PHA Entered MTW	Non-MTW Adjustments to the Distribution of Household Sizes *	Baseline Number of Household Sizes to be Maintained	Baseline Percentages of Family Sizes to be Maintained
1 Person	705	3158	X	3863	30%
2 Person	745	2853	X	3598	28%
3 Person	596	1877	X	2473	19%
4 Person	344	1318	X	1662	13%
5 Person	169	588	X	757	6%
6+ Person	76	324	X	400	3%
Totals	2635	10118	0	12753	100%

Explanation for
Baseline Adjustments
to the Distribution of
Household Sizes
Utilized

Provide narrative with explanation

Mix of Family Sizes Served							
	1 Person	2 Person	3 Person	4 Person	5 Person	6+ Person	Totals
Baseline Percentages of Household Sizes to be Maintained **	30%	28%	19%	13%	6%	3%	100%
Number of Households Served by Family Size this Fiscal Year 2016	5438	3658	1876	1425	626	371	13,394
Percentages of Households Served by Household Size this Fiscal Year 2016	41%	27%	14%	11%	5%	3%	100%
Percentage Change	34%	-3%	-28%	-18%	-21%	-12%	0%
Justification and Explanation for Family Size Variations of Over 5% from the Baseline Percentages	As reported since FY 2010, the majority of the households on the public housing and HCV waitlists are one-person households. This demographic differs greatly from the percentage of one-person families that were served in the traditional programs prior to MTW. As a result, OHA witnessed significant increase to the one-person households served in traditional programs and saw a corresponding decrease in three-, four-, five, and six-person households served. OHA has managed its MTW programs to meet the needs of the households on the waitlists and the shifting demographics of the local area. Additionally, the HCV program does not use family size as a selection criterion when selecting applicants from the waitlist. Given that almost 90% of OHA households are served through the HCV program, the substantial shifts in the composition of family sizes, while remarkable, reflect non-MTW characteristics which are outside of the control of OHA.						

* “Non-MTW adjustments to the distribution of family sizes” are defined as factors that are outside the control of the PHA. Acceptable “non-MTW adjustments” include, but are not limited to, demographic changes in the community’s population. If the PHA includes non-MTW adjustments, HUD expects the explanations of the factors to be thorough and to include information substantiating the numbers used.

** The numbers in this row will be the same numbers in the chart above listed under the column “Baseline percentages of family sizes to be maintained.”

*** The methodology used to obtain these figures will be the same methodology used to determine the “Occupied number of Public Housing units by family size when PHA entered MTW” and “Utilized number of Section 8 Vouchers by family size when PHA entered MTW” in the table immediately above.

**** The “Percentages of families served by family size this fiscal year” will reflect adjustments to the mix of families served that are directly due to decisions the PHA has made. HUD expects that in the course of the demonstration, PHAs will make decisions that may alter the number of families served.

Description of any Issues Related to Leasing of Public Housing, Housing Choice Vouchers or Local, Non-Traditional Units and Solutions at Fiscal Year End

At our two large public housing sites, OHA has undertaken an aggressive leasing activity strategy in response to lease enforcement activities and tenant move outs leading to a higher than expected unit turn-over rate.

In order to lease the available two- and three-bedroom public housing units, OHA has been continuously processing applicants from the site based wait lists. Challenges included a low response rate from applicants, lack of qualified applicants and longer than anticipated application processing timelines. In order to produce more qualified and suitable applicants, staff revised the process to conduct suitability earlier in the application process so as to preempt any issues related to a previous tenancy. This streamlines applicant processing by eliminating eligibility determination processing for those that fail suitability and OHA expects to see an increase in the number of qualified candidates and in overall leasing as a result. In preparation for new tenants, OHA utilized a combination of in house staff and outsourced the renovation of units to expedite their readiness. Additionally, OHA has revised its suitability process to accommodate households that are housing insecure, and many have no formal rent history to report. An increasing trend in our applicants is households that are couch surfing, living with relatives and friends for many years, and have no lease or rental history to report.

One family housing development (Campbell Village), five senior developments (Oak Grove Plaza North & South, Adel Court, Palo Vista Gardens, and Harrison Towers), and five HOPE VI sites are managed by third party property management companies and reflected typical leasing patterns in large part due to the stability of senior sites, and the quality of the housing stock offered. The third party management companies managed and administered site-based waiting lists, processed annual re-certifications, rehabilitated, leased vacant units, and conducted lease enforcement activities.

The Housing Choice Voucher program continued to be affected by the tight and expensive rental market. Utilization numbers declined throughout the year and OHA averaged 415 rent increase requests per month with one month hitting a high of 1,000 requests. The amount of average rent increase granted was \$239 (20%). Search times for units averaged 168 days with multiple extensions. OHA responded by convening local housing authorities at a Rent Tsunami Summit to share ideas to better serve landlords to keep them in the program. During the fall, HUD released FMRs that reduced metropolitan area payment standards that did not coincide with the rapidly changing rental market in Oakland. Through the partnership with local housing agencies and non-profit partners, OHA initiated a

rent study, which resulted in a 34% increase in amended FMRs released in February of 2016, increasing the buying power for HCV participants and applicants. OHA prepared two Requests for Qualifications (RFQs) to solicit proposals to add PBV allocations to existing units, and to create a local program operating subsidy for SRO units. OHA also has developed innovative partnerships with City and County agencies to expand local service enriched special needs housing programs that are being especially hard hit by the Oakland housing crisis. Initial pilot programs with the local Social Services agency include supporting emancipated foster youth and homeless mothers entering the CalWORKs program.

OHA's local, non-traditional housing programs targets households that typically would not be successful in a traditional housing HUD assistance program and include additional leveraged support and services. In the local programs that serve a "hard to house" client base, OHA relies on a strong network of experienced and funded community partners to match social services with housing resources. These programs experienced additional leasing issues due to the challenges of the participants. Leasing challenges include managing past negative criminal or credit histories, assisting participants with overcoming substance abuse habits, and adequately addressing mental health concerns that present obstacles to securing and retaining quality housing. Partners provide intensive services and case management to address these hurdles. Evictions due to tenant behaviors that violate the lease and program participation terms often results in higher turnover in these programs, and any legal actions can be lengthy and costly under local and state laws.

Table 8: Description of any Issues Related to Leasing of Public Housing, Housing Choice Vouchers or Local, Non-Traditional Units and Solutions at Fiscal Year End

Housing Program	Description of Leasing Issues and Solutions
Public Housing	<p>At our two large public housing sites, OHA has undertaken an aggressive leasing activity strategy in response to lease enforcement activities and tenant move outs leading to a higher than expected unit turn-over rate.</p> <p>In order to lease the available two- and three-bedroom public housing units, OHA has been continuously processing applicants from the site based wait lists. Challenges included a low response rate from applicants, lack of qualified applicants and longer than anticipated application processing timelines. In order to produce more qualified and suitable applicants, staff revised the process to conduct suitability earlier in the application process so as to preempt any issues related to a previous tenancy. This streamlines applicant processing by eliminating eligibility determination processing for those that fail suitability and OHA expects to see an increase in the number of qualified candidates and in overall leasing as a result. In preparation for new tenants, OHA utilized a combination of in house staff and outsourced the renovation of units to expedite their readiness. Additionally, OHA has revised its suitability process to accommodate households that are housing insecure, and many have not formal rent history to report. An increasing trend in our applicants is households that are couch surfing, living with relatives and friends for many years, and have no lease or rental history to report.</p> <p>One family housing development (Campbell Village), five senior developments (Oak Grove Plaza North & South, Adel Court, Palo Vista Gardens, and Harrison Towers), and five HOPE VI sites are managed by third party property management companies and reflected typical leasing patterns in large part due to the stability of senior sites, and the quality of the housing stock offered. The third party management companies managed and administered site-based waiting lists, processed annual re-certifications, rehabilitated, leased vacant units, and conducted lease enforcement activities.</p>
MTW Housing Choice Voucher	<p>The Housing Choice Voucher program continued to be affected by the tight and expensive rental market. Utilization numbers declined throughout the year and OHA averaged 415 rent increase requests per month with one month hitting a high of 1,000 requests. The amount of average rent increase granted was \$239 (20%). Search times for units averaged 168 days with multiple extensions. OHA responded by convening local housing authorities at a Rent Tsunami Summit to share ideas to better serve landlords to keep them in the program. During the fall, HUD released FMRs that reduced metropolitan area payment standards that did not coincide with the rapidly changing rental market in Oakland. Through the partnership with local housing agencies and non-profit partners, OHA initiated a rent study, which resulted in a 34% increase in amended FMRs released in February of 2016, increasing the buying power for HCV participants and applicants. OHA prepared two Requests for Qualifications (RFQs) to solicit proposals to add PBV allocations to existing units, and to create a local program operating subsidy for SRO units. OHA also has developed innovative partnerships with City and County agencies to expand local service enriched special needs housing programs that are being especially hard hit by the Oakland housing crisis. Initial pilot programs with the local Social Services agency include supporting emancipated foster youth and homeless mothers entering the CalWORKS program.</p>
Local, Non-Traditional	<p>OHA's local, non-traditional housing programs targets households that typically would not be successful in a traditional housing HUD assistance program and include additional leveraged support and services. In the local programs that serve a "hard to house" client base, OHA relies on a strong network of experience and funded community partners to match social services with housing resources. These programs experienced additional leasing issues due to the challenges of the participants which include managing past negative criminal or credit histories, assisting participants with overcoming substance abuse habits, and adequately addressing mental health concerns that present obstacles to securing and retaining quality housing through intensive services and case management. Evictions due to tenant behaviors that violate the lease and program participation terms often results in higher turnover in these programs, and any legal actions can be lengthy and costly under local and state laws.</p>

4) Number of Households Transitioned to Self-Sufficiency by Fiscal Year End

During FY 2016, OHA implemented three activities that assisted households in achieving self-sufficiency goals. A total of 7 households met the requirements for self-sufficiency as defined for each respective activity. OHA continued to explore the definition of self-sufficiency for activities that were not yet implemented or on hold, in order to establish clarity and consistency around the self-sufficiency goals for participant families.

Table 9: Number of Households Transitioned To Self-Sufficiency by Fiscal Year End		
Activity Name/#	Number of Households Transitioned *	Agency Definition of Self Sufficiency
PBV Transitional Housing Programs/11-05	3	Number of MOMS that move from the site with the notice of graduation
Alternative Recertification Schedules / 14-01	Due to business system limitations, OHA is unable to measure this metric at this time.	Number of families that remain on a triennial or biennial recertification
Program Extension for Households Receiving \$0 HAP/10-02	4	Successful Exist during and after the 24 months
Households Duplicated Across Activities/Definitions	n/a	* The number provided here should match the outcome reported where metric SS #8 is used.
ANNUAL TOTAL NUMBER OF HOUSEHOLDS TRANSITIONED TO SELF SUFFICIENCY	7	

C. Wait List Information

1) Wait List Information at Fiscal Year End

Table 10: Wait List Information at Fiscal Year End

Housing Program(s) *	Wait List Type **	Number of Households on Wait List	Wait List Open, Partially Open or Closed ***	Was the Wait List Opened During the Fiscal Year
MTW Housing Choice Voucher	Community Wide	7,600	Closed	No
MTW Public Housing (OHA Managed)	Site Based	7,738	No	No
MTW Public Housing (Third Party Managed)	Site Based	4,703	Closed	Yes - Palo Vista was opened for all bedroom sizes in April 2016. Phase 1-4 of Lion Creek Crossing open for all bedroom sizes.
Project-Based Voucher (Third Party Managed)	Site Based	17,033	Closed	Yes - AveVista was open for all program types and bedroom sizes, Mural was open for all bedroom sizes in July Aug. 2015. 1701 MLK was open for all program and bedroom types. Lion Creek Crossing (1-4) open for all bedroom sizes.
Project-Based Voucher (OHA Managed)	Site Based	2,031	Closed	Yes for all bedroom sizes.

More can be added if needed.

* *Select Housing Program* : Federal MTW Public Housing Units; Federal MTW Housing Choice Voucher Program; Federal non-MTW Housing Choice Voucher Units; Tenant-Based Local, Non-Traditional MTW Housing Assistance Program; Project-Based Local, Non-Traditional MTW Housing Assistance Program; and Combined Tenant-Based and Project-Based Local, Non-Traditional MTW Housing Assistance Program.

** *Select Wait List Types*: Community-Wide, Site-Based, Merged (Combined Public Housing or Voucher Wait List), Program Specific (Limited by HUD or Local PHA Rules to Certain Categories of Households which are Described in the Rules for Program Participation), None (If the Program is a New Wait List, Not an Existing Wait List), or Other (Please Provide a Brief Description of this Wait List Type).

*** For Partially Open Wait Lists, provide a description of the populations for which the waiting list is open.

N/A

If Local, Non-Traditional Program, please describe:

SBHAP (Activity #10-06) - The City of Oakland manages subcontractors who specialize in managing the program to serve three vulnerable populations: individuals living in street homeless encampments, adults being discharged from San Quentin State Prison, and youth with recent contact with the criminal justice system. These subcontractors provide program applicants via direct referral into the program managed by the City of Oakland.

MOMS - (Activity #10-01) The Alameda County Sherriff's Office (ACSO) provides MOMS applicants to OHA through direct referral. Following ACSO program standards, ACSO staff select and refer to OHA those ACSO MOMs candidates who qualify for minimally supervised transitional housing after completion of a 6-8 week multi-faceted program while in custody including an Individual Case Management Plan (ICM). ACSO referred "applicants" are then screened by OHA Eligibility according to HUD program requirements. ACSO MOMS applicants who meet HUD program requirements are offered a unit at the 18 month OHA MOMS Housing program site. Those selected for the OHA Housing Component remain in the ACSO MOMS Transitional Case Management Program for 18 months, during which they must comply with the PBV Housing Lease, PBV Program and ACSO MOMs Program requirements as well as their ICM.

If Other Wait List Type, please describe:

N/A

If there are any changes to the organizational structure of the wait list or policy changes regarding the wait list, provide a narrative detailing these changes.

N/A

Section III. Proposed MTW Activities: HUD approval requested

All proposed activities that are granted approval by HUD are reported on in Section IV as "Approved Activities." OHA did not propose any new activities in FY2016.

Section IV. Approved MTW Activities: HUD approval previously granted

The activities discussed in this section have been approved by HUD in previous fiscal years.

Table 11 provides a list of all approved MTW activities including the year the activity was implemented and the primary statutory objective(s) the activity is intended to accomplish. Each activity has been assigned a number based on the fiscal year in which the activity was identified (e.g. 15-01 indicates that the activity was identified in the FY 2015).

Table 11 Approved MTW Activities: HUD Approval Previously Granted					
Activity #	Fiscal Year Implemented	MTW Activity Name	Description	Statutory Objective(s)	Authorization(s)
15-02	2016	Modified Utility Allowance Policy	Modifies utility allowance policy to be consistent with FFY 2014 federal appropriations requirements that the household's utility allowance is consistent with the minimum subsidy or occupancy standard and eliminates the utility allowance payment.	Reduce costs and achieve greater cost effectiveness	Attachment C, Section C.11, D.2.a
15-01	2016	Local Area Portability Reform	Revises portability policies in the Housing Choice Voucher program to limit port-outs to local area jurisdictions except for special circumstances.	Reduce costs and achieve greater cost effectiveness	Attachment C, Section D.1.g
14-01	2016	Alternative Recertification Schedules	Changes reexamination of income for elderly and disabled households on fixed incomes to every three years and every two years for wage earning households. Households with fixed income from Social Security will receive automatic adjustments to their rent in interim years based on published cost of living adjustments (COLA) to the subsidy program.	Reduce costs and achieve greater cost effectiveness	Attachment C, Section C.4, D.1.c
13-01	2016	Rent Reform Pilot Program	Creates a pilot program to test rent reform strategies at Campbell Village (Public Housing) and AMP 10 (Section 8 PBV) where: <ul style="list-style-type: none"> Total Tenant Payment (TTP) calculated based on 27.5% of gross annual income for seniors and disabled households and 27% for work-eligible households Triennial recertification schedule for senior and disabled 	-Reduce costs and achieve greater cost effectiveness -Provide incentives for families with children to become economically	Attachment C, Section C.4, C.11 Section D.1.c Section D.2.a

