

Making Transitions Work

ANNUAL REPORT



Oakland Housing
Authority

FISCAL YEAR 2019

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Oakland Housing Authority

Fiscal Year 2019 MTW Annual Report

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Oakland Housing Authority
Fiscal Year 2019 MTW Annual Report

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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) 2019 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 the flexibility of the program, which waives certain provisions of the Housing Act of 1937 and HUD's subsequent regulations, as an opportunity to design its services to address specific and local market conditions and the needs of our residents. 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 an 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. In May 2016, OHA's Board of Commissioners approved a ten-year extension of the MTW Agreement with HUD, extending the contract through 2028 with the same 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.

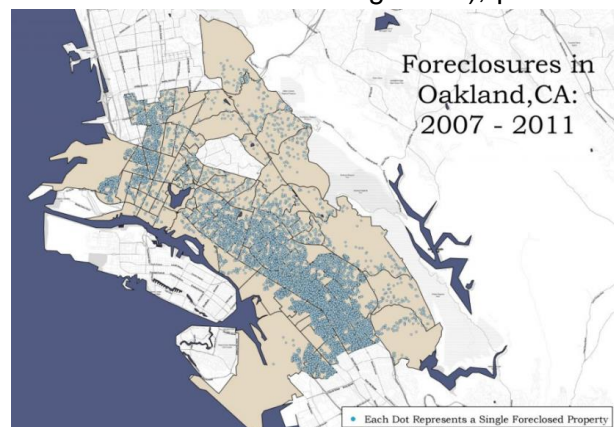
Per the Agreement, OHA must complete an MTW Annual Report highlighting specific information regarding the activities conducted during the fiscal year. OHA's MTW Annual Report provides HUD, OHA residents, and the public information on OHA programs and the MTW budget and an analysis of changes that occurred during the period between July 1, 2018 and June 30, 2019.

Overview of Fiscal Year and Decade

As OHA reflects on the accomplishments for the Fiscal Year (FY) 2019 and as the decade closes, it seems appropriate to review some of the challenges faced, lessons learned and the evolution of OHA under its leadership. The decade saw OHA consistently serve about 12,000 households in the traditional public housing and Housing Choice Voucher (HCV) programs and serve approximately 1,000 additional families by developing new, unconventional, service-enriched housing opportunities through local agency partnerships. Additionally, over the past 10 years, OHA grew substantially by more than doubling the agency's annual revenue, becoming a \$1Billion leader in the development and delivery of quality affordable housing.

While the decade began during a tumultuous period of recession and on the heels of the stimulus provided by the American Recovery and Reinvestment Act of 2009, the country and OHA found themselves still in recovery mode in the year 2010. In fact, the entire country continued to be marked by global economic uncertainty spurred by the Federal budget sequestration of 2013, four Federal government shutdowns culminating in the most recent from December 2018 through January 2019, the longest in US history; and for Oakland, rental market price increases that surpassed all other metro areas in the country. OHA faced an economic transition that, in addition to the spiraling rent increases in our region, saw market fluctuations that spanned the Great Recession through the economic boom that moved the Dow Jones Industrial Average from 7,000 to 25,000 and saw unemployment dropping from 7.8% to 4.8% during the previous administration, to where it is today. Throughout this time, OHA was able to significantly reduce its debt and build nearly 2,000 units of new housing, all while avoiding employee furloughs or layoffs. In 2009, OHA was still a new MTW agency and as a result of outstanding leadership using the flexibilities granted under MTW, OHA was able to address a crippling regulatory environment, challenged national housing policy, burdensome rules, and draconian funding cuts. OHA's leadership emphasized the importance of shifting the focus from not only the creation and maintenance of affordable housing but to the people who live in the housing and improving life outcomes for low-income families. Using MTW authority, OHA inspired innovative housing programs, enhanced the agency's transparency with stakeholders, employed a broader communication strategy and cultivated non-traditional collaborations that have helped preserve and increase the number of affordable housing units. Most importantly, over the past decade and magnified by accomplishments in FY 2019, OHA has responded to the funding challenges by developing self-generating revenue streams, reducing the need for reliance on increasingly capricious Federal government funding.