			<p>households, biennial schedule for work-eligible households</p> <ul style="list-style-type: none"> • Eliminate all deductions and earned income disallowance • Recent increases in income excluded in recertification • Absolute minimum rent of \$25 	self-sufficient	
12-01	2012	Eliminate Caps and Time Limits on PBV Allocations	Eliminates the cap on the total number of units the Authority can project-base the number of units that can be project-based in a development and the Time Limit to add additional PBV units to an existing HAP contract.	Increase housing choices	Attachment C, Section D.1.e, Section B.3, Section D.7.
11-01	2011	PBV Occupancy Standards	Modifies the occupancy standards in the PBV program to be consistent with occupancy standards required by other state or locally administered funding in a development (e.g. LIHTC program)	Increase housing choices	Attachment C, Section D.7
11-02	NYI	Standardized Transfer Policy	Creates standard transfer policies in the public housing, Section 8, and project-based assistance programs to increase housing choices for residents.	Increase housing choices	Attachment D, Use of Funds
11-03	NYI	SRO/ Studio Apartment Project-based Preservation Program	Develops a PBV sub-program tailored to the needs of developments with SRO and studio units providing service enriched housing. OHA will commit long-term PBV subsidies to developments where there is a need to preserve the housing resource.	Increase housing choices	Attachment C, Section D.7
11-05	2011	PBV Transitional Housing Programs	Modifies PBV program rules to permit transitional service enriched housing to fill specific unmet community needs. Used to operate the MOMS Program, which provides transitional service enriched housing to mothers returning from prison to reunite with their children.	Increase housing choices	Attachment C, Section B.1, B.4, D.1.a,b Attachment D, Section B.2
10-01	2010	Specialized Housing Programs	Increases allocation of resources to the MOMS program to improve outcomes and enhance program coordination. MOMS program is operated in partnership with the Alameda County Sheriff's Department.	Provide incentives for families with children to become economically self-sufficient	Attachment D, Use of Funds
10-02	2010	Program Extension for Households Receiving \$0 HAP	Extends the period of time that a household can remain in the Section 8 program while receiving zero HAP assistance from 6 months to 24 months.	Provide incentives for families with children to become economically self-sufficient	Attachment C, Section D.1.b, D.3.a
10-03	2010	Combined PBV HAP Contract for Multiple Non-contiguous Sites	Allows a single PBV HAP contract to be executed for non-contiguous scattered site buildings organized by AMP or other logical grouping.	Reduce costs and achieve greater cost effectiveness	Attachment C, Section D.1.a, D.7
10-04	2010	Alternative Initial Rent Determination for PBV Units	Allows for the use of a comparability analysis or market study certified by an independent agency approved in determining rent reasonableness to establish the initial PBV contract rent.	Reduce costs and achieve greater cost effectiveness	Attachment C, Section D.2, D.7

10-05	2010	Acceptance of Lower HAP in PBV Units	In situations where a family becomes over housed as a result of conflicting occupancy policies in the conversion from Public Housing to Section 8, this activity allows the landlord or management agent to accept a lower HAP based on the appropriate number of bedrooms for the family and in order to keep the family in-place.	Increase housing choices	Attachment C, Section D.7
10-06	2010	Local Housing Assistance Program	Develops a Local Housing Assistance Program (LHAP) to assist households that otherwise might not qualify for or be successful in the traditional Public Housing and/or Section 8 programs. LHAP is provided directly to eligible families and to partnering agencies providing service enriched housing to special needs populations.	Increase housing choices	Attachment D, Use of Funds (SBHAP program), Attachment C, D.1.f, D.1.a and D.3.a (LHAP Programs)
10-07	2010	Disposition Relocation and Counseling Services	Provides counseling and relocation assistance to impacted public housing residents in developments approved for disposition.	-Provide incentives for families with children to become more economically self-sufficient -Increase housing choices	Attachment D, Use of Funds
10-08	2011	Redesign FSS Program	Redesigns the FSS Program to incorporate best practices in the industry and encourage partnerships with community based programs and initiatives.	Provide incentives for families with children to become economically self-sufficient	Attachment C, Section E
10-09	2010	Waive 12 Month Minimum Stay Requirement in Converted PBV Units	Waives the 12 month minimum stay requirement for existing tenants in units that have converted to PBV assistance as the result of an approved disposition.	Increase housing choices	Attachment C, Section D.7
09-01	2011	Alternative HQS System	Uses a risk-based strategy to allocate HQS inspection resources in order to improve compliance at problem properties and allocate fewer resources to properties with a history of compliance.	Reduce costs and achieve greater cost effectiveness	Attachment C, Section D.5 Attachment D, Section D
09-02	2010	Short-Term Subsidy Program	Provides temporary housing assistance to preserve existing affordable housing resources and allow tenants to remain in-place.	Reduce costs and achieve greater cost effectiveness	Attachment D, Use of Funds
08-01	2008	Fund Affordable Housing Development Activities	Utilize single-fund budget flexibility to leverage funds to preserve affordable housing resources and create new affordable housing opportunities in Oakland.	Increase housing choices	Attachment D, Use of Funds
07-01 (moved to 14-01)	2010	Triennial Income Recertification	Changes reexamination of income for elderly and disabled households on fixed incomes to every three years. Eligible households receive automatic adjustments to rent in interim years based on published cost of living adjustments (COLA) to	Reduce costs and achieve greater cost effectiveness	Attachment C, Section C.4, D.1.c

			the subsidy program (i.e. SS, SSI, etc.)		
06-01	2006	Site Based Wait Lists	Establishes site based wait lists in all public housing sites, HOPE IV sites, and developments with PBV allocations.	Reduce costs and achieve greater cost effectiveness	Attachment C, Section C.1
06-02	2006	Allocation of PBV Units: Without Competitive Process	Allows for the allocation of PBV subsidy to developments owned directly or indirectly, through an affiliated partner, by OHA without using a competitive process.	-Reduce costs and achieve greater cost effectiveness -Increase housing choices	Attachment C, Section D.7.a
06-03	2006	Allocation of PBV Units: Using Existing Competitive Process	Allows for the allocation of PBV subsidy to qualifying developments using the City of Oakland NOFA/RFP or other existing competitive process.	-Reduce costs and achieve greater cost effectiveness -Increase housing choices	Attachment C, Section D.7.b

A. Implemented Activities

OHA is currently implementing the following activities:

Table 12 Implemented Activities					
Activity #	Fiscal Year Implemented	MTW Activity Name	Description	Statutory Objective(s)	Authorization(s)
15-02	2016	Modified Utility Allowance Policy	Modifies utility allowance policy to be consistent with FFY 2014 federal appropriations requirements that the household's utility allowance is consistent with the minimum subsidy or occupancy standard and eliminates the utility allowance payment.	Reduce costs and achieve greater cost effectiveness	Attachment C, Section C.11, D.2.a
15-01	2016	Local Area Portability Reform	Revises portability policies in the Housing Choice Voucher program to limit port-outs to local area jurisdictions except for special circumstances.	Reduce costs and achieve greater cost effectiveness	Attachment C, Section D.1.g
14-01	2016	Alternative Recertification Schedules	Changes reexamination of income for elderly and disabled households on fixed incomes to every three years and every two years for wage earning households. Households with fixed income from Social Security will receive automatic adjustments to their rent in interim years based on published cost of living adjustments (COLA) to the subsidy program.	Reduce costs and achieve greater cost effectiveness	Attachment C, Section C.4, D.1.c
12-01	2012	Eliminate Caps and Time Limits on PBV Allocations	Eliminates the cap on the total number of units the Authority can project-base the number of units that can be project-based in a development and the time limit to add additional PBV units to existing HAP contracts.	Increase housing choices	Attachment C, Section D.1.e, Section B.3, Section D.7
11-01	2011	PBV Occupancy Standards	Modifies the occupancy standards in the PBV program to be consistent with occupancy standards required by other state or locally administered funding in a development (e.g. LIHTC program)	Increase housing choices	Attachment C, Section D.7
11-05	2011	PBV Transitional Housing Programs	Modifies PBV program rules to permit transitional service enriched housing to fill specific unmet community needs. Used to operate the MOMS Program, which provides transitional service enriched housing to mothers returning from prison to reunite with their children.	Increase housing choices	Attachment C, Section B.1, B.4, D.1.a,b Attachment D, Section B.2
10-01	2010	Specialized Housing Programs	Increases allocation of resources to the MOMS program to improve outcomes and enhance program coordination. MOMS program is operated in partnership with the Alameda County Sheriff's Department.	Provide incentives for families with children to become economically self-sufficient	Attachment D, Use of Funds
10-02	2010	Program Extension for Households Receiving \$0 HAP	Extends the period of time that a household can remain in the Section 8 program while receiving zero HAP assistance from 6 months to 24 months.	Provide incentives for families with children to become economically self-sufficient	Attachment C, Section D.1.b, D.3.a

				self-sufficient	
10-03	2010	Combined PBV HAP Contract for Multiple Non-contiguous Sites	Allows a single PBV HAP contract to be executed for non-contiguous scattered site buildings organized by AMP or other logical grouping.	Reduce costs and achieve greater cost effectiveness	Attachment C, Section D.1.a, D.7
10-06	2010	Local Housing Assistance Program	Develops a Local Housing Assistance Program (LHAP) to assist households that otherwise might not qualify for or be successful in the traditional Public Housing and/or Section 8 programs. LHAP is provided directly to eligible families and to partnering agencies providing service enriched housing to special needs populations.	Increase housing choices	Attachment C, Section D.1.f, D.1.a and D.3.a (LHAP Programs), Attachment D, Use of Funds (SBHAP Program)
09-01	2011	Alternative HQS System	Uses a risk-based strategy to allocate HQS inspection resources in order to improve compliance at problem properties and allocate fewer resources to properties with a history of compliance.	Reduce costs and achieve greater cost effectiveness	Attachment C, Section D.5 Attachment D, Section D
08-01	2008	Fund Affordable Housing Development Activities	Utilize single-fund budget flexibility to leverage funds to preserve affordable housing resources and create new affordable housing opportunities in Oakland.	Increase housing choices	Attachment D, Use of Funds
06-01	2006	Site Based Wait Lists	Establishes site based wait lists in all public housing sites, HOPE IV sites, and developments with PBV allocations.	Reduce costs and achieve greater cost effectiveness	Attachment C, Section C.1
06-03	2006	Allocation of PBV Units: Using Existing Competitive Process	Allows for the allocation of PBV subsidy to qualifying developments using the City of Oakland NOFA/RFP or other existing competitive process.	Reduce costs and achieve greater cost effectiveness -Increase housing choices	Attachment C, Section D.7.b

MTW Activity #15-01: Local Area Portability Reform

Description of MTW Activity: A local area portability policy that will limit elective moves to jurisdictions within the nine Bay Area counties identified by the Association of Bay Area Governments: Alameda County, Contra Costa County, Marin County, Napa County, San Francisco County, San Mateo County, Santa Clara County, Solano County, and Sonoma County. While the objective of the Housing Choice Voucher program is to provide increased housing options for families, OHA has found that when many households exercise the option to move with their vouchers to neighboring housing authorities, especially those without MTW programs or with higher payment standards, it creates an administrative burden. This activity is designed to allow OHA to mitigate the number and areas of concentration of port out requests, and their negative impact on program administration and self-sufficiency goals. In FY2016, it was implemented in five counties. The policy will be expanded in the future to include additional jurisdictions as needed.

A hardship policy allows families to move their tenant based vouchers locally under limited circumstances such as the following exceptions:

- Reasonable accommodation for persons with a disability
- Verifiable employment opportunity more than 35 miles from the City of Oakland limits and at least 20 hours per week minimum wage applicable in the state
- Situations covered underneath the Violence Against Women Act (VAWA)
- Participants porting out for education for the head of household and or spouse only will need to show proof of full-time enrollment at a college or university
- Verifiable threat to the physical safety of the family
- OHA port-outs where the receiving Public Housing Authority (PHA) absorbs the voucher
- Port-outs for vouchers that OHA is administering (unabsorbed) due to those vouchers porting in from another PHA
- Declared natural disaster or state of emergency

Any exceptions to this policy will be reviewed by the Executive Director, or his designee, on a case-by-case basis.

OHA allowed current port-out households to remain in their current jurisdiction. However, upon implementation, this policy also will apply to any port-out households that request to port to another jurisdiction.

Comparison of Outcomes to Baselines and Benchmarks: During FY2016, OHA received a total of 637 requests for portability compared to the baseline of 1,100 total requests which is a drop of 42% in port requests overall. Of the 637 requests received in FY2016, 390 were for the five restricted counties compared to 924 requests to these counties seen in FY2015. In FY2015, 84% of port requests were to restricted counties and in FY2016 only 61% of port requests were to restricted counties, which is a drop in requests by 23% to these jurisdictions. Due to market conditions affecting utilization, all neighboring counties that were restricted began absorbing ports. This caused a significant drop in vouchers being billed to OHA and a savings in the financial administration of port out requests. Only two requests to port were denied to a restricted county because they were not absorbed by the neighboring housing authority. OHA has seen a steady decrease in the amount of port outs needing to be administered by OHA as neighboring counties continue to absorb and at the end of the FY was administering 234 ports for other counties.

OHA did not see the anticipated reduction of the ported out vouchers because neighboring counties were all absorbing ports to improve their low utilization rates. Historically OHA has over 1,200 housing choice vouchers ported to neighboring jurisdictions that have not been

absorbed by the receiving jurisdiction. Currently OHA has just over 200 vouchers ported to neighboring jurisdictions, as all others have been absorbed. The reduction of over 1,000 vouchers/families due to this absorption has negatively impacted OHA's voucher utilization for the year, and added significantly to staff workload to process and lease up new voucher holders in Oakland during this time of increasing rents and lower landlord participation in the program.

Status Update/Schedule: OHA initiated the activity for the first year of implementation for only five counties and does not currently plan to expand the activity to the other four restricted counties. Due to the shift and tightening of the rental market in the entire Bay Area, OHA anticipates that the number of port requests will continue to decline as there is limited unit availability in the entire Bay area region, and specifically the targeted counties. We do anticipate that in the next reporting year, our port outs will all be absorbed by other jurisdictions in their effort to increase their voucher utilization.

Narrative Explanation of Challenges/New Strategies: Due to the lack of inventory and tightening of the rental market in the entire Bay Area, all neighboring housing authorities started absorbing port out requests and we expect this trend to continue as neighboring counties struggle with utilization numbers in the HCV program. OHA intends to include port in requests in this activity in the future, if the market is such that OHA opts not to absorb these requests.

Changes or Modifications to Metrics, Baselines or Benchmarks: There are no changes to the metrics, baselines, and benchmarks included in the Standard HUD Metrics table below.

Changes or Modifications to the Data Collection Methodology: There are no changes to the data collection methodology to report.

Standard HUD Metrics				
CE #1: Agency Cost Savings				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total cost of task in dollars (decrease). Local Port-out Requests	Cost of task prior to implementation of the activity = \$46.94 (Staff Salary) * 1.5 hours * 700 port-out requests = \$49,287	Expected cost of task after implementation of the activity = \$46.94 * 1.5 hours * 350 = \$24,643 (50% reduction)	Actual cost of task after implementation = \$44,851 (based on 637 requests)	No. A 10 % cost reduction was achieved.
Administering Local Port-outs	Cost of task prior to implementation of the activity = \$46.94 (Staff Salary) * 1 hours * 1,100 port-out requests =	Expected cost of task after implementation of the activity = \$46.94 (Staff Salary) * 825 port-out requests = \$38,726 (25% reduction)	Actual cost of task after implementation = \$10,984 (234 ports administered)	Yes. The benchmark was exceeded. Almost all ports were absorbed.

	\$51,634			
Total cost of task in dollars.	Total cost of task prior to implementation of the activity = \$49,287 + \$51,634 = \$100,921	Total expected cost of task after implementation of the activity = \$26,644 + \$38,726 = \$63,370 (37% reduction)	Actual cost of task after implementation = \$44,851 + \$10,984 = \$55,835 (49% reduction)	Yes. The benchmark was exceeded by 12%.
CE #2: Staff Time Savings				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total time to complete the task in staff hours (decrease). Local Port-Out Requests	Total amount of staff time dedicated to the task prior to implementation of the activity = 1.5 hours * 700 requests = 1,050 staff hours	Expected amount of total staff time dedicated to the task after implementation of the activity = 1.5 hours * 350 requests = 525 hours (50% reduction)	Actual staff time dedicated to the task after implementation of the activity = 1.5 hours * 637 requests = 955 hours (9% reduction)	No. A 9% reduction was achieved.
Administering Local Port-outs	Total amount of staff time dedicated to the task prior to implementation of the activity = 1 hour * 1,100 = 1,100 staff hours	Expected amount of total staff time dedicated to the task after implementation of the activity = 1 hour * 825 requests = 825 hours (25% reduction)	Actual staff time dedicated to the task after implementation of the activity = 1 hour * 234 requests = 234 hours (79% reduction)	Yes. The benchmark was exceeded.
Total time to complete the task in staff hours	Total amount of staff time dedicated to the task prior to implementation of the activity = 1,050 + 1,100 = 2,150 hours	Expected amount of total staff time dedicated to the task after implementation of the activity = 525 + 825 = 1,350 hours (37% reduction)	Actual amount of total staff time dedicated to the task after implementation of the activity = 955 + 234 = 1,189 hours (55% reduction)	Yes. The benchmark was exceeded by 18%.

MTW Activity #15-02: Modified Utility Allowance Policy

Description of MTW Activity: A modification to past policies which streamlines utility allowances to be consistent with the household's minimum subsidy or occupancy standard and eliminates the utility allowance payment.

Comparison of Outcomes to Baselines and Benchmarks: OHA saw a decrease of 21% in the cost of utility allowances paid as Utility Reimbursement Payments (URP) instead of 50% projected because the benchmark was calculated over 12 months of payments. When the activity was implemented, URP payments were stopped when the client had a recertification or activity causing a 50058 change, so it was staged over the course of the FY. This was also true for the reduction of utility allowances which took effect at recertification or interim visits. This caused the savings to be lower than projected for both these components. Additionally, we projected an average of \$17.91 in reduction in utility allowance payments but the average savings experienced was \$11.36. We note that the number of households choosing units larger than the subsidy size was reduced from 4,256 to 3,171. This was anticipated as families opted for smaller sized units for economic reasons (high cost of housing in Oakland) and to avoid paying higher utility costs.