Around 2010, the state of CA saw twice the foreclosure rates as the rest of the country and one in seven mortgages in Oakland entered into default between 2007-2011, with East and West Oakland being especially hard hit. Additionally, passage of AB 26, which eliminated Redevelopment Agencies in California (a major source of affordable housing funds), proved to compound the challenges created by the economic and foreclosure crises in the state. During this time, OHA Preserved 1,615 former public housing units by moving the 249 properties onto the Section 8 Project Based rental assistance program through HUD's Section 18 Disposition process, which dramatically increased the operating revenue to the properties allowing for their on-going replacement and restoration. A long outstanding disposition application that was originally submitted in 2010 was revamped, resubmitted, and approved in FY 2019 to dispose of 253 units of public housing across 3 senior sites and planning for the extensive rehabilitation was ongoing during the FY. Following that model, during FY 2019 OHA planned for the conversion of 261 public housing units in mixed finance developments and plans were created to convert to RAD Section 8 Vouchers beginning in late 2019. These strategic moves have positioned the agency to be successful through future funding challenges allowing the agency to be less reliant on threatened funding streams and to generate revenue to sustain the agency going forward.





OHA has been a transformative and visionary leader, by using challenges as opportunities to advance the mission of the housing authority in creative ways. The shutdown of the RDAs caused 4,500 hundred units (nearly 60%) to lose funding in 2012 alone. This loss of approximately \$1 Billion in affordable housing development funds was felt statewide and notably in Oakland, as a lack of these incentives led to a slow pace of redevelopment. OHA's leadership responded by decreasing non-essential operating expenses by \$11.3 million and increased its role as a partner and leader of affordable

housing development. OHA established a reputation as a public agency with the capacity to provide critical financial assistance to affordable housing projects, many of which would have been unable to proceed but for the financial assistance and partnership of OHA.

The need for affordable housing skyrocketed as the city of Oakland started to recover from the Great Recession. In both 2013 and 2014 the local tech boom caused Oakland to experience the highest annualized rent increases in the country and while foreclosure rates began to decline, eviction rates remained high. Between 2010 and 2014, 104,544 people left Oakland, in many cases because of high costs of living and housing. Gentrification and other factors decimated the number of naturally occurring affordable housing units in Oakland which put pressure on low-income families and caused considerable displacement. In FY 2019, there were zero units that could be affordable for a minimum-wage worker, and the annual income needed to afford median rent in Oakland was \$83,040 while the median income for renters in Oakland is \$51,663.

Recognizing the importance of OHA's role in filling the widening gap of affordable housing by developing and preserving affordable housing, in April 2013 the Board of Commissioners adopted a Development Policy to outline criteria and commitment for assisting projects to provide the greatest benefit and positive community impact. The policy went beyond expanding hard units to outline the intention to forge new development-related partnerships to result in safer and stronger communities. The principles outlined by the policy reflect lessons learned from OHA's successful partnerships with a variety of top affordable housing developers. The policy is a helpful tool used to clearly communicate with potential partners OHA's baseline development principles emphasizing cost containment, resident impact, neighborhood development and sustainability.



OHA's affordable housing development activity over the past ten years has been strategic, significant and impactful. OHA has developed on its own, or partnered with nine different affordable housing developers, on fifteen major projects adding 1,922 units of new affordable housing since 2008 with a combined total development cost of over \$763M. OHA's capital contribution to these projects (\$92M) represents 12% of the overall financing required. In addition to providing capital directly to these projects, OHA awarded 719 project-based vouchers (PBVs) using MTW flexibility, which were used to leverage \$75M in additional private debt financing. OHA's capital contribution and award of PBVs together contributed approximately 22% of the total cost for fifteen major projects.