Status Update/Schedule: During FY2016, OHA implemented this activity to discontinue URP payments in both the public housing and HCV populations. Implementation to pay allowances based on subsidy size were deployed for the HCV residents only and as described in the FY 2015 plan, we expect to develop a phased approach to execute this activity in our Public Housing portfolio.

Narrative Explanation of Challenges/New Strategies: OHA did not experience any challenges or the need to develop new strategies for this activity.

Changes or Modifications to Metrics, Baselines or Benchmarks: The baseline for cost in staff time and dollars was modified to reflect only the time involved in producing Utility Reimbursement checks. The baseline was calculated to reflect 242 families getting 12 checks each per year. The original baseline was calculated based on a staff reduction in time for Utility Allowance payment adjustments, but because OHA implemented a new business system, the adjustment to tie UA to subsidy size did not have an impact on staff time to process utility allowances. The baseline and benchmarks for CE#5 have been adjusted to reflect on HCV savings because the utility allowance adjustment has not yet been implemented in Public Housing.

Changes or Modifications to the Data Collection Methodology: There were no changes or modifications to the data collection methodology to report.

CE #1: Agency Cost Savings				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?

Total cost of task in dollars (decrease). Utility Allowance	Cost of task prior to implementation of the activity (in dollars) = \$11,188,104 per year	Expected cost of task after implementation of the activity = \$10,228,812 (9% reduction)	Actual cost of task after implementation of the activity = \$10,919,352	No. A savings of 4% was achieved instead of 9%.
Total cost of task in dollars (decrease). Utility Reimbursement Payment	Cost of task prior to implementation of the activity = Utility Reimbursement Payment = \$220,968 per year	Expected cost of task after implementation of the activity (in dollars) = \$110,484 (50% reduction)	Actual cost of task after implementation of the activity (in dollars) = \$46,504.00 (21% reduction?)	No. A reduction of 21% was achieved.
Total cost of task in dollars (decrease). Staff	Cost of task prior to implementation of the activity = (Staff salary) * .05 hours * number of files = (\$46.14 *.05) * 2,904 = \$6,699	Cost of task after to implementation of the activity = Zero (0)	Cost of task after implementation of the activity = (\$46.14*.05)*1,261= \$2,909 (43% decrease).	No. A reduction of 43% was achieved because the implementation was staged based on recertification and 50058 changes.
Total cost of task in dollars.	Total cost of task prior to implementation of the activity = \$11,188,104 + \$220,968 + \$6,699 = \$11,415,771	Total expected cost of task after implementation of the activity = \$10,228,812 + \$110,484 = \$10,449,780 (8.5% reduction)	Actual cost of task after implementation of the activity = \$10,919,352 + \$46,504 + \$2,909 = \$10,968,765 (8.5% reduction)	No. A 4% reduction was achieved instead of the 8.5% predicted.
CE #2: Staff Time Savings				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total time to complete the task in staff hours Utility Reimbursement Payment	Total amount of staff time dedicated to the task prior to implementation of the activity = .05 hours * 2,909 checks = 145 hours	Expected amount of total staff time dedicated to the task after implementation of the activity = 0 hours * 2,909 checks = 0	Actual amount of staff time dedicated to the task after implementation of the activity = 0.05 hours * 1,261 checks = 63 hours	No. The activity was implemented in a staged manner so the amount of checks was reduced, but not eliminated.

		hours		
CE #3: Decrease in Error Rate of Task Execution				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average error rate in completing a task as a percentage (decrease).	OHA is working with the parameters of the new business system to determine how error rate of these tasks can be tracked. Custom solutions may need to be developed with the vendor and a solution is not readily available at this time.			
CE #5: Increase in Agency Rental Revenue				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Rental revenue/total tenant payment in dollars (increase). Housing Choice Voucher (HCV)	Rental revenue prior to implementation of the activity (in dollars) = \$4,343,040	Expected rental revenue after implementation of the activity (in dollars) = \$5,191,848 (21% increase)	Actual rental revenue after implementation of the activity (in dollars) = \$4,658,296 (7% increase)	No. A 7% increase was achieved.
Rental revenue/total tenant payment in dollars (increase). Public Housing	Rental revenue prior to implementation of the activity (in dollars) = \$2,215,116	Expected rental revenue after implementation of the activity (in dollars) = \$2,222,460 (Less than 1% increase)	Public Housing sites have not implemented the activity	Not applicable
Total rental revenue/total tenant payment in dollars (increase). Public Housing and HCV	Total rental revenue prior to implementation of the activity (in dollars) \$6,558,156	Total expected rental revenue after implementation of the activity (in dollars) = \$7,414,308 (12% increase)	Not implemented	
Total rental revenue/total tenant payment in dollars (increase).	Total rental revenue prior to implementation of the activity (in dollars) \$4,343,040	Total expected rental revenue after implementation of the activity (in dollars) = \$5,191,848 (21% increase)	Actual rental revenue after implementation of the activity (in dollars) = \$4,658,296	No. A 7% increase was achieved.

MTW Activity #14-01: Alternative Recertification Schedules

Description of MTW Activity: Regulations require that a household's income is recertified for program eligibility and rent calculations once a year. In FY 2007, MTW activity #07-01 was approved allowing for a triennial recertification schedule for elderly and/or disabled households on a fixed income in the Public Housing and Section 8 programs. In the interim years, at the discretion of the Executive Director, an automatic adjustment may be applied to the households' housing payment equal to the cost of living adjustment (COLA) made to the households' related income subsidy program. This activity has been implemented in the Section 8 program and at two senior-designated properties in the Public Housing program. This schedule has been effective at reducing staff time and costs, as well as, being less intrusive and time consuming for residents. Activity #14-01 incorporates changes made by Activity #07-01 and changes the recertification schedule for wage earning households to once every two years. All households that report no income, no income from wages, or temporary income remain on an annual recertification schedule to report increases in income.

Comparison of Outcomes to Baselines and Benchmarks: OHA and participant families will experience time savings related to the forgone recertifications. Participant families on the biennial or triennial schedule may also see income savings as a result of OHA not recalculating rent portions during the interim.

Status Update/Schedule: Initiated the activity for the first year of implementation and experienced challenges with the new business system. OHA worked with the business system vendor to explain the design of this activity and develop a custom modification to accommodate the activity. OHA is waiting for the vendor to deliver the solution and expects to be able to test and implement the solution and activity within FY2017.

Narrative Explanation of Challenges/New Strategies: Initiated the activity for the first year of implementation. OHA experienced challenges with implementation due to the new business system that was implemented in 2015 and met with the vendor to specify custom modifications to accommodate this activity. Due to system limitations that would cause staff to do manual overrides for recertification dates for all biennial and triennial families, OHA elected to continue with the select group of triennial families for which the activity had been implemented under #07-01. When the software modifications have been delivered and tested, OHA will expand implementation for biennial and the remaining triennial eligible families.

Changes or Modifications to Metrics, Baselines or Benchmarks: There are no changes to the metrics, baselines, and benchmarks included in the Standard HUD Metrics table below. A new standard HUD metric CE#5 was at HUD's request.

Changes or Modifications to the Data Collection Methodology: There are no changes to the data collection methodology included in the Standard HUD Metrics table below. OHA plans to implement custom changes to its business system to accommodate this activity.

CE #1: Agency Cost Savings				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?

Total cost of task in dollars (decrease). Fixed Income HCV Reexam Calculation	Cost of task prior to implementation of the activity (in dollars) = \$111,940	Expected cost of task after implementation of the activity = \$57,985 (48% reduction)	Actual cost of task in dollars after implementation of the activity = \$56,545	Yes. The benchmark was exceeded by 2%.
Total cost of task in dollars (decrease). Senior and Disabled Public Housing Reexam Calculation	Cost of task prior to implementation of the activity = \$42,000	Expected cost of task after implementation of the activity (in dollars) = \$21,000 (50% reduction)	Actual cost of task in dollars after implementation of the activity = \$11,430	Yes. The benchmark was exceeded by 46%.
Total cost of task in dollars (decrease). Wage Earning HCV Reexam Calculation	Cost of task prior to implementation of the activity (in dollars) = \$146,300	Expected cost of task after implementation of the activity = \$73,150 (50% reduction)	Not Implemented	
Total cost of task in dollars (decrease). Wage Earning Public Housing Reexam Calculation	Cost of task prior to implementation of the activity (in dollars) = \$29,250	Expected cost of task after implementation of the activity = \$14,625 (50% reduction)	Not Implemented	
Total cost of task in dollars (decrease).	Cost of task prior to implementation of the activity (in dollars) = \$329,490	Expected cost of task after implementation of the activity (in dollars) = \$166,760 (51% reduction)	Not applicable	
Total cost of task in dollars (decrease).	Cost of task prior to implementation of the activity (in dollars) = \$153,940	Expected cost of task after implementation of the activity (in dollars) = \$78,985 (51% reduction)	Actual cost after implementation of the activity (in dollars) = \$67,975	Yes. Benchmark exceeded by 14%.
CE #2: Staff Time Savings				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?

Total time to complete the task in staff hours (decrease). Fixed Income HCV <i>Reexam</i> Calculation	Total amount of staff time dedicated to the task prior to implementation of the activity (in hours) = 2,678 hours	Expected amount of total staff time dedicated to the task after implementation of the activity (in hours) = 1,475 hours (37% reduction)	Actual amount of staff time to complete after implementation of the activity in hours = 1,082	Yes. The benchmark was exceeded by 27%.
Total time to complete the task in staff hours (decrease). Fixed Income Public Housing <i>Reexam</i> Calculation	Total amount of staff time dedicated to the task prior to implementation of the activity (in hours) = 1,680 hours	Expected amount of total staff time dedicated to the task after implementation of the activity (in hours) = 840 hours (50% reduction)	Actual amount of staff time to complete the task after implementation of the activity in hours = 381	Yes. The benchmark was exceeded by 55%.
Total time to complete the task in staff hours (decrease). Wage Earning HCV <i>Reexam</i> Calculation	Total amount of staff time dedicated to the task prior to implementation of the activity (in hours) = 3,500 hours	Expected amount of total staff time dedicated to the task after implementation of the activity (in hours) = 1,750 hours (50% reduction)	Not Implemented	
Total time to complete the task in staff hours (decrease). Work Eligible Public Housing <i>Reexam</i> Calculation	Total amount of staff time dedicated to the task prior to implementation of the activity (in hours) = 1,170 hours	Expected amount of total staff time dedicated to the task after implementation of the activity (in hours) = 585 hours (50% reduction)	Not Implemented	
Total time to complete the task in staff hours (decrease).	Total amount of staff time dedicated to the task prior to implementation of the activity (in	Expected amount of total staff time dedicated to the task after implementation of the activity (in hours) = 4,650 hours (52%	Not Applicable	

	hours) = 9,028 hours	reduction)		
Total time to complete the task in staff hours (decrease). Fixed income Public Housing and HCV only	Total amount of staff time dedicated to the task prior to implementation of the activity (in hours) = 4,358 hours	Expected amount of total staff time dedicated to the task after implementation of the activity (in hours) = 2,315 hours (53% reduction)	Actual amount of staff time to complete the task after implementation of the activity (in hours) = 1,463	Yes. The benchmark was exceeded by 36%.
CE #5: Increase in Agency Rental Revenue				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Rental revenue/total tenant payment in dollars (increase). Housing Choice Voucher (HCV) and Public Housing	Rental revenue prior to implementation of the activity (in dollars) = \$3,863,650	Expected rental revenue after implementation of the activity (in dollars) = \$3,812,650 (2% decrease)	Actual rental revenue after implementation of the activity (in dollars) = \$5,096,518 (25% increase)	No. A 25% increase was achieved.
SS #1: Increase in Household Income				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average earned income of households affected by this policy in dollars (increase).	Average earned income of households affected by this policy prior to implementation of the activity (in dollars) = Public Housing: \$10,926 HCV:	Expected average earned income of households affected by this policy prior to implementation of the activity (in dollars) = Public Housing: \$12,020 (10% increase) HCV: \$15,888 (10% increase)	Triennial families do not have earned income. All sources of income are fixed. Not applicable	

	\$14,444			
--	----------	--	--	--

SS #3: Increase in Positive Outcomes in Employment Status

Report the Baseline, Benchmark and Outcome data for each type of employment status for those head(s) of households affected by the self-sufficiency activity.

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Report the following information separately for each category:	Triennial families are do not earn income – all sources are fixed. The components of this metric are not currently measured in OHA's business system.			
(1) Employed Full-Time				
(2) Employed Part-Time				
(3) Enrolled in an Educational Program				
(4) Enrolled in Job Training Program				
(5) Unemployed				
(6) Other-Drug Rehab Counseling				
Percentage of total work-able households in <<category name>> prior to implementation of activity (percent). This number may be zero.	Unknown			

SS #4: Households Removed from Temporary Assistance for Needy Families (TANF)

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households receiving TANF assistance (decrease).	Number of households receiving TANF prior to implementation of this activity = 100 households	Number of households receiving TANF after implementation of this activity = 90 households (10% decrease)	This is not applicable to families on fixed income. These are the only households where this activity has been	

			implemented.	
SS #8: Households Transitioned to Self Sufficiency				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households transitioned to self-sufficiency (increase). The PHA may create one or more definitions for "self sufficiency" to use for this metric. Each time the PHA uses this metric, the "Outcome" number should also be provided in Section (II) Operating Information in the space provided.	Number of households transitioned to self-sufficiency prior to implementation of this activity = Zero (0)	Number of households transitioned to self-sufficiency after implementation of this activity = 10% of eligible households	OHA is currently unable to measure this metric. OHA will explore procedures to track this info or modify the definition.	

MTW Activity #12-01: Eliminate Caps on PBV Allocations

Description of MTW Activity: Eliminate caps on project-based voucher (PBV) allocations. Under the existing regulations, Public Housing Authorities (PHA) are limited to project-basing up to 20 percent (20%) of the amount of budget authority allocated to the PHA by HUD in the PHA voucher program. In addition, PHAs are limited to project-basing up to 25 percent (25%) of units in a single development. Previously, OHA has received approval in the FY 2010 MTW Plan to remove the cap on the number of PBVs allocated to a single development. This activity expands on the previously approved activity to eliminate caps on PBV allocations in all areas.

Under traditional regulations, OHA was restricted to award PBV allocations of up to 20% of the total authorized vouchers in the HCV program and 25% per project. Since implementation of the activity in FY 2010, OHA has awarded 3,336 total PBVs, which exceeds the cap by 793 units.

Since inception, OHA has contributed to the creation and preservation of 2,969 PBV assisted units. If the projects were limited to a 25% cap only 742 units would have been

eligible for assistance. Through this activity, OHA has been able to assist 2,227 additional units. Table 13 provides a breakdown of the PBVs awarded by development above the 25% cap.

Comparison of Outcomes to Baselines and Benchmarks:

In FY2016, a tight and expensive rental market severely impacted the ability for tenant-based voucher holders to find and lease available units in Oakland. To secure and reserve additional housing units that will be available to Section 8 eligible families, OHA expanded per project limits offered to projects that were selected in the City of Oakland's annual competition for affordable housing development funding. Six (6) projects were conditionally awarded PBV assistance and of those (5) projects had a total of 146 of the vouchers committed to units above the 25% per project cap as shown in the table below. One project, San Pablo was not above the cap, and is not shown below.

Development Name	Units Above 25% Cap	Service Enriched
FY 2016 Conditional Awards		
Redwood Hill Townhomes*	16	16
Fruitvale Transit Village - Phase IIA*	43	20
Camino 23	18	10
Coliseum Place	23	15
Embark Apartments*	46	46
Total	146	107

Table 13
Number of PBV Units Awarded Above the 25% Cap

Site Name	Total Units	25% of the Total Units	Total PBV Units Awarded	PBV Units Awarded Above the 25% Cap
Senior Housing				
Jack London Gateway - Phase II	61	15	60	45
Orchards on Foothill	65	16	64	48
Altenheim Senior Housing Phase II	81	20	40	20
St. Joseph's Senior Apartments	84	21	83	77
Merritt Crossing (formerly 6th & Oak Apts.)	70	17	50	33
Lakeside Senior Apartments	92	23	91	68
Lion Creek Crossings Phase V	<u>128</u>	<u>32</u>	<u>127</u>	<u>95</u>
<i>Senior Housing Total</i>	<i>581</i>	<i>144</i>	<i>515</i>	<i>386</i>
Special Needs Housing				
Jefferson Oaks	102	25	101	76
California Hotel	137	34	135	101
1701 Martin Luther King Jr. Way	25	6	25	19
Redwood Hill Townhomes FY15	<u>28</u>	<u>7</u>	11	4
Redwood Hill Townhomes FY16			16	16
Fruitvale Transit Village - Phase IIA	92	23	66	43
Embark Apartments	62	15	61	46
Camino 23	<u>32</u>	<u>8</u>	<u>26</u>	<u>18</u>
<i>Special Needs Housing Total</i>	<i>478</i>	<i>118</i>	<i>441</i>	<i>323</i>
Family Affordable Housing				
Drachma Housing (On-going)	14	3	14	11
Oak Point Limited	31	7	15	8
James Lee Court	26	6	12	6
Drasnin Manor	26	6	25	19
MacArthur Apartments	32	8	14	6
11th and Jackson	71	17	35	18
Cathedral Gardens	100	25	43	18
460 Grand	68	17	34	17
Madison Park Apartments	98	24	96	72
Hugh Taylor House	43	10	35	25
Coliseum Place*	<u>59</u>	<u>14</u>	<u>37</u>	<u>23</u>
<i>Family Affordable Housing Total</i>	<i>568</i>	<i>137</i>	<i>360</i>	<i>223</i>
OHA Former Public Housing				
OHA Scattered Sties	1,554	388	1,554	1,166
Tassafaronga Village Phase I	137	34	80	46
Tassafaronga Village Phase II	<u>20</u>	<u>5</u>	<u>19</u>	<u>14</u>
<i>Former Public Housing Total</i>	<i>1,711</i>	<i>427</i>	<i>1,653</i>	<i>1,226</i>
Total Units	3,338	826	2,969	2,158

*Family and Special Needs

The developments shaded in gray received new PBVs awarded in FY 2016.