In addition to investing prudently by providing gap financing needed to ensure projects could be developed, OHA strategically purchased the land on 13 of the 15 projects to ensure that the housing will remain in reach of a stable public agency committed to the preservation of affordable housing in perpetuity. Each deal was structured to earn fees sufficient to cover the administrative and staff costs associated with sustaining OHA's partnership role and furthering the goal of reducing reliance on unstable federal funding sources. The disposition of 1,615 units of scattered site public housing at the beginning of the decade has proved especially fortuitous as the value of this real estate combined with low-income housing tax credits (LIHTC) and MTW flexibilities, will allow OHA to facilitate future building and redevelopment of new units within these sites at a fraction of the typical cost to develop.

As a direct result of OHA's development activities, over 421 low-income, Section 3 eligible Oakland residents have been newly hired on OHA's major development projects. Additionally OHA projects have helped preserve diversity by creating opportunities for low-income residents to live in central locations, also known as high opportunity areas, with easy access to amenities in downtown and Lake Merritt neighborhoods and helped faith-based initiatives stimulate the revitalization and flow of capital to under-served neighborhoods. Recognition of excellence for these development projects has included numerous NAHRO Awards of Excellence, the AIA/HUD Secretary's award of Excellence in Affordable Housing Design for Lakeside Senior and multiple LEED certifications. In 2015, OHA was awarded the \$2.7 million HUD Jobs Plus grant to create job development and employment support programs for West Oakland public housing residents. To date, 388 residents have been enrolled and employed and through this initial grant, OHA has expanded its Economic Development initiative to all its residents within Oakland and in FY 2019 facilitated 159 residents obtaining employment, 3 homes purchased, 72 ongoing continued education enrollments and over 250 literacy program enrollments.

In FY 2019, OHA joined MidPen Housing for a groundbreaking for the first phase of Brooklyn Basin, which will feature over 3,000 new homes, of which 465 will be affordable. OHA leadership began advocating for the inclusion of affordable housing in this master planned community in 2004-2006, culminating with its successful inclusion today. The first two developments, Paseo Estero and Vista Estero will offer 101 new affordable apartments to families and 100 units to low income seniors. This project is a result of an innovative and highly collaborative public/private partnership that will transform what was a once underutilized and mostly industrial site into a highly walkable and beautifully designed community benefitting generations to come.



OHA has deftly leveraged the housing authority's MTW status to collaborate with local partners around the common goal of serving low-income individuals and families. During the last decade, numerous programs have been developed that link the housing authority's capacity and resident services with existing federal, state, and local programs and improve life outcomes for various populations of low-income Oaklanders. Using a data sharing agreement between OHA and the local school district, the housing authority has increased school attendance and parent engagement for their youngest residents.

Through the turbulent times of the last decade, OHA has evolved as a leader, advocating both locally and nationally for affordable housing policy. During 2015-2016, OHA led two Rent Tsunami Summits with local housing authorities, non-profit housing providers and HUD partners, to highlight inadequate Fair Market Rents, that had failed to keep pace with a rapidly

changing housing market. This consortium has since funded multiple rent studies and in FY 2016, the data persuaded HUD to increase Fair Market Rents by 34% to maintain the purchasing power of housing choice voucher families throughout the region and Oakland, particularly in rapidly gentrifying neighborhoods and neighborhoods of choice. In 2017, OHA developed the Landlord Incentives MTW activities (17-01 and 17-02) to provide benefits and support for our owner partners who were being enticed to leave the program due to high market rents and perceived administrative burdens. Following the loss 1,361 landlords from 2014-2017 with a peak of 464 exits in 2015, OHA developed a 6 component activity (17-01) as a multi-pronged approach to address perceived issues from owners. Through dedicated leadership and collaboration, OHA partnered with the mayor and City Council of Oakland in FY 2019, to publicize the initiatives and achieve significant gains in the past year of 103 new landlords with 171 since program inception in 2018. Vacancy loss payment and pre-qualifying inspections remain popular with the owner population and are important incentives to re-rent to voucher holders and over 1,200 owners are participating. However, as inventory remains tight and expensive, OHA is still seeing owners leave the Section 8 program, which has required other innovative strategies to continue to assist the maximum number of families possible in Oakland with our funding.