Status Update/Schedule: This activity was utilized for five projects during the fiscal year and remains ongoing.

Narrative Explanation of Challenges/New Strategies: OHA does not have challenges to report with this activity.

Changes or Modifications to Metrics, Baselines or Benchmarks: No changes were made to the Metrics, Baselines or Benchmarks.

Changes or Modifications to the Data Collection Methodology: There were no changes to the data collection methodology to report.

Standard HUD Metrics				
HC #4: Displacement Prevention				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households at or below 80% AMI that would lose assistance or need to move (decrease). If units reach a specific type of household, give that type in this box.	Households losing assistance/moving prior to implementation of the activity = Zero(0)	Expected households losing assistance/moving after implementation of the activity = Zero (0)	Number of households losing assistance/moving after implementation of the activity = Zero (0)	No.
Standard OHA Metrics				
Number of Units Awarded above 20% of Total Units in the Voucher Program				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?

Number of PBV units awarded above 20% of total units in the voucher program.	Number of PBV units awarded above 20% of the total units in the voucher program = Zero (0)	Number of PBV units awarded above 20% of the total units in the voucher program = Zero (0) new and/or preservation units	Actual number of PBV units awarded above 20% of the total units in the voucher program = 146 new and/or preservation units	Yes – exceeded by 146 units awarded above the 20% cap at 5 new construction projects.
Number of Units Created in Developments with Allocations Over 25%				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of units and development opportunities created in developments with allocations over 25%.	Number of PBV units awarded above 25% of the total units in a project = Zero (0)	Number of PBV units awarded above 25% of the total units in a project = Zero (0) new and/or preservation units	Actual number of PBV units awarded above 25% of the total units in a project = 146 new and/or preservation units	Yes – exceeded by 146 units
Households Assisted by Services that Increase Housing Choice				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households receiving services aimed to increase housing choice (increase).	Households receiving this type of service prior to implementation of the activity = Zero (0) households	Expected number of households receiving these services after implementation of the activity = Zero (0) households	Actual number of households receiving these services after implementation of the activity = 107 households	Yes. 107 new households will receive services.

MTW Activity #11-01: PBV Occupancy Standards

Description of MTW Activity: Modify the occupancy standards in the PBV program to be consistent with occupancy standards required by other state or locally administered funding in a development (e.g. LIHTC program). Based on family composition, under this activity a family may qualify for a larger bedroom size than they would have under the previous policy. The activity applies to new participants in the PBV program and to in-place families whose household composition changes would require them to relocate.

Comparison of Outcomes to Baselines and Benchmarks: During FY 2016, sixteen (16) new leases were executed under the Modified PBV occupancy standards. These families would not have qualified for the PBV assisted unit under the Housing Choice

Voucher occupancy standard. Additionally, four (4) in place PBV assisted families had a change in their family composition during the fiscal year that would otherwise require them to relocate to a smaller unit. These families remained eligible to stay in their current unit under the modified occupancy standard. The outcomes of this activity largely depend on participant families requesting changes to household composition, and as a result the activity was not utilized as much as expected.

Status Update/Schedule: This activity was active during the fiscal year and remains ongoing.

Narrative Explanation of Challenges/New Strategies: OHA does not have challenges to report with this activity.

Changes or Modifications to Metrics, Baselines or Benchmarks: Changes to the metrics, baselines, and benchmarks are included in the table below.

Changes or Modifications to the Data Collection Methodology: There were no changes to the data collection methodology to report.

Standard HUD Metrics				
HC #4: Displacement Prevention				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households at or below 80% AMI that would lose assistance or need to move (decrease).	Number of Households losing assistance or forced to move prior to implementation of the activity = Three (3) households	Expected households losing assistance/moving after implementation of the activity = Zero (0) households	Number of households losing assistance/moving after implementation of the activity = 4 households (in-place families)	Yes. The benchmark was exceeded as four (4) families retained housing without moving.
HC #5: Increase in Resident Mobility				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?

Number of households able to move to a better unit and/or neighborhood of opportunity as a result of the activity (increase).	Households able to move to a better unit and/or neighborhood of opportunity prior to implementation of the activity = Zero (0) households	Expected households able to move to a better unit and/or neighborhood of opportunity after implementation of the activity = Zero (0) households	Number of households able to move to a better unit and/or neighborhood of opportunity after implementation of the activity = 15 households (new lease ups)	Yes. (15) New families were able to lease units increasing their housing choice.
---	---	---	--	--

Standard OHA Metrics
Additional Units of Housing Made Available

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of new housing units made available for households at or below 80% AMI as a result of the activity (increase). If units reach a specific type of household, give that type in this box.	Number of households who would not qualify for an available unit based on household composition = Zero (0) households	Expected housing units of this type after implementation of the activity = 5 households	Number of households who qualified for a unit that would not have without this activity = 15 households.	Yes. The benchmark was exceeded by 200% with 15 households qualifying for units.

Units of Housing Preserved

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of housing units preserved for households at or below 80% AMI that would otherwise not be available (increase). If units reach a specific type of household, give that type in this box.	Housing units preserved prior to implementation of the activity = Zero (0) units Verify	Expected housing units preserved after implementation of the activity = 2 units	Actual housing units preserved after implementation of the activity = 4 units	Yes. The benchmark was exceeded by 2 units.

Households Assisted by Services that Increase Housing Choice

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households receiving services aimed to increase housing choice (increase).	Households receiving this type of service prior to implementation of the activity = Zero (0) households	Expected number of households receiving these services after implementation of the activity = 5 households	Actual number of households receiving these services after implementation of activity = 6 households are in sites with on-site services providers.	Yes. The benchmark was exceeded by 20%.

MTW Activity #11-05: PBV Transitional Housing Program

Description of MTW Activity: Develop sub-programs modeled after the Project-Based Voucher program to allow for transitional housing opportunities at developments serving low-income special needs households who otherwise might not qualify for or be successful in the Public Housing and/or Section 8 programs. This activity uses established partnerships with the Alameda County Sheriff's Office (ACSO), to facilitate the development of local, non-traditional housing programs like the Maximizing Opportunities for Mothers to Succeed (MOMS) initiative. This program offers service-enriched transitional housing support to formerly incarcerated women seeking to reunite with their children and deter recidivism. The Dads Acquiring and Developing Skills (DADS) program serves fathers exiting minimum security incarceration. Currently, ACSO only refers MOMS program participants to OHA for housing. Eventually, when ACSO provides referrals from both the MOMS and DADS programs, OHA will implement Parents and Children Together (PACT) to provide transitional service enriched housing to both populations. In addition to the housing subsidy, the MOMS program offers customized adult, family and youth case management, group counseling services, family activities and educational and employment development assistance to all participants as a condition for participation in the program.

Potential MOMS participants apply and are screened while in custody at the Santa Rita jail and once accepted they complete a needs assessment and intake processing. Participants complete an 8-week gender specific educational component while in custody and create an Individual Action Plan (IAP) tailored to meet the needs of each participant. Once housed at the MOMS site, case managers work with participants to complete their IAP using various supportive services for the participants and their children.

Along with the primary program partners Alameda County Sheriff's Office (ACSO) and the Alameda County Behavioral Health Care Services (ACBHS) Department, OHA

continues to determine the strategic direction and lead the multi partner board to address program improvements. Additions to the program structure included a sober living agreement; an alumni participation agreement, stronger coordination of multi-agency intervention for lease non-compliance and additional on-site program activities to enhance parent/child engagement and workforce development for older youth and adults.

Comparison of Outcomes to Baselines and Benchmarks: Families assisted under this activity represent some of the local, non-traditional households served by OHA. There were seven new admissions during the fiscal year and overall eleven participants participated in the program which achieves 137% of the MOMS benchmark. Of the eleven participants, two households were evicted due to program and lease compliance issues.

Through the MOMS program resources, participants work to become employed and increase their incomes through steady employment. The average earned income for all participant households was \$9,195. Three participants completed the program requirements and will transition to stable housing. OHA currently relies on its community partners to provide skill building and job development workshops that help increase the employability of the MOMS participants and plans to refer participants to the Workforce Development initiative within the OHA Family and Community Partnerships Department.

Performance metrics on participant savings and subsidy cost savings were not measurable at the time of this report due to OHA's and partner agencies limited capacity to track performance. The Sherriff's department plans to replace the main supportive services vendor early in the upcoming Fiscal Year and OHA will work with the new partner to put in place systems for capturing this information.

Status Update/Schedule: This activity was active during the fiscal year and remains ongoing. Referrals from ACSO of Dads Acquiring and Developing Skills (DADS) program participants continued to be on hold as the building being designated to expand the re-entry program required more extensive renovation than originally anticipated. The renovation of the 21 unit building in the same community as the MOMS site is in the final stages of rehabilitation with a completion date of November 2016. This renovated site is planned to be a resource for the new Parents and Children Together or 'PACT' program which is slated to serve both MOMS and DADS referrals from ACSO. The transition timeline to the new partner to provide onsite supportive services and case management will determine the timeline to implement the PACT program.

Narrative Explanation of Challenges/New Strategies: OHA coordinated with its partners to revise aspects of this program to better meet the needs of the participant families and had a change in service providers during the past year. OHA will work with the new partner to develop procedures for tracking metrics such as savings, and other metrics that are not tracked within the OHA business system.

Changes or Modifications to Metrics, Baselines or Benchmarks: No changes to the metrics, baselines or benchmarks are reported.

Changes or Modifications to the Data Collection Methodology: There were no changes to the data collection methodology to report.

Standard HUD Metrics HC #5: Increase in Resident Mobility				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households able to move to a better unit and/or neighborhood of opportunity as a result of the activity (increase).	Households able to move to a better unit and/or neighborhood of opportunity prior to implementation of the activity = Zero (0)	Expected households able to move to a better unit and/or neighborhood of opportunity after implementation of the activity = 8 households	Households able to move to a better unit and/or neighborhood of opportunity after implementation of the activity = 11 households (7 new admissions)	Yes. The MOMS benchmark was achieved.
HC #7: Households Assisted by Services that Increase Housing Choice				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households receiving services aimed to increase housing choice (increase).	Households receiving this type of service prior to implementation of the activity = Zero (0)	Expected number of households receiving these services after implementation of the activity = 8 households	Number of households receiving these services after implementation of the activity = 11 households	137% of the MOMS benchmark was achieved.
Standard OHA Metrics HC#1 Additional Units of Housing Made Available				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of new housing units made available for households at or below 80% AMI as a result of the	Number of households who would not qualify for an available unit based on household	Expected housing units of this type after implementation of the activity = 8 households	Average number of households made available after implementation of this activity =	Yes. 137% of the MOMS benchmark was achieved.

activity (increase). If units reach a specific type of household, give that type in this box.	composition = Zero (0) households		11 households	
<i>Increase in Household Income</i>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average earned income of households affected by this policy in dollars (increase).	Average earned income of households affected by this policy in dollars prior to implementation of this activity = Zero (0)	Average earned income of households affected by this policy in dollars after implementation of this activity = \$12,740 (1040 hours at \$12.25 minimum wage)	Average earned income of households affected by this policy in dollars = \$9,195	No.
<i>Increase in Household Savings</i>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average amount of savings/escrow of households affected by this policy in dollars (increase).	Average amount of savings/escrow of households prior to this policy = Zero (0) in dollars.	Average amount of savings/escrow of households after implementation of this policy = \$500 in dollars	Amount of savings/escrow of households after implementation of this policy = \$0 dollars	No.
<i>Increase in Positive Outcomes in Employment Status</i>				
<i>Report the Baseline, Benchmark and Outcome data for each type of employment status for those head(s) of households affected by the self-sufficiency activity.</i>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Report the following information separately for each category:				
(1) Employed Full- Time	Number of participants employed at start of program = Zero (0)	Number of participants employed at during program	Number of participants employed at during program =	Yes. 100% of benchmark achieved.

		= Zero (0)	1	
(2) Employed Part-Time	Number of participants employed at start of program = Zero (0)	Number of participants employed during program = Two (2)	Number of participants employed during program = 0	No.
(3) Enrolled in an Educational Program	Number of participants in Educational program at start of program = Zero (0)	Number of participants in Educational program during program = Three (3)	Number of participants in Educational program during program = 1	No.
(4) Enrolled in Job Training Program	Number of participants in Job Training program at start of program = Zero (0)	Number of participants in Job Training program during program = one (1)	Number of participants in Job Training program during program = 1	Yes. 100% of benchmark achieved.
(5) Unemployed	Number of participants unemployed at start of program = Eight (8)	Number of participants unemployed during program = six (6)	Number of participants unemployed during program = 7	Yes. Benchmark exceeded by 1 participant.
(6) Other – Drug Rehab Counseling	Unable to track this information at the present time. OHA will work with the new service provider to develop data tracking procedures.			
Percentage of total work-able households in <<category name>> prior to implementation of activity (percent). This number may be zero.				
Households Removed from Temporary Assistance for Needy Families (TANF)				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?

Number of households receiving TANF assistance (decrease).	Number of households receiving TANF assistance = eight (8)	Number of households receiving TANF assistance = eight (8)	Number of households receiving TANF assistance during program = eight (8)	Yes. 100% achieved.
Households Assisted by Services that Increase Self Sufficiency				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households receiving services aimed to increase self-sufficiency (increase).	Number of Households receiving services prior to implementation of the activity = Zero (0)	Expected number of Households receiving services after implementation of the activity = 10 households	Number of households receiving these services after implementation of the activity = 8 households	No. 80% of the benchmark was achieved.
Reducing Per Unit Subsidy Costs for Participating Households				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average amount of Section 8 and/or 9 subsidy per household affected by this policy in dollars (decrease).	OHA's current business system and partner does not have the capacity to accurately measure this metric. The partner agencies were not obligated to track this information during the fiscal year. OHA will explore a customization to track this information with the business system vendor.			
Households Transitioned to Self Sufficiency				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households transitioned to self- sufficiency (increase). The PHA may create one or more definitions for "self sufficiency" to use for this metric. Each time the PHA uses this metric, the "Outcome" number should also be provided in	Number of households transitioned to self-sufficiency prior to implementation of this activity = Zero (0)	Expected number of households transitioned to self-sufficiency after implementation of this activity = 3 households	Number of households transitioned to self-sufficiency after implementation of this activity = 3 Households	Yes. 100% of benchmark was achieved.

Section (II) Operating Information in the space provided.				
--	--	--	--	--

MTW Activity #10-01: Specialized Housing Programs

Description of MTW Activity: In partnership with the Alameda County Sheriff's Department, OHA operates the MOMS program. This activity increases the allocation of resources to the MOMS program to improve outcomes and enhance program coordination among partners.

OHA created the MOMS program and implements this activity in conjunction with Activity 11-05. The partnerships established with the ASCO, the Alameda County Behavioral Health Care Services (ACBHS) Department, and family supportive services subcontractors allow funds to be leveraged to provide services to participants of the MOMS program and are authorized under this activity. These funds are critical to the success and expansion of the existing MOMS program.

Comparison of Outcomes to Baselines and Benchmarks: In FY 2016, OHA collaborates with community partners that provide dedicated staff to provide on-site case management and training and operational support funding from the Inmate Welfare Fund. OHA exceeded the expected benchmark of \$100,000 by leveraging \$277,808 from local non-profits and public agencies.

Status Update/Schedule: This activity was active during the fiscal year and remains ongoing.

Narrative Explanation of Challenges/New Strategies: OHA does not have challenges to report with this activity.

Changes or Modifications to Metrics, Baselines or Benchmarks: There are no changes to the baselines and benchmarks for this activity.

Changes or Modifications to the Data Collection Methodology: There were no changes to the data collection methodology to report.