While development of new affordable housing has been an ongoing strategy within the Authority to fulfill the MTW objective to increase housing choice, OHA leadership recognized that the decline of utilization within the HCV program required a faster response than building new units. At the start of the decade in late 2009, OHA had 273 project-based voucher (PBV) units and in



FY 2019 this number has grown to 3,463 committed or leased and 5,246 allocated overall which is about 40% of the MTW voucher allocation. This growth was expedited by the disposition of 1,615 public housing units in 2010, and two Requests For Qualifications (RFQs) issued in 2017 to award project-based voucher subsidies to existing units and single room occupancy (SRO) apartments to serve specialized populations. The RFQs received a huge response from existing owners and along with awarding PBVs to projects receiving funding through the City of

Oakland competitive NOFA process and OHA's new development projects, OHA has awarded thousands of PBVs which has helped offset the declining utilization within the HCV program and ensures long term affordability of these units. In FY 2019, OHA leased 388 additional PBV units and has many in the pipeline to allow us to continue to serve the maximum number of families possible. Additionally, in FY 2019 OHA was approved to dispose of 253 units of senior public housing through Section 18 disposition and planning for this major renovation continued with implementation of the disposition targeted for FY 2020. This new disposition will bring the total number of disposed units to 1,868. The strategy to allocate PBV subsidies through various methodologies has proved important and strategic to preserve affordable units for households served through the program as the housing market continues to remain expensive.

With multiple factors squeezing the supply of affordable housing during this decade, Oakland saw a marked increase in homelessness and certain populations being especially hard hit by the housing crisis. Using MTW flexibility, OHA began strategic partnerships with city and county agencies to promote systems alignment by breaking down silos, to provide targeted housing

resources alongside supportive services from these agencies to extend the runway of support and leverage funding more effectively, building on a platform of stable housing. With the launch of the Building Bridges initiative in 2017, OHA provided additional housing assistance funding for marginally served populations such as emancipated foster youth, CalWORKs working families, homeless veterans and the elderly, to supplement the resources being provided by state and local funding sources. These programs in FY 2019 are adding 190 families served in Oakland. These programs would not be possible without the authority and flexibility granted through the MTW demonstration. The MTW demonstration was set to expire in 2018 and OHA's leadership via a national Steering Committee of a few MTW agencies, led negotiations with HUD on behalf of all 39 MTW agencies nationwide, to successfully extend the contract with HUD as is, until 2028. This was critical to enable OHA to continue to provide uninterrupted service to its many families served through local non-traditional programs using MTW flexibilities.



As a local and nationally recognized leader in the affordable housing industry, OHA communicates with passion and purpose the need for housing authorities to have resources and regulatory flexibility to preserve and create the housing that is foundational to thriving, inclusive communities. Most notable is OHA's unwavering passion for community — for the families, children and seniors who call the units funded by public housing and housing choice voucher subsidies “home.” Spurred by a belief that housing is not about the brick and mortar buildings we build but about the success of the people who live in them, OHA ensured the enhancement of OHA's life enrichment services to residents by committing over \$5 million dollars annually in federal and foundation grant funding for employment development, education initiatives for children and adults, parent engagement to support children's academic success, senior life enrichment activities, support of resident micro-enterprise development as well as supporting and encouraging resident leadership within the greater Oakland community. In 2010, OHA furthered this goal by creating the Family and Community Partnerships department to support the holistic needs of residents in achieving life goals and better outcomes. Strategic initiatives to support Education and Economic Development were created and have been long term efforts benefiting residents to improve outcomes in education, health, employment and child welfare.