Standard HUD Metrics				
CE #4: Increase in Resources Leveraged				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Amount of funds leveraged in dollars (increase).	Amount leveraged prior to implementation of	Amount leveraged after implementation of	Actual amount leveraged after implementation	Yes. 278% of the benchmark

	the activity (in dollars) = Zero (0)	the activity (in dollars) = \$100,000	of the activity = \$277,808	was achieved.
--	--------------------------------------	---------------------------------------	-----------------------------	---------------

MTW Activity #10-02: Program Extension for Households Receiving Zero HAP

Description of MTW Activity: Modify the HCV program rules to allow participants receiving a Housing Assistance Payment (HAP) of zero (\$0) to remain in the program for up to 24 months before being terminated from the program.

Comparison of Outcomes to Baselines and Benchmarks: The baselines for this activity are set at zero given that existing program regulations require all families that reach the zero HAP status are terminated after six months. The number of families benefitting has increased in FY2016, from 92 at the start of the FY to 126 families at fiscal year-end. Forty families remained on zero HAP throughout the year while 52 families used the safety net that the additional 18 months of program participation provide and had income changes that caused them to need subsidy again. The outcomes demonstrate that while households are able to benefit from the protections provided under this activity, with a 34% increase in the average income of families on zero HAP, very few actually move on to exit the program and achieve complete self-sufficiency. With the extremely competitive and expensive rental market in the Bay Area, families seem to opt for decreasing income or changing family composition over exiting the program. This outcome demonstrates the need for this activity, especially in times of increasing rents and a rental market with low inventory.

Status Update/Schedule: This activity was active during the fiscal year and remains ongoing.

Narrative Explanation of Challenges/New Strategies: OHA continues to research strategies that will encourage families to utilize the extension provided by the activity and achieve economic self-sufficiency by graduating and exiting from the Section 8 program.

Due to lack of functionality and limitations in the new business system, OHA continues to encounter difficulties in measuring the amount of subsidy provided to participants and the subsequent rental revenue increase. The current design of this activity, requires the ability to track daily and possible multiple changes in subsidy for participants that are in this group. The current system does not maintain historic data that will identify the potential reduction in subsidy over time. OHA plans to hire a consultant to help re-design the activity given the technology constraints and operational procedures necessary to track the metrics for this activity accurately.

Changes or Modifications to Metrics, Baselines or Benchmarks: A baseline and benchmark was established for average subsidy for households affected by this activity. Average HAP across all MTW-HCV households was used to establish the baseline.

Changes or Modifications to the Data Collection Methodology: There were no changes to the data collection methodology to report.

Standard HUD Metrics				
SS #1: Increase in Household Income				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average earned income of households affected by this policy in dollars (increase).	Average earned income of households affected by this policy prior to implementation of the activity (in dollars). \$47,711 for 109 households	Expected average earned income of households affected by this policy after implementation of the activity (in dollars) = \$47,711 (0% increase)	Actual average income of households affected by this policy = \$55,051	Yes. The benchmark was exceeded by 15%.
SS #4: Households Removed from Temporary Assistance for Needy Families (TANF)				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households receiving TANF assistance (decrease).	Number of households receiving TANF assistance prior to implementation of this activity = 11 households	Number of households receiving TANF assistance after implementation of this activity = 10 (10% decrease)	Number of Households receiving TANF = 6 households	Yes. The outcomes exceeded the benchmark with a 55% decrease.
SS #6: Reducing Per Unit Subsidy Costs for Participating Households				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average amount of Section 8 and/or 9 subsidy per household affected by this policy in dollars (decrease).	Average amount of Section 8 and/or 9 subsidy per household prior to implementation of this policy in dollars = \$995	Average amount of Section 8 and/or 9 subsidy per household after implementation of this policy in dollars = \$200 (80% decrease)	Average amount of Section 8 and/or 9 subsidy per household after implementation of this policy in dollars = \$158	Yes. The benchmark was exceeded by 21%.

SS #7: Increase in Agency Rental Revenue				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
PHA rental revenue/HAP in dollars (increase).	Due to challenges with the current business system, OHA is not able to measure this metric at this time. The current capacity of the business system is limited and does not allow reporting on the increase in rent as a result of self-sufficiency activities.			
SS #8: Households Transitioned to Self Sufficiency				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households transitioned to self sufficiency (increase). The PHA may create one or more definitions for "self sufficiency" to use for this metric. Each time the PHA uses this metric, the "Outcome" number should also be provided in Section (II) Operating Information in the space provided.	Number of households transitioned to self sufficiency (self-termination from the program) = Zero (0) families	Number of households transitioned to self sufficiency = 18 families	Actual number of households transitioned to self sufficiency = 4	No. 22% of the benchmark was achieved.
Standard OHA Metrics				
Households Assisted by Services that Increase Self Sufficiency				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households receiving services aimed to increase self-sufficiency (increase).	OHA began referring families to the Family and Community Partnerships (FCP) department to receive services and going forward OHA will develop procedures to track zero HAP participants in FCP programs and services. Currently, only a few FCP program participants are tracked in the OHA business system.			

MTW Activity #10-06: Local Housing Assistance Program

Description of MTW Activity: The Local Housing Assistance Program (LHAP) activity through initiatives like the Sponsor Based Housing Assistance Program (SBHAP) provides support to households that might not qualify for or be successful in the traditional Public Housing and/or Section 8 programs. LHAP provides subsidies to eligible households and to partnering agencies operating service enriched housing for low-income households with special needs. LHAP programs serve families in partnership with the City of Oakland's Department of Human Services and the Oakland PATH Rehousing Initiative. LHAP programs leverage the expertise and experience of the non-profit, community-based service providers to provide rental housing assistance through the form of rental subsidies, utility assistance, security deposits, etc. to individuals who come from homeless encampments or are exiting the criminal justice system, or are emancipated foster youth.

Eligibility requirements are that SBHAP program participants pay no more than 30% of their income towards rent and must meet the same income limits as the Section 8 program and meet the immigration eligibility requirements. All housing units subsidized must meet the Housing Quality Standards (HQS). This activity also provides flexibility to implement its Sponsor-Based Housing Assistance Program and expand its portfolio of local, non-traditional units that serve households below 80% of the Area Median Income. Participant families are assisted by providers contracted by the City of Oakland and must receive supportive services along with the housing assistance offered under the activity. OHA's contract with the City leverages resources, expertise, and community connections to deliver housing related services to on average over 130 hard-to-house households on an annual basis in Oakland.

An additional function of this activity initially was to mitigate any negative impacts of the public housing disposition for households that may not have been housed because they were over-income for the new project-based voucher units, or may have experienced a significant rent increase as a result of the conversion from public housing to a project-based voucher subsidy. Originally 44 households were on this program and there are now only 24 households left of the original LHAP families and no new families were added under this activity. Because of the tight and expensive housing market in Oakland, no families have elected to take their tenant protection voucher and move and we do not anticipate that there will be changes until the housing market stabilizes.

Comparison of Outcomes to Baselines and Benchmarks: Families assisted under this activity represent several of the local, non-traditional households served by OHA exercising its MTW authority. During FY 2016, no former disposition households utilized their voucher and moved off of the LHAP program leaving 24 households at the end of the fiscal year to be assisted under this activity. On average, the SBHAP program served 110 families per month with little turnover and since inception has served 220 households.

Status Update/Schedule: This activity was active during the fiscal year and remains ongoing.

Narrative Explanation of Challenges/New Strategies: This activity is experiencing similar challenges in a tight rental market where landlords have multiple options for tenants. Since this population is hard to house with many service needs, it is challenging to maintain landlord participants. Partner agencies work closely with OHA, clients and landlords to continue to ensure that any leasing challenges are addressed in a timely manner.

Changes or Modifications to Metrics, Baselines or Benchmarks: Changes to the metrics, baselines, and benchmarks are included in the table below.

Changes or Modifications to the Data Collection Methodology: There were no changes to the data collection methodology to report.

Standard HUD Metrics				
HC #1: Additional Units of Housing Made Available				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of new housing units made available for households at or below 80% AMI as a result of the activity (increase) LHAP	Number of households who would not qualify for an available unit based on household composition = Zero (0)	Expected housing units of this type after implementation of the activity = 39	Actual housing units of this type after implementation of the activity = 24	No. Only 62% of the benchmark was achieved.
SBHAP	Number of households who would not qualify for an available unit based on household composition = Zero (0)	Expected housing units of this type after implementation of the activity = 110	Actual housing units of this type after implementation of the activity = 110	Yes. The benchmark was achieved.
Total number of new housing units made available for households at or below 80% AMI as a result of the activity (increase).	Total number of households who would not qualify for an available unit based on household composition = Zero (0)	Total expected housing units of this type after implementation of the activity = 149	Total housing units of this type after implementation of the activity = 134	No. Only 90 % of the benchmark was met.

HC #5: Increase in Resident Mobility				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households able to move to a better unit and/or neighborhood of opportunity as a result of the activity (increase). LHAP	Households able to move to a better unit and/or neighborhood of opportunity prior to implementation of the activity = Zero (0)	Expected households able to move to a better unit and/or neighborhood of opportunity after implementation of the activity = 39	Actual households able to move to a better unit and/or neighborhood of opportunity after implementation of the activity = 24	No. 62% of the benchmark was achieved.
Number of households able to move to a better unit and/or neighborhood of opportunity as a result of the activity (increase). SBHAP	Households able to move to a better unit and/or neighborhood of opportunity prior to implementation of the activity = Zero (0)	Expected households able to move to a better unit and/or neighborhood of opportunity after implementation of the activity = 110	Actual households able to move to a better unit and/or neighborhood of opportunity after implementation of the activity = 110	Yes. The benchmark was met.
Total number of households able to move to a better unit and/or neighborhood of opportunity as a result of the activity (increase).	Total households able to move to a better unit and/or neighborhood of opportunity prior to implementation of the activity = Zero (0)	Total expected households able to move to a better unit and/or neighborhood of opportunity after implementation of the activity = 149	Total actual households able to move to a better unit and/or neighborhood of opportunity after implementation of the activity = 134	No. Only 90% of the benchmark was achieved.
HC #7: Households Assisted by Services that Increase Housing Choice				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households receiving services aimed to increase housing choice (increase). LHAP	Households receiving this type of service prior to implementation of the activity = Zero (0)	Expected number of households receiving these services after implementation	Actual number of households receiving these services after implementation	No. 0% of the benchmark was achieved. These

		of the activity = 14	n of the activity = 0	households do not receive services.
Number of households receiving services aimed to increase housing choice (increase). SBHAP	Households receiving this type of service prior to implementation of the activity = Zero (0)	Expected number of households receiving these services after implementation of the activity =110	Total actual number of households receiving these services after implementation of the activity = 110	Yes. The benchmark was achieved.
Total number of households receiving services aimed to increase housing choice (increase).	Total households receiving this type of service prior to implementation of the activity = Zero (0)	Total expected number of households receiving these services after implementation of the activity =124	Total actual number of households receiving these services after implementation of the activity = 110	No. 89% of the benchmark was achieved.

MTW Activity #09-01: Alternative HQS System

Description of MTW Activity: Develop an alternative inspection methodology and frequency for HQS inspections based on a risk assessment system and findings from prior inspections. Properties that are HQS compliant and pass their first inspection are only inspected every two years. Properties that fail on the first and second inspection remain on the annual inspection schedule. After two inspections that pass, the property may be placed back on an annual or biennial inspection schedule. Results of the inspections are submitted electronically to HUD via the HUD 50058 form and stored electronically in OHA's database.

Comparison of Outcomes to Baselines and Benchmarks: This activity continues to provide consistent cost savings. Under traditional program rules, OHA would have to inspect 12,980 units, which would be financially and operationally burdensome. After implementing this activity for over 6 years, OHA began to recognize increased benefits of landlords and tenants better understanding the program and working together to ensure the units are in the condition to pass inspections. Overall, the outcomes of FY 2016 demonstrated that there was a 28% reduction in cost and number of units inspected during FY 2016.

OHA was unable to track two of the performance metrics during the year but is working with the contractor to determine a method of collecting the data on staff time savings and error rates for future reporting periods.

Status Update/Schedule: This activity was active during the fiscal year and remains ongoing. OHA is planning to change from risk based inspections to biennial inspections for all landlords with the new regulatory protocol that was implemented under the streamline rule in April 2016.

Narrative Explanation of Challenges/New Strategies: OHA plans to eliminate the six-month inspection requirement in order to eliminate burden to owner and tenant. Properties that fail to pass inspection after two inspections will continue to be inspected on an annual basis.

Changes or Modifications to Metrics, Baselines or Benchmarks: Changes to the metrics, baselines, and benchmarks are included in the table below.

Changes or Modifications to the Data Collection Methodology: There were no changes to the data collection methodology to report.

Standard HUD Metrics				
CE #1: Agency Cost Savings				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total cost of task in dollars (decrease).	Cost of task prior to implementation of the activity = 12,980 inspections *\$30.80 (cost per inspection) = \$399,784	Expected cost of task after implementation of the activity = 9,358 inspections * \$30.80 = \$288,226	Actual cost of task after implementation of the activity = \$261,800	Yes. The outcome exceeded the benchmark by achieving a 28% reduction.
CE #2: Staff Time Savings				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total time to complete the task in staff hours (decrease).	Prior to implementation of this activity, OHA outsourced annual inspections through a contractor. OHA staff is working with the vendor to identify the appropriate mechanism for tracking and reporting on this metric.			
CE #3: Decrease in Error Rate of Task Execution				

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total time to complete the task in staff hours (decrease).	Prior to implementation of this activity, OHA outsourced annual inspections through a contractor. OHA staff is working with the vendor to identify the appropriate mechanism for tracking and reporting on this metric.			
Standard OHA Metrics				
Number of Units Inspected				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of units inspected/inspections conducted annually	12,980 units	9,358 units (28% reduction)	8,500 units and inspections	Yes. 107% of the benchmark was achieved

MTW Activity #08-01: Fund Affordable Housing Development Activities

Description of MTW Activity: Utilize Single Fund Flexibility to leverage funds to preserve affordable housing resources and create new affordable housing opportunities in Oakland.

Comparison of Outcomes to Baselines and Benchmarks: In FY2016, OHA completed construction and lease up of AveVista placing 68 new units in service. AveVista is located in a high opportunity, economically vibrant location affording the families access to thriving mixed income communities, close to downtown Oakland, public transportation and many other amenities. OHA has 465 units in pre-development for the Brooklyn Basin development in partnership with the City of Oakland and Mid-Penn Housing Construction. Construction continued on 94th and International with 59 units of family housing, and 11th and Jackson with 71 units of family and special needs housing. An additional 59 units were rehabilitated in OHA's existing project based Section 8 portfolio. The chart of units in Appendix D shows the list of units in these developments and the status for all units under construction or rehabilitation.

- 11th and Jackson (Prosperity Place) – A new family development with (71) one, two- and three-bedroom apartments along with ground floor commercial space to serve families with incomes up to 60% of the area median income.
- 94th and International – A development with 59 units of one, two and three bedrooms for families with income from 30-50% of the area median income. The site will have commercial space and on-site community space for supportive services, a computer room, kitchen, tot-lot and laundry facilities.

- Brooklyn Basin will transform a 64-acre post-industrial parcel of land located on the Oakland Estuary into a vibrant, mixed-use neighborhood. More than 30 acres of publicly accessible parks, trails and marinas will be created, and residences in a range of styles including apartments, townhouses, lofts and condominiums will contribute to the neighborhood viability. Retail and commercial spaces of cultural interest will bring economic and civic vitality to the area, adding to the overall sustainability of Brooklyn Basin. Of the housing 3,100 units planned, a total of 465 will affordable units on two parcels (110 for seniors and 335 for families), built in phases through a partnership between OHA, the City of Oakland and a nonprofit developer Mid Penn Housing.

Status Update/Schedule: This activity was active during the fiscal year and remains ongoing.

Narrative Explanation of Challenges/New Strategies: OHA does not have challenges to report with this activity.

Changes or Modifications to Metrics, Baselines or Benchmarks: Changes to the metrics, baselines, and benchmarks are included in the table below.

Changes or Modifications to the Data Collection Methodology: There were no changes to the data collection methodology to report.

Standard HUD Metrics				
HC #1: Additional Units of Housing Made Available				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of new housing units made available for households at or below 80% AMI as a result of the activity (increase). If units reach a specific type of household, give that type in this box.	Housing units of this type prior to implementation of the activity = Zero (0)	Expected housing units of this type after implementation of the activity = 130 units under construction during the Fiscal Year	Actual housing units of this type after implementation of the activity = 225 units under construction during the Fiscal Year	Yes. 143% of the benchmark was achieved. Of the 225 in construction, 68 were completed and placed in service for families.
HC #2: Units of Housing Preserved				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?

Number of housing units preserved for households at or below 80% AMI that would otherwise not be available (increase). If units reach a specific type of household, give that type in this box.	Housing units preserved prior to implementation of the activity = Zero (0)	Expected housing units preserved after implementation of the activity = 100 units rehabilitated	Actual housing units of this type after implementation of the activity = 0 units	No. None of the units placed in service were in pre-existing buildings that were rehabilitated.
HC #5: Increase in Resident Mobility				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households able to move to a better unit and/or neighborhood of opportunity as a result of the activity (increase).	Households able to move to a better unit and/or neighborhood of opportunity prior to implementation of the activity = Zero (0)	Expected households able to move to a better unit and/or neighborhood of opportunity after implementation of the activity = 239 households	Actual number of households able to move to a better unit after implementation of this activity = 68 units	No. 28% of the benchmark was achieved.

MTW Activity #06-01: Site Based Wait Lists

Description of MTW Activity: Establish site based wait lists at all public housing sites.

Comparison of Outcomes to Baselines and Benchmarks: Outcomes for this activity will be measured pending HUD's approval of suggested revisions to metrics.

Status Update/Schedule: This activity was active during the fiscal year and remains ongoing.

Narrative Explanation of Challenges/New Strategies: OHA has proposed new metrics to measure the impact of this activity for all public housing sites and the metrics are designed to capture the nuances of different vacancy rates per site which impact the amount of time applicants spend on waitlists. For sites that have very low vacancy rates, applicants will naturally spend more time on waitlists. OHA will also measure the frequency with which site based waitlists are open and projects that the frequency will increase compared to the centralized waitlist methodology.

Changes or Modifications to Metrics, Baselines or Benchmarks: OHA has proposed new metrics that capture more accurately the intended impacts of this activity.

Changes or Modifications to the Data Collection Methodology: See below for proposed new metrics to measure the impact of public housing site based wait lists. Metrics have been specified per site where needed, because the nuances of various vacancy rates, impact the time spent on waitlists and the frequency with which waitlists are opened.

CE #3: Decrease in Error Rate of Task Execution				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average error rate in completing a task as a percentage (decrease).	OHA will use internal file review audit reports to establish an error rate measurement for task execution. This error rate will be projected as an overall overage across all sites..			
HC #3: Decrease in Wait List Time				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average applicant time on wait list in months (decrease).	Number of months applicants spent on centralized waitlist prior to implementation =48 months	Expected average number of months applicants spend on site based waitlist per site	Actual average number of months applicants spend on site based waitlist per site	
Campbell Village				
Lockwood Gardens				
Peralta Villa				
Harrison Towers				
Adel Court				
Oak Grove North				
Oak Grove South				

Palo Vista Gardens				
Linden Court				
Mandela Gateway				
Chestnut Court				
Foothill Family Apts				
Lion Creek Crossing Phase 1				
Lion Creek Crossing Phase 2				
Lion Creek Crossing Phase 3				
Lion Creek Crossing Phase 4				
Average frequency to open a waitlist in months per site (decrease)	Number of months to open a centralized waitlist prior to implementation = 48 months	Expected number of months to open a waitlist per site based waitlist	Actual average number of months to open a site based waitlist per site	
Campbell Village				
Lockwood Gardens				
Peralta Villa				
Harrison Towers				
Adel Court				
Oak Grove North				
Oak Grove South				
Palo Vista Gardens				
Linden Court				
Mandela Gateway				
Chestnut Court				
Foothill Family Apts				
Lion Creek Crossing Phase 1				

Lion Creek Crossing Phase 2				
Lion Creek Crossing Phase 3				
Lion Creek Crossing Phase 4				
OHA Metric - Vacancy Rate per public housing site				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average vacancy rate per public housing site (unit month average as a percentage)	Vacancy rate per site prior to implementation =	Expected vacancy rate per site =	Actual vacancy rate per site =	
Campbell Village				
Lockwood Gardens				
Peralta Villa				
Harrison Towers				
Adel Court				
Oak Grove North				
Oak Grove South				
Palo Vista Gardens				
Linden Court				
Mandela Gateway				
Chestnut Court				
Foothill Family Apts				
Lion Creek Crossing Phase 1				
Lion Creek Crossing Phase 2				
Lion Creek Crossing Phase 3				
Lion Creek Crossing Phase 4				

MTW Activity #06-03: Allocation of PBV Units: Using Existing Competitive Process

Description of MTW Activity: Allocate PBV units to qualifying developments using the City of Oakland Notice of Funding Availability (NOFA)/ RFP or other existing competitive process.

Comparison of Outcomes to Baselines and Benchmarks: This activity was created to reduce the administrative time and development costs associated with issuing a RFP and to increase housing choices by creating new or replacement affordable housing opportunities. Six developments were awarded PBV funding as a result of their selection for City of Oakland Notice of Funding, a competitive selection process. All developments are new construction projects and a total of 211 PBV units were awarded which includes 51 VASH units across two developments as follows:

Allocation of PBV Units			
Development Name	Additional / New	PBV Units	VASH
Redwood Hill Townhomes	Additional	16	
3706 San Pablo Avenue	Additional	5	
Fruitvale Transit Village - Phase IIA	New	66	20
Camino 23	New	26	
Coliseum Place	New	37	
Embark Apartments	New	61	31
Total PBV Units		211	

Status Update/Schedule: This activity was active during the fiscal year and remains ongoing. This activity is dependent upon the number of projects that go through the City of Oakland Notice of Funding annual competitive process. With the State elimination of redevelopment funds to the City, fewer awards are being made currently by the City and the number of high quality new units being generated through this activity has slowed. With the possibility of a \$500 million dollar bond initiative on the November ballot, we may find units created under this activity increasing should the initiative succeed.

Narrative Explanation of Challenges/New Strategies: OHA does not have challenges to report with this activity.

Changes or Modifications to Metrics, Baselines or Benchmarks: No changes were made to the metrics, baselines or benchmarks.

**Standard HUD Metrics
CE #1: Agency Cost Savings**

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total cost of task in dollars (decrease).	Cost of task prior to implementation of the activity = \$22,500 (3 RFPs x \$7,500 per RFP)	Expected cost of task after implementation of the activity = \$0	Six projects awarded PBV funding without using an existing competitive process = \$0 (6 RFPs x zero dollars)	Yes. and achieved 100% of the benchmark.
CE #2: Staff Time Savings				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total time to complete the task in staff hours (decrease).	Total amount of staff time dedicated to the task prior to implementation of the activity = 300 hours (100 hours per RFP)	Expected amount of total staff time dedicated to the task after implementation of the activity = 270 hours 15 hours per RFP x 6 RFPs)	Six projects were awarded PBV funding without an OHA administered RFP = 270 hours (6 RFPs x 15 hours)	Yes. OHA achieved 100% of the benchmark.
Standard OHA Metrics				
Additional Units of Housing Made Available				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of new housing units made available for households at or below 80% AMI as a result of the activity (increase). Special needs populations.	Number of households who would not qualify for an available unit based on household composition = Zero (0)	Expected housing units of this type after implementation of the activity = Zero (0)	Expected units of this type of housing after implementation of the activity = 211 units	Yes.
Units of Housing Preserved				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?

Number of housing units preserved for households at or below 80% AMI that would otherwise not be available (increase). If units reach a specific type of household, give that type in this box.	Housing units preserved prior to implementation of the activity = Zero (0)	Housing units preserved prior to implementation of the activity = Zero (0)	Housing units preserved after implementation of the activity = 0	Yes. Zero units were preserved.
---	--	--	--	---------------------------------

B. Not Yet Implemented Activities

Table 14 Approved MTW Activities Not Yet Implemented					
Activity #	Fiscal Year Implemented	MTW Activity Name	Description	Statutory Objective(s)	Authorization(s)
13-01	2016	Rent Reform Pilot Program	<p>Creates a pilot program to test rent reform strategies at Campbell Village (Public Housing) and AMP 10 (Section 8 PBV) where:</p> <ul style="list-style-type: none"> Total Tenant Payment (TTP) calculated based on 27.5% of gross annual income for seniors and disabled households and 27% for work-eligible households Triennial recertification schedule for senior and disabled households, biennial schedule for work-eligible households Eliminate all deductions and earned income disallowance Recent increases in income excluded in recertification Absolute minimum rent of \$25 	<p>-Reduce costs and achieve greater cost effectiveness</p> <p>-Provide incentives for families with children to become economically self-sufficient</p>	Attachment C, Section C.4, C.11 Section D.1.c Section D.2.a
11-02	NYI	Standardized Transfer Policy	Creates standard transfer policies in the public housing, Section 8, and project-based assistance programs to increase housing choices for residents.	Increase housing choices	Attachment D, Use of Funds
11-03	NYI	SRO/ Studio Apartment Project-based Preservation Program	Develops a PBV sub-program tailored to the needs of developments with SRO and studio units providing service enriched housing. OHA will commit long-term PBV subsidies to developments where there is a need to preserve the housing resource.	Increase housing choices	Attachment C, Section D.7

MTW Activity #13-01: Rent Reform Pilot Program

Description of MTW Activity: Create a pilot program to test rent reform strategies at Campbell Village (Public Housing) and AMP 10 (Section 8 PBV) where:

- Total Tenant Payment (TTP) calculated based on 27.5% of gross annual income for seniors and disabled households and 27% for work-eligible households
 - Working seniors and working disabled individuals will have the option to choose to be included in the “work-eligible” group where their rent would be calculated based on 27% of their gross income and they would be on a biennial recertification schedule
- Triennial recertification schedule for senior and disabled households, biennial schedule for work-eligible households
- Eliminate all deductions (elderly/disabled deduction, dependent deduction, medical expenses, child care expenses) and earned income disallowance
- Increases in income within six months of recertification are excluded
- Absolute minimum rent of \$25. Households will still be eligible for a utility allowance. However, no rent will be reduced below the minimum rent due to a utility allowance
- Flat rent – In the Public Housing program, households will still have the option to choose a flat rent or the rent reform income-based rent calculation during initial eligibility or at the time of recertification

During the test phase of the pilot program, OHA will, at its discretion, withdraw components that are not working and/or move forward with implementing the policy for additional participants or properties based on the outcomes, after providing an opportunity for the public to comment on proposed changes. More details about this program and its components can be found in the FY 2013 MTW Annual Plan.

Comparisons of Outcomes to Baselines and Benchmarks: Because the activity was not implemented beyond testing of the recertification strategy, outcomes were not generated.

Status Update/Schedule: In FY2015, OHA implemented a new business system and through the testing of this new system, discovered that the biennial and triennial recertification criteria had not been implemented as specified. This is a critical component of this activity. OHA began negotiations with the vendor to identify the issues and provide specifications to implement biennial and triennial recertifications during FY2016. OHA is waiting for the vendor to deliver the changes and expects to begin testing in FY2017.

Narrative Explanation of Challenges/New Strategies: OHA does not have any challenges to report with this activity.

Changes or Modifications to Metrics, Baselines or Benchmarks: There are no changes to the metrics, baselines, and benchmarks included in the Standard HUD Metrics table below. Performance measures for this activity reflect the unknown status of new awards.

Changes or Modifications to the Data Collection Methodology: There were no changes or modifications to the data collection methodology to report.

MTW Activity #11-02: Standardize Transfer Policy

Description of MTW Activity: Adopt a policy to allow residents to transfer from Public Housing or PBV assisted housing to the tenant-based Section 8 voucher program. Amend the current transfer policies to standardize the procedures across programs. Policy may include provisions such as the length of tenancy required to request a transfer voucher, impacts to the HCV wait list, and a cap on the number of transfer vouchers issued annually. Families may be required to complete a two-year tenancy in order to be eligible to request a transfer voucher from either the Public Housing or PBV program. In order to limit the impact on the HCV waitlist, the issuance of vouchers may be subject to a one-for-one policy whereby at least one or more new vouchers are issued to families selected from the HCV tenant-based waiting list for every Public Housing or PBV transfer voucher issued. In order to control demand, OHA is considering limiting the number of transfer vouchers available to no more than 10 percent (10%) of the total units in the Public Housing and PBV programs combined per year.

Actions Taken Toward Implementation: Due to challenges with funding and the overwhelming needs of families on the waitlist, OHA determined it was in the best interest of the agency to hold implementation of this activity for FY 2016. OHA will explore viability of the implementation or the elimination of this activity in future program years.

MTW Activity #11-03: SRO/Studio Apartment Project-based Preservation Program

Description of MTW Activity: Develop a PBV sub-program to award long-term Section 8 or local program assistance to Single Room Occupancy (SRO) and studio apartment developments with a focus on service enriched housing for special needs populations.

Actions Taken Toward Implementation: Following the extension of the MTW agreement in May of 2016, OHA has moved forward with this activity. Due to the increasing market rate rents and limited supply of market rate units in the area, OHA has issued an RFQ to provide a local program operating subsidy to SRO units, with a focus on services enriched housing. Responses are due in the first quarter of FY2017 and we anticipate awards in by the end of the second quarter.

C. Activities on Hold

Table 15 Approved MTW Activities on Hold					
Activity #	Fiscal Year Implemented	MTW Activity Name	Description	Statutory Objective(s)	Authorization(s)
10-04	2010	Alternative Initial Rent Determination for PBV Units	Allows for the use of a comparability analysis or market study certified by an independent agency approved in determining rent reasonableness to establish the initial PBV contract rent.	Reduce costs and achieve greater cost effectiveness	Attachment C, Section D.2, D.7
10-05	2010	Acceptance of Lower HAP in PBV Units	In situations where a family becomes over housed as a result of conflicting occupancy policies in the conversion from Public Housing to Section 8, this activity allows the landlord or management agent to accept a lower HAP based on the appropriate number of bedrooms for the family and in order to keep the family in-place.	Increase housing choices	Attachment C, Section D.7
10-07	2010	Disposition Relocation and Counseling Services	Provides counseling and relocation assistance to impacted public housing residents in developments approved for disposition.	-Provide incentives for families with children to become more economically self-sufficient -Increase housing choices	Attachment D, Use of Funds
10-08	2011	Redesign FSS Program	Redesigns the FSS Program to incorporate best practices in the industry and encourage partnerships with community based programs and initiatives.	Provide incentives for families with children to become economically self-sufficient	Attachment C, Section E
10-09	2010	Waive 12 Month Minimum Stay Requirement in Converted PBV Units	Waives the 12 month minimum stay requirement for existing tenants in units that have converted to PBV assistance as the result of an approved disposition.	Increase housing choices	Attachment C, Section D.7
09-02	2010	Short-Term Subsidy Program	Provides temporary housing assistance to preserve existing affordable housing resources and allow tenants to remain in-place.	Reduce costs and achieve greater cost effectiveness	Attachment D, Use of Funds
06-02	2006	Allocation of PBV Units: Without Competitive Process	Allows for the allocation of PBV subsidy to developments owned directly or indirectly, through an affiliated partner, by OHA without using a competitive process.	-Reduce costs and achieve greater cost effectiveness -Increase housing choices	Attachment C, Section D.7.a

MTW Activity #10-04: Alternative Initial Rent Determination for PBV Units

Description of MTW Activity: Modify the PBV program requirement to use a state certified appraiser to determine the initial contract rent for each PBV project. Under this activity, initial contract rents are determined using a comparability analysis or market study certified by an independent agency approved to determine rent reasonableness for OHA-owned units. In addition, the definition of PBV “project” is expanded to include non-contiguous scattered sites grouped into Asset Management Properties (AMPs). Initial PBV contract rents are determined for each bedroom size within an AMP. The rent established for a two-bedroom unit is applicable to all two-bedroom units within an AMP and so on for all bedroom sizes.

Actions Taken Toward Reactivation: No projects required the use of this activity during the fiscal and program year. OHA began exploring options to update the comparability analyses used for this activity to ensure accuracy and usefulness when the activity is reactivated in the future.

MTW Activity #10-05: Acceptance of Lower HAP in PBV Units

Description of MTW Activity: As a result of disposition, some households may become considered “over-housed” based on differences in the occupancy policies in the Public Housing and Section 8 programs. In these situations, this activity allows the landlord or management agent to accept a lower HAP based on the appropriate number of bedrooms for the family as opposed to the actual number of bedrooms in the unit.

Reactivation Plan Update: The activity is on hold until OHA completes additional public housing dispositions/conversions. OHA has a pending disposition application for senior sites and will re-activate this activity when the application is approved. The activity will be reactivated as needed when OHA initiates conversion of public housing units.

MTW Activity #10-07: Disposition Relocation and Counseling Services

Description of MTW Activity: Provide counseling and relocation assistance to residents impacted by an approved disposition of public housing units.

Actions Taken Toward Reactivation: OHA held this activity off-line due to the pending nature of the disposition application for the senior sites. No steps were taken to reactivate the activity during FY 2016, but the activity will be reactivated if and when the application is approved in the future.

MTW Activity #10-08: Redesign FSS Program

Description of MTW Activity: Redesign the Family Self Sufficiency (FSS) program building on best practices in the industry and, where applicable, working in tandem with other community-based programs and initiatives.

Actions Taken Toward Reactivation: OHA worked on the FSS redesign as part of the application for the FSS/FUP Demonstration program application. The redesign will be driven by changes needed for this demonstration and new business system features for tracking and reporting on FSS participants. As part of being approved for the FSS/FUP Demonstration, the HUD field office will review and approve the new FSS Action Plan.

MTW Activity #10-09: Waive 12 Month Minimum Stay Requirement in Converted PBVs

Description of MTW Activity: Waives the 12 month minimum stay requirement for existing tenants in units that have converted to PBV assistance as the result of an approved disposition. Under the existing PBV regulations, households must complete a one year tenancy in the unit before they can request a tenant-based voucher and move with continued assistance. This activity would allow residents that are in-place at the time of an approved disposition where the units are being converted to PBV assistance, to move at any time.

Actions Taken Toward Reactivation: No steps were taken toward reactivation of this activity during the fiscal year since this activity is used during a disposition or conversion processes. This activity will be reactivated when OHA conducts dispositions/conversion of public housing property in the future. Until such time, the activity will remain on hold.