The Promise Plus program grew out of a first of its kind partnership with OUSD to share data on student residents to help combat chronic absenteeism and improve educational outcomes. This partnership is long-standing and in FY 2019 saw over 149 students enrolled, combined with support from over 8 Education Ambassadors at 7 partner schools. OHA has analyzed the data gleaned from this partnership with OUSD and is

working to implement some evidence-based changes to capitalize on program successes, such as doubling the number of partner schools and increasing the focus on older children as they transition from elementary to middle school which is discussed in detail in the uses of Single Fund Flexibility section. Through nontraditional partnerships over the last decade, OHA also supported the building of several playgrounds, art installations, recurring health & wellness events, and created some of the most innovative partnerships in the country which serve special needs populations and the homeless through collaborations with both the City of Oakland and County of Alameda.

Continuing the effort to provide more than just housing assistance and to close the digital divide, starting in 2013 with the passage of AB 1299, which made the Internet accessible to all public housing residents, OHA built two computer labs located at large public housing sites in both East and West Oakland. In FY 2019, the labs were updated with new equipment and software and in partnership with our local non-profit partner, the Tech Exchange Digital Literacy Learning Project, a variety of training classes are offered to residents on their path to becoming proficient, culminating in a Certificate of Completion. Over the fiscal year, OHA assisted 74 individuals identified as potential candidates for the one-year Digital Literacy Learning Project and to date 47 have graduated from the program.



No Housing Authority can continue to operate at high standards without investing in and maintaining not only its own infrastructure, but also its human capital and through the last decade, OHA has successfully done both. OHA's leadership has encouraged staff to "think and act to achieve excellence" in an industry that has often focused only on survival. Starting with



the acquisition and substantial renovation of a historically significant building in downtown Oakland, OHA created a new home for Leased Housing, its largest department serving thousands of residents monthly, creating a better experience for both staff and residents. In 2017 OHA migrated to YARDI as its new business system to provide better and more efficient information for staff and an electronic portal interface for residents and owners to make it easier to interact with OHA. In FY 2019, renovations were started on 1619 Harrison Street, the administrative headquarters of the agency, including 13 floors of senior housing, to provide a new home in a more modern, ecofriendly and tech-savvy space.

Along with new infrastructure improvements, OHA's leadership has significantly invested in staff education, training and support during the last decade. Starting in 2013, OHA began its first annual retreat, following in the footsteps of many top companies, to inspire staff to learn about OHA programs, departments and their functions and each other. The retreats were well received by employees and showed staff that the agency valued investing in their growth and knowledge to foster staff that were invested in better serving our residents. In FY 2019 the latest retreat focused on "Working with Purpose" and continued to educate staff and facilitate communication between OHA's geographically separated departments. OHA began OHA's Summer School as an outcome of feedback received at the Stepping Beyond Expectations retreat. Summer School gives each employee a better understanding of the interdependence of each respective department and has become an annual event with subject matters varying depending on staff feedback and needs and a recent offshoot is the OHA Town Hall meetings, started in FY 2019. These meetings communicate on critical current topics such as budgets and funding, the regulatory environment and economic conditions to keep staff informed and to build on the "State of the Agency Address", given at the annual retreats. The OHA University, also an outcome of a staff retreat, was started in 2016 to foster a development and training path for interested staff, to facilitate advancement and personal growth. Retreats continue to serve as a vehicle to celebrate and recognize superior staff performance through merit based employee created awards to both acknowledge publicly and show appreciation for hard work and above and



beyond performance. Through these efforts and mentorship, several staff members have advanced to leadership positions both locally and nationally in the affordable housing industry.