MTW Activity #09-02: Short-Term Subsidy Program

Description of MTW Activity: Provide temporary subsidy funding to buildings 1) that were developed with assistance from the City of Oakland, 2) where there is a risk of an imminent threat of displacement of low income households, and 3) where it can be reasonably expected that providing short-term subsidy assistance will provide the necessary time to preserve the affordable housing resource.

Actions Taken Toward Reactivation: This activity remained on hold until applicable projects become available that would require use of this MTW authorization and OHA determines that funding is available. OHA wishes to keep the activity active to ensure the availability of the resource if needed in the future, particularly in light of the current escalating rental market and displacement from naturally occurring affordable housing units that is occurring in the City.

MTW Activity #06-02: Allocation of PBV Units: Without Competitive Process

Description of MTW Activity: Allocate PBV units to developments owned directly or indirectly by OHA without using a competitive process.

Actions Taken Toward Reactivation: This activity remained on hold until applicable projects become available that would require use of this MTW authorization and OHA determines that funding is available. OHA wishes to keep the activity active to ensure

the availability of the resource if needed in the future, particularly in light of the current escalating rental market.

D. Closed Out Activities

OHA does not have any closed out activities to report for FY 2016.

Section V. Sources and Uses of Funds

A. MTW Report: Sources and Uses of Funding for the Fiscal Year

1) Actual Sources and Uses of MTW Funding for the Fiscal Year

OHA submitted its unaudited financial information in the prescribed format in the Financial Assessment System on August 31, 2016.

2) Activities that Used Only the Single Fund Flexibility

The single fund flexibility afforded by MTW allows OHA to plan and respond to the local needs of the community. OHA chose to allocate funding to several initiatives that support OHA goals and priorities of preserving and expanding affordable housing opportunities for residents of Oakland, ensuring OHA communities are safe and secure, and connecting the residents of OHA to resources and neighborhood services that promote economic stability and self-sufficiency.

The OHA activities and initiatives described below rely solely on the single fund flexibility and no other MTW waiver or authorization.

Fund Deferred Maintenance and Capital Improvements

Decades of decreased capital funding and the resulting deferred maintenance have resulted in needs at OHA sites that far exceed the amount of funding that OHA receives. As a result, OHA used the single fund flexibility to provide supplemental funding and address capital improvement needs at its sites.

Fund Development of Non-Public Housing Units Using Replacement Housing Factor (RHF) Funds

OHA had an approved RHF plan which allowed for the accumulation of RHF funding over time to use on affordable housing units that do not have a Public Housing subsidy attached. Due to the timing of loan draws, other expenditures for development projects and completion of the projects in the RHF Plan, RHF funds were not used in FY 2016.

Fund Operations

OHA uses the single fund flexibility to invest and develop new affordable housing in high-opportunity districts, increase resident safety and security through community policing and create positive outcomes in the areas of education, job readiness and health and wellness. These all extend the impact of MTW beyond housing.

- OHA used the single fund budget to acquire the property and extend a pre-development and permanent loan to AveVista to complete 68 new units of

affordable housing in the Grand Lake District of Oakland, a booming area with many amenities. Construction continued on 94th and International and Prosperity Place to add 108 new units of family and special needs affordable housing.

- Supportive services above and beyond housing are part of OHA's vision to improve outcomes in all areas for families. The Family and Community Partnerships Department funded by MTW flexibility leverages relationships with community organization and public agency to support the social, health, educational, and economic success of OHA residents. In partnership with the Oakland Private Industry Council and other local apprenticeship and workforce development organizations, OHA was awarded a \$2.7 million dollar JobsPlus Grant with over \$4 million in leveraged matching funds. JobsPlus is a place-based initiative to employ Public Housing residents across five developments in West Oakland. Through the support of the multi-agency governing board, OHA designed and launched the program and as part of its Workforce Development Initiative to improve the economic outcomes of residents. OHA continued its data sharing partnership with the Oakland Unified School District through OHA's Education Initiative with the goals of increased attendance, parent participation, literacy and academic achievement for OHA youth. Through the single fund budget, OHA maintained the Parent Ambassadors program, the Achievement Project, college touring and scholarship assistance programs designed to promote the importance of parent engagement in education and achieving the goal of all youth graduating from high school with plans to attend college or attain employment. Other MTW supported initiatives supported back to school readiness, distributed school supplies and facilitated reminder calls about school attendance.

The Resident Leadership Center is used to run the resident Volunteer Program and Resident Leadership Engagement and Development (LEAD) programs and as a headquarters for JobsPlus coordination. Leadership development and civic engagement is supported through several programs. The Boards & Commissions Leadership Institute (BCLI) had 5 recent graduates now prepared to serve on a variety of local boards and commissions. The Urban Fire Entrepreneurial program, trains residents to start and run their own businesses (with 20 recent graduates) and the Neighborhood Leadership Institute, trains residents in advocacy and to be community leaders and graduates two cohorts per year.

FCP was very successful in delivering its annual variety of programs and services directly aimed at engaging families with children through the annual summer lunch and activities program, Back Pack Giveaway, and the Mayor's Classrooms to Careers summer employment program. Many of the initiatives focused on increasing basic every day needs called "safety net services" that included food, transportation, uniforms and clothing. Mental health support through parental programs and therapeutic sessions for youth through schools

helped support youth with challenges work towards success. Despite a challenging housing market, OHA continued its homeownership program and facilitated two successful home purchases and two home loan refinances for program participants. OHA continued the keeping it REAL (Resident Exercise Activity Leaders) program for seniors which provides multiple group exercise sessions per week to promote physical activity and encourage activities to support healthy aging.

- To create safer communities and improve the quality of life for our residents, funding was allocated to the Oakland Housing Authority Police Department (OHAPD) to provide high-quality, public safety and crime prevention services. OHAPD uses a multi-faceted approach including community policing, youth engagement, participating in National Night Out activities, and the Crime Alert program, in addition to increased patrols of our conventional housing sites and conducting investigations. OHA increases physical safety for residents through both crime prevention environment (physical) design assessments and law enforcement strategies. OHAPD also employs various approaches to address program abuse and violations through its Fraud Investigations Unit.

OHAPD is a state accredited Police Department as well as a Nationally Accredited Department through the Commission on Accreditation for Law Enforcement Agencies (CALEA) where it is honored to have been designated as a “Flagship” agency twice. In addition, keeping residential strategies at the forefront of the Department’s dominate operating philosophy the Department has been a recipient of 15 National NAHRO awards, with most recent recognizing the Property Management Forum in conjunction with Property Management. The fraud prevention investigates program fraud and preserves program integrity. In FY2016, the program recovered \$200,320 in HUD funds and over the past eleven years over \$4.1 million has been recovered.

Additional OHAPD crime prevention resident services include, an Explorer/ Cadet Program which supports youth between the ages of 14 and 21 in learning aspects of law enforcement, as well as assists youth in achieving their secondary and college educational goals, and annual youth engagement activities including museums, fishing and other educational field trips, bike riding excursions, camping trips, hikes, and attendance to professional ball games. Through these activities, youth establish not just a partnership with officers but friendships with youth from other parts of the city. These crime prevention strategies support the Authority in achieving its goal of have providing safe nurturing environment for our families that facilitate and support OHA families in their education, employment and health goals.

Table 16: Actual Sources and Uses of MTW Funding for the Fiscal Year

PHAs shall submit their unaudited and audited information in the prescribed FDS format through the Financial Assessment System - PHA (FASPHA), or its successor system

Describe the Activities that Used Only MTW Single Fund Flexibility

OHA uses the single fund flexibility to invest and develop new affordable housing in high-opportunity districts, increase resident safety and security through community policing and create positive outcomes in the areas of education, job readiness and health and wellness. These all extend the impact of MTW beyond housing.

OHA used the single fund budget to acquire the property and extend a pre-development and permanent loan to AveVista to complete 68 new units of affordable housing in the Grand Lake District of Oakland, a booming area with many amenities. Construction continued on 94th and International and Prosperity Place to add 108 new units of family and special needs affordable housing.

Supportive services above and beyond housing are part of OHA's vision to improve outcomes in all areas for families. The Family and Community Partnerships Department funded by MTW flexibility leverages relationships with community organization and public agency to support the social, health, educational, and economic success of OHA residents. In partnership with the Oakland Private Industry Council and other local apprenticeship and workforce development organizations, OHA was awarded a \$2.7 million dollar JobsPlus Grant with over \$4 million in leveraged matching funds. JobsPlus is a place-based initiative to employ Public Housing residents across five developments in West Oakland. Through the support of the multi-agency governing board, OHA designed and launched the program and as part of its Workforce Development Initiative to improve the economic outcomes of residents. OHA continued its data sharing partnership with the Oakland Unified School District through OHA's Education Initiative with the goals of increased attendance, parent participation, literacy and academic achievement for OHA youth. Through the single fund budget, OHA maintained the Parent Ambassadors program, the Achievement Project, college touring and scholarship assistance programs designed to promote the importance of parent engagement in education and achieving the goal of all youth graduating from high school with

B. MTW Report: Local Asset Management Plan

OHA did not implement a local asset management plan during FY 2016.

Table 17: MTW Report: Local Asset Management Plan	
Has the PHA allocated costs within statute during the plan year?	<input type="text" value="Yes"/>
Has the PHA implemented a local asset management plan (LAMP)?	<input type="text"/> or <input type="text" value="No"/>
<p>If the PHA is implementing a LAMP, it shall be described in an appendix every year beginning with the year it is proposed and approved. It shall explain the deviations from existing HUD requirements and should be updated if any changes are made to the LAMP.</p>	
Has the PHA provided a LAMP in the appendix?	<input type="text"/> or <input type="text" value="No"/>
<p>OHA did not impleement a local asset management plan in FY 2016</p>	

C. MTW Report: Commitment of Unspent Funds

OHA is not required to complete this section at this time.

Table 18: Commitment of Unspent Funds			
<p>In the table below, provide planned commitments or obligations of unspent MTW funds at the end of the PHA's fiscal year.</p>			
Account	Planned Expenditure	Obligated Funds	Committed Funds
Type	Description	\$ X	\$ X
Type	Description	\$ X	\$ X
Type	Description	\$ X	\$ X
Type	Description	\$ X	\$ X
Type	Description	\$ X	\$ X
Type	Description	\$ X	\$ X
Type	Description	\$ X	\$ X
Type	Description	\$ X	\$ X
Total Obligated or Committed Funds:		0	0
<p>OHA is not required to complete this portion at this time.</p>			
<p>Note: Written notice of a definition of MTW reserves will be forthcoming. Until HUD issues a methodology for defining reserves, including a definition of obligations and commitments, MTW agencies are not required to complete this section.</p>			

Section VI. Administrative

A. General description of any HUD reviews, audits, or physical inspection issues that require the agency to take action to address the issue

There are no items to report under this section.

B. Results of the Latest Agency-directed Evaluations of the Demonstration

There are no items to report under this section.

C. Certification from the Board of Commissioners

Certification of Compliance with MTW Statutory Requirements

The Oakland Housing Authority Board of Commissioners approves the submission of the Fiscal Year 2016 MTW Annual Report. The Oakland Housing Authority Board of Commissioners certifies that the Oakland Housing Authority has met the three statutory requirements of:

- 1) Assuring that at least 75 percent of the families assisted by the Authority are very low-income families; and
- 2) Continuing to assist substantially the same total number of eligible low-income families as would have been served had the amounts not been combined; and
- 3) Maintaining a comparable mix of families (by family size) are served, as would have been provided had the amounts not been used under the demonstration.

The FY 2016 MTW Annual Report is in compliance with all applicable MTW regulations and requirements.

Oakland Housing Authority:



Gregory D. Hartwig
Chair, Board of Commissioners

9/26/16

Date

Appendices

Appendix A. Board Resolution

Appendix B. Project-Based Voucher Allocations

Appendix C. Overview of Other Housing

Appendix D. Affordable Housing Development Activities by Unit Type

Appendix E. MTW & Non-MTW Housing Stock

Appendix F. Waitlist Demographic Data

Appendix G. Glossary of Acronyms

APPENDIX A

Board Resolution

**THE BOARD OF COMMISSIONERS OF THE
HOUSING AUTHORITY OF THE CITY OF OAKLAND, CALIFORNIA**

On Motion of Commissioner: Marlene Hurd

Seconded by Commissioner: Donna Griggs-Murphy

And approved by the following vote:

AYES: Commissioners Hurd, Griggs-Murphy, Jung-Lee, Montgomery, Castillo, Hartwig

NAYS: 0

ABSTAIN: 0

EXCUSED: 0

ABSENT: 0

THE FOLLOWING RESOLUTION WAS ADOPTED:

NUMBER: 4702

**RESOLUTION ACCEPTING THE FISCAL YEAR 2016 MOVING TO
WORK ANNUAL REPORT AND CERTIFICATION OF COMPLIANCE**

WHEREAS, the Moving to Work (MTW) Agreement requires the Oakland Housing Authority Board of Commissioners to submit to the U.S. Department of Housing and Urban Development (HUD) a MTW Annual Report for each fiscal year in which it submits a MTW Annual Plan; and

WHEREAS, the Oakland Housing Authority adopted the Fiscal Year (FY) 2016 MTW Annual Plan on March 23, 2015; and

WHEREAS, the FY 2016 MTW Annual Report provides HUD, OHA residents and community stakeholders with the information necessary to compare OHA's performance during the past fiscal year to the expectations OHA set for itself at the beginning of the fiscal year in its FY 2016 Annual Plan; and

WHEREAS, the Board of Commissioners certifies that the Oakland Housing Authority has met the three statutory requirements of:

- 1) Assuring that at least 75 percent of the families assisted by the Agency are very low-income families; and
- 2) Continuing to assist substantially the same total number of eligible low-income families as would have been served had the amounts not been combined; and

- 3) Maintaining a comparable mix of families (by family size), as would have been provided had the amounts not been used under the demonstration; and

WHEREAS, the FY 2016 MTW Annual Report is in compliance with all HUD regulations and requirements.

**NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF
COMMISSIONERS OF THE HOUSING AUTHORITY OF THE CITY OF
OAKLAND, CALIFORNIA:**

THAT, the Board of Commissioners accepts the Oakland Housing Authority FY 2016 MTW Annual Report; and

THAT, the Chair of the Board of Commissioners is authorized to certify that the Oakland Housing Authority has complied with all regulations as stated in the Certification of Compliance; and

THAT, the Executive Director, on behalf of the Authority, is hereby authorized to submit the FY 2016 MTW Annual Report and Certification of Compliance to the U.S. Department of Housing and Urban Development and to take all actions necessary to implement the foregoing resolution.

*I certify that the foregoing resolution is a full, true and
correct copy of a resolution passed by the Commissioners of the Housing
Authority of the City of Oakland, California on September 26, 2016.*


Eric Johnson, Secretary / Executive Director

ADOPTED: September 26, 2016

RESOLUTION NO. 4702

APPENDIX B

Project-Based Voucher Allocations

Project-Based Voucher Allocations as of June 30, 2016				
Development Name	Date of Board Approval	# of PBV Units	Contract Date	Population Served
HAP contracts				
Mandela Gateway	2/12/2003	30	10/20/2004	Low Income Families
Altenheim Senior Housing Phase I	7/13/2005	23	1/1/2007	Senior
Lion Creek Crossings II	11/9/2005	18	7/3/2007	Low Income Families
Madison Apartments	7/13/2005	19	4/25/2008	Low Income Families
Lion Creek Crossings III	6/14/2006	16	6/25/2008	Low Income Families
Seven Directions	7/13/2005	18	9/12/2008	Low Income Families
Orchards on Foothill	6/14/2006	64	11/7/2008	Senior
Fox Courts / Uptown Oakland	12/3/2004	20	5/15/2009	Low Income Families / Homeless with HIV/AIDS
Jack London Gateway - Phase II	2/26/2007	60	6/5/2009	Senior
14 th St. Apartments at Central Station	1/22/2007	20	11/25/2009	Low Income Families
Tassafaronga Village Phase I	2/25/2008	80	4/23/2010	Low Income Families
Altenheim Senior Housing Phase II	4/28/2008	40	4/5/2010	Senior
Fairmount Apartments	10/24/2008	16	3/8/2010	Low Income Families / Persons with Disabilities
Tassafaronga Village Phase II	7/21/2008	19	5/27/2010	Low Income Families / Homeless with HIV/AIDS
*Harp Plaza (19)	5/24/2010	18	8/1/2010	Low Income Families
*Effie's House (10)	5/4/2009	7	8/1/2010	Low Income Families
*Drachma Housing (14)	5/4/2009	11	12/1/2010	Low Income Families / Mod Rehab Conversion
Foothill Family Partners	6/28/2010	11	8/1/2011	Low Income Families
St. Joseph's Senior Apts	5/29/2007	83	8/22/2011	Senior
*OHA Scattered Sites (1554)	7/27/2009	645	In Progress	Low Income Families / Public Housing Disposition
Lion Creek Crossings IV	4/28/2008	10	1/13/2012	Low Income Families
Savoy Phase 1	6/28/2010	55	2/14/2012	Special Needs
*Hugh Taylor house (35)	6/11/2011	32	5/8/2012	Low Income Families / Mod Rehab Conversion
*Madison Park (96)	6/11/2011	50	6/7/2012	Low Income Families / Mod Rehab Conversion
Merritt Crossing Apts (6 th and Oak)	5/4/2009	50	6/27/2012	Senior
720 E 11 th Street Apts (aka Clinton Commons)	4/28/2008	16	10/2/2012	Low Income Families / Homeless with HIV/AIDS
Harrison Street Senior Housing	4/23/2007	11	11/15/2012	Senior
Kenneth Henry Court	4/11/2011	13	2/8/2013	Low Income Families
California Hotel Phases 1 and 2	2/28/2011	88	3/1/2013	Special Needs / Homeless / HIV/AIDS
James Lee Court	10/25/2010	12	3/21/2013	Low Income Families
Savoy Phase 2	6/28/2010	46	3/29/2013	Special Needs / Homeless /
Slim Jenkins Court	5/4/2009	11	5/8/2013	Low Income Families
Oak Point Limited (OPLP)	10/25/2010	15	5/30/2013	Low Income Families
Drasnin Manor	10/25/2010	25	6/27/2013	Low Income Families
St. Joseph's Family Apts	10/25/2010	15	12/3/2013	Low Income Families
MacArthur Apts	10/25/2010	14	10/13/2013	Low Income Families
California Hotel Phase 3	2/28/2012	47	11/22/2013	Special Needs / Homeless / HIV/AIDS
Lion Creek Crossings V	10/17/2011	127	8/11/2014	Senior
Cathedral Gardens	5/23/2011	43	10/27/2014	Low Income Families
Lakeside Senior Apartments	1/23/2012	91	1/26/2015	Senior
Marcus Garvey Commons	4/11/2011	10	3/17/2015	Low Income Families
1701 Martin Luther King Jr. Way	5/20/2013	25	12/7/2015	Special Needs / Homeless / HIV/AIDS
MURAL aka MacArthur Transit Village	2/28/2011	22	1/20/2016	Low Income Families
AveVista aka 460 Grand	3/16/2010	34	1/27/2016	Low Income Families
Units under HAP Contract		2,080		

Conversion Projects				
*Harp Plaza (19)	5/24/2010	1	8/1/2010	Low Income Families
*Effie's House (10)	5/4/2009	3	8/1/2010	Low Income Families
*Drachma Housing (14)	5/4/2009	3	12/1/2010	Low Income Families / Mod Rehab Conversion
*OHA Scattered Sites (1554)	7/27/2009	909	In Progress	Low Income Families / Public Housing Disposition
*Hugh Taylor house (35)	6/11/2011	3	5/8/2012	Low Income Families /Mod Rehab Conversion
*Madison Park (96)	6/11/2011	46	6/7/2012	Low Income Families /Mod Rehab Conversion
Units under HAP that will convert to PBV at turnover*		965		
AHAP Contracts				
11th and Jackson	11/30/2010	35	<i>in development</i>	Low Income Families
94th and International	10/17/2011	14	<i>in development</i>	Low Income Families
Civic Center TOD	7/22/2014	10	<i>in development</i>	Special Needs / Homeless
Units under AHAP Contract		59		
Conditional Awards				
Redwood Hill Townhomes	6/1/2015	11	<i>pending</i>	Low Income Families/Special Needs
<i>Additional vouchers awarded</i>	5/23/2016	16		
3706 San Pablo Avenue	6/1/2015	10	<i>pending</i>	Low Income Families
<i>Additional vouchers awarded</i>	5/23/2016	5		
Fruitvale Transit Village - Phase IIA	5/23/2016	66	<i>pending</i>	Low Income Families/VASH (20)
Camino 23	5/23/2016	26	<i>pending</i>	Low Income Families/Special Needs
Coliseum Place	5/23/2016	37	<i>pending</i>	Low Income Families/Special Needs
Embark Apartments	5/23/2016	61	<i>pending</i>	Affordable Housing for Veterans / VASH (31)
Units with conditional award		232		
Total PBV Units Allocated		3,336		
* Conversion to PBV ongoing as units are currently occupied by HCV-assisted family				

APPENDIX C

Overview of Other Housing

Overview of Other Housing						
	Total Unit Count - All Tax Credit Units	Subsidy Layering - Public Housing	Subsidy Layering - Project Based Voucher	Tax Credit Only *	Other HUD Funding	Unsubsidized Units
HOPE VI Sites						
Chestnut Court	72	45		11		1
Linden Court	79	38		12		1
Mandela Gateway	168	46	30	41		2
Foothill Family Apartments	65	21	11	15		0
Lion Creek Crossings - Phases 1 - 5	567	157	171	156		5
Other Mixed Developments						
Tassafaronga Village - Phases 1 and 2	157		99	46		2
Cathedral Gardens	100		43	56		1
Keller	201				157	34
Harrison Senior	73		11		62	
Lakeside Senior Apts.	92		91			1
AveVista	68		34	33		1
Total Units	1642	307	490	337	219	48

APPENDIX D

Affordable Housing Development Activities

Affordable Housing Development Activities by Unit Type						
	FY 2016 Outcomes Non-traditional Units	FY 2016 Outcomes Traditional Units	Total Units	Public Housing	Project- Based Vouchers	Tax Credit Only
PREDEVELOPMENT						
Brooklyn Basin	<u>207</u>	<u>258</u>	<u>465</u>	<u>0</u>	<u>258</u>	<u>203</u>
<i>Total in Predevelopment</i>	207	258	465	0	258	203
UNDER CONSTRUCTION						
94th and International	45	14	59	0	14	44
11th and Jackson	<u>36</u>	<u>35</u>	<u>71</u>	<u>0</u>	<u>35</u>	<u>36</u>
<i>Total Under Construction</i>	81	49	130	0	49	80
PLACED IN SERVICE						
Ave Vista	<u>34</u>	<u>34</u>	<u>68</u>	<u>0</u>	<u>34</u>	<u>33</u>
<i>Total Placed in Service</i>	34	34	68	0	34	33
REHABILITATION						
OAHPI	0	59	1,554	0	1,554	0
Oak Groves	<u>0</u>	<u>0</u>	<u>152</u>	<u>152</u>	<u>0</u>	<u>0</u>
<i>Total Rehabilitation</i>	0	59	1,706	152	1,554	0
COMBINED TOTAL	322	400	2,369	0	1,895	316

APPENDIX E

MTW and Non-MTW Housing Stock

FY 2016 MTW Housing Inventory MTW and Non-MTW housing stock		
		End of FY 2016
MTW PUBLIC HOUSING		
Large Family Sites		
	Campbell Village*	154
	Lockwood Gardens	372
	Peralta Villa	<u>390</u>
		916
Designated Senior Sites*		
	Harrison Towers	101
	Adel Court	30
	Oak Grove North	77
	Oak Grove South	75
	Palo Vista Gardens	<u>100</u>
		383
HOPE VI Sites*		
	Linden Court	38
	Mandela Gateway	46
	Chestnut Court	45
	Foothill Family Apts.	21
	Lion Creek Crossings Phase 1	45
	Lion Creek Crossings Phase 2	54
	Lion Creek Crossings Phase 3	37
	Lion Creek Crossings Phase 4	<u>21</u>
		307
	TOTAL PUBLIC HOUSING	1,606
VOUCHER PROGRAM		
MTW		
	General MTW HCV	12,858
Non -MTW		
	VASH	326
	Section 8 Mod Rehab	251
	Section 8 Mainstream	175
	FUP	50
	NED	65
	Tenant Protection Vouchers	No new allocations in the 12 months
	Shelter plus Care (S+C)	331
TOTAL		15,662

APPENDIX F

Waitlist Demographic Data

Voucher Programs Waitlist Demographic Information

	Count	% of Total		Count	% of Total
Total HH on Wait List*	16739	100.0%	Gender of HoH		
Family Type Based on HoH			Female	8810	52.6%
Elderly (≥ 62 years old)	675	0.0%	Male	4370	26.1%
Elderly Disabled	236	1.4%	Not Reported	3559	21.3%
Elderly Non-Disabled	439	2.6%	Total	16739	100.0%
Disabled (< 62 years old)	713	4.3%	HH by Unit		
Family	12,562	75.0%	0 BD (Studio)	1,913	11.4%
Total	13,950	83.3%	1 BD	7,300	43.6%
Age of All HH Members**			2 BD	2,893	17.3%
0 - 5 years old	531	10.9%	3 BD	3,170	18.9%
6 - 12 years old	620	12.7%	4 BD	152	0.9%
13 - 17 years old	358	7.3%	5 BD	24	0.1%
18 - 24 years old	559	11.5%	6 BD	6	0.0%
25 - 55 years old	2,049	42.1%	Not Reported	1,281	7.7%
56 - 61 years old	327	6.7%	Total	16,739	100.0%
≥ 62 years old	427	8.8%	Average	2.21	
Total	4,871	100.0%			
Race Based on HoH					
White	1,704	10.2%			
Black/African American	9,361	55.9%			
American Indian/Alaskan Native	266	1.6%			
Asian	2,086	12.5%			
Native Hawaiian/Other Pacific Islander	217	1.3%			
More than 1 Race and/or Other	114	0.7%			
Not Reported	2,991	17.9%			
Total	16,739	100.0%			
Ethnicity Based on HoH					
Hispanic	1,751	10.5%			
Non-Hispanic**	2,447	14.6%			
Not Reported**	12,541	74.9%			
Total	16,739	100.0%			
HH Size by Income Group	Percent of Area Median Income (AMI)				Total
	0% - 30%	31% - 50%	51% - 80%	Over 80%	
1 Person HH	5,722	647	142	103	6,614
2 Person HH	2,283	337	66	45	2,731
3 Person HH	1,259	167	29	47	1,502
4 Person HH	892	224	189	904	2,209
5 Person HH	280	64	80	281	705
6+ Person HH	145	30	43	172	390
Total	10,581	1,469	549	1,552	14,151
Not Reported					2,588
%	63.2%	8.8%	3.3%	9.3%	100.0%

* Demographic information is currently not available for some of our PBV sites, including Chestnut Court, Linden Court, Mandela Gateway, Foothill Family, and Lion Creek Crossings, together these waitlists represent an additional 12,890 families.

** Not available for OAHPI or HCV Wait Lists

HoH = Head of Household
HH = Household

Public Housing Waitlist Demographics

	Count	% of Total		Count	% of Total
Total HH on Wait List	10,933	100%	Gender of HoH**		
Family Type Based on HoH			Female	7,492	68.53%
Elderly (≥ 62 years old)	2,302	21.06%	Male	2,494	22.81%
Elderly Disabled	581	5.31%	Total	9,986	91.34%
Elderly Non-Disabled	1,725	15.78%	HH by Unit Size		
Disabled (< 62 years old)	1,380	12.62%	0 BD (Studio)	16	0.15%
Family	7,251	66.32%	1 BD	2,408	22.03%
Total	10,933	100.00%	2 BD	7,895	72.21%
Age of All HH Members*			3 BD	517	4.73%
0 - 5 years old	371	7.90%	4 BD	85	0.78%
6 - 12 years old	237	5.04%	5 BD	15	0.14%
13 - 17 years old	113	2.40%	6 BD	-	0.00%
18 - 24 years old	355	7.55%	Total	10,936	100%
25 - 55 years old	1,354	28.81%	Average HH Size	2.28	
56 - 61 years old	178	3.79%	*Not available for Lockwood Gardens and Peralta Village		
≥ 62 years old	2,091	44.50%	** Not available for Oak Grove, Harrison Towers		
Total	4,699	100%			
Race Based on HoH					
White	1,071	9.80%			
Black/African American	6,734	61.59%			
American Indian/Alaskan Native	257	2.35%			
Asian	2,598	23.76%			
Native Hawaiian/Other Pacific Islander	162	1.48%			
More than 1 Race and/or Other	154	1.41%			
Not Reported	-	0.00%			
Total	10,933	100%			
Ethnicity Based on HoH					
Hispanic	1,403	12.83%			
Non-Hispanic*	2,300	21.04%			
Not Reported*	7,230	66.13%			
Total	10,933	100%			
HH Size by Income Group	Percent of Area Median Income (AMI)				Total
	0% - 30%	31% - 50%	51% - 80%	Over 80%	
1 Person HH	1,466	72	4	43	1,585
2 Person HH	5,524	527	70	63	6,184
3 Person HH	1,832	163	29	15	2,039
4 Person HH	747	60	7	2	816
5 Person HH	170	22	3	2	197
6+ Person HH	87	9	1	1	98
Total	9,826	853	114	126	10,919
%	89.87%	7.80%	1.04%	1.15%	99.87%

HoH = Head of Household

HH = Household

APPENDIX G

Glossary of Acronyms

Glossary

AMI – Area Median Income. HUD estimates the median family income for an area in the current year and adjusts that amount for different family sizes so that family incomes may be expressed as a percentage of the area median income. Housing programs are often limited to households that earn a percent of the Area Median Income.

AMP – Asset Management Project. A building or collection of buildings that are managed as a single project as part of HUD's requirement that PHAs adopt asset management practices.

ARRA – American Recovery and Reinvestment Act. Signed into law by President Obama to provide economic stimulus. The Act includes funding for PHAs to spend on capital improvements.

ASCO – Alameda County Sheriff's Office

COLA – Cost of Living Adjustment. The federal government adjusts assistance programs, such as Social Security, annually based on changes in the cost-of-living index. The adjustment is a percentage amount that is added to the prior year's amount.

FCP – OHA's Department of Family and Community Partnerships.

FSS – Family Self-Sufficiency. A program operated by a PHA to promote self-sufficiency of families in the Section 8 and Public Housing programs.

FY – Fiscal Year. A 12 month period used for budgeting and used to distinguish a budget or fiscal year from a calendar year. OHA's fiscal year runs from July 1 through June 30.

FYE – Fiscal Year End. OHA's fiscal year end is June 30.

HAP – Housing Assistance Payment. The monthly payment by a PHA to a property owner to subsidize a family's rent payment.

HCV – Housing Choice Voucher. Sometimes referred to as a Section 8 voucher or tenant-based voucher, the voucher provides assistance to a family so that they can rent an apartment in the private rental market.

HOPE VI – Housing Opportunities for People Everywhere. A national HUD program designed to rebuild severely distressed public housing. The program was originally funded in 1993.

HQS – Housing Quality Standards. The minimum standard that a unit must meet in order to be eligible for funding under the Section 8 program.

HUD – United States Department of Housing and Urban Development. The federal government agency responsible for funding and regulating local public housing authorities.

LHAP – Local Housing Assistance Programs. Under this MTW Activity, OHA has developed local housing programs that provide support to households that might not qualify for or be successful in the traditional Public Housing and/or Section 8 programs.

Mod Rehab – Moderate Rehabilitation. The Section 8 Moderate Rehabilitation program provides project-based rental assistance for low income families. Assistance is limited to properties previously rehabilitated pursuant to a HAP contract between an owner and a PHA.

MOMS – Maximizing Opportunities for Mothers to Succeed. A partnership between OHA and the Alameda County Sheriffs Department. The program provides 11 units of service enriched housing for women leaving the county jail system and reuniting with their children.

MTW – Moving to Work. A national demonstration program for high performing public housing authorities. OHA has named its MTW program “Making Transitions Work”.

NED – Non-Elderly Disabled vouchers. This is a voucher program that provides subsidies to families where the head of household or a family member is disabled but not a senior citizen.

NOFA – Notice of Funding Availability. As part of a grant process, NOFAs are issued to dictate the format and content of proposals received in response to funding availability.

OHA – Oakland Housing Authority.

PACT – Parents And Children Together. A partnership between OHA and the Alameda County Sheriff’s Office. The PACT site provides service enriched housing for women and men leaving the county jail system and reuniting with their children who are participating in the MOMs and DADs program.

PBV – Project Based Voucher. Ongoing housing subsidy payments that are tied to a specific unit.

REAC – Real Estate Assessment Center. A HUD department with the mission of providing and promoting the effective use of accurate, timely and reliable information assessing the condition of HUD's portfolio; providing information to help ensure safe, decent and affordable housing; and restoring the public trust by identifying fraud, abuse and waste of HUD resources.

RFP – Request for Proposals. As part of a procurement or grant process, RFPs are issued to dictate the format and content of proposals received in response to funding availability.

RHF – Replacement Housing Factor. These are Capital Fund Grants that are awarded to PHAs that have removed units from their inventory for the sole purpose of developing new public housing units.

SNHAP – Special Needs Housing Assistance Programs

SRO – Single Room Occupancy. A unit that only allows occupancy by one person. These units may contain a kitchen or bathroom, or both.

TANF – Temporary Assistance to Needy Families. A federal assistance program providing cash assistance to low-income families with children.

TPV – Tenant Protection Voucher. A voucher issued to families displaced due to an approved demolition/disposition request, natural disaster, or other circumstance as determined by HUD. The vouchers provide families with tenant-based rental assistance that they can use in the private rental market.

VASH – Veterans Affairs Supportive Housing. This HUD program combines tenant-based rental assistance for homeless veterans with case management and clinical services provided by the Department of Veteran's Affairs at their medical centers and community-based outreach clinics.