Alert (2014) the Winter Wonderland (2018) and Anti-Bullying Program (2019). Through the philosophy of community policing, OHAPD works to engage the community in a trusted partnership through “Coffee with a Cop”, culturally community block parties, neighborhood crime prevention meetings and countless field trips for local youth to foster good relationships between officers and the community.

Lastly, OHA has been highly recognized through industry awards throughout the past decade. Notably in FY 2019, OHA received its fifth consecutive Certificate of Achievement for Excellence in Financial Reporting by the Government Finance Officers Association of the US and Canada (GFAO). This recognition is the result of the meticulous financial accountability reflected in the Comprehensive Annual Report (CAFR). The Certificate of Achievement is the highest form of recognition in the area of governmental accounting and financial reporting, and its attainment represents a significant accomplishment by a government and its management. Throughout the decade, OHA has received many NAHRO awards and most recently was recognized for its Anti-Bullying program run through the OHA police department (OHAPD) with a NAHRO award of merit. OHA’s many development projects have been recognized through the years with many prestigious awards and in FY 2019, the Acts Cyrene and Prosperity Place projects received the NAHRO Award of Excellence.



As we approach a new decade and transition to new leadership, the groundwork has been laid to continue to provide outstanding service and leadership in the affordable housing community, with a well-educated and developed staff. OHA has evolved from a young MTW demonstration participant to a seasoned leader within the MTW community and has learned from the challenges faced and solutions created how to use the flexibilities to respond quickly and effectively to local market and national challenges, arising from the political climate and uncertainty in Washington. Using this experience gleaned over the past decade, OHA will continue to passionately lead the affordable housing community, to facilitate and increase access to affordable housing opportunities and development of new affordable housing in Oakland, dramatically improve the transparency of its programs and finances, bringing empowerment, resources and opportunity to residents and neighborhoods. The foundation has been laid and OHA is poised to capitalize on its previous work and vision to serve generations to come.

MTW Statutory Objectives

All MTW activities 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 22 of the 27 approved activities are included in Section IV.

The FY 2019 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

OHA's MTW housing stock is made up of a variety of housing assistance programs including vouchers, public housing, and local, non-traditional housing types. This section discusses OHA's MTW housing inventory. A comprehensive housing inventory table is available in [Appendix E](#), which shows a complete list of OHA's MTW and non-MTW housing assistance and housing stock.

Public Housing

In FY 2019, the public housing program had 1,606 units across two OHA-managed sites and 14 third-party managed sites. Combined, the public housing portfolio maintained over 98% occupancy rate and staff aggressively pursued applicants on the waitlists to fill any open vacancies. OHA received building permits, an allocation of 4% tax credits and tax exempt bonds, and worked towards finalizing the financing, for a major restoration of two public housing senior sites (Oak Grove North and South). OHA expects to start renovations in FY 2020. OHA plans to transfer control of the three properties specified in the disposition via a minimum 30-year group lease to newly created partnerships, in which OHA controls the general partner. OHA plans to rehabilitate these properties in two phases. Oak Grove North and South (Phase 1) and Harrison (Phase 2) will be separate phases, each funded through a LIHTC acquisition rehabilitation project. Applications for tenant protection vouchers (TPVs) will follow HUD guidelines as specified in PIH notice 2017-10 which states how soon OHA can apply for TPVs based on the timeline prompted by the site rehabilitation.

In FY 2019 several milestones were initiated including preparation for the disposition, transfer, recapitalization and substantial rehabilitation of 1621 Harrison Street, predevelopment and due diligence activities. The lead architect and the core building engineering team (structural, mechanical, electrical and plumbing engineers) began their initial assessment of the property. During the FY, the environmental Phase 1 investigation and historic resources assessment were completed, and the project began its lead/asbestos investigation.

Local, Non-traditional Programs

Sponsor Based Housing Assistance Program

OHA administered existing programs and continued implementation of new local programs during the FY. Existing programs such as the Sponsor Based Housing Assistance Program (SBHAP), launched in 2010, in partnership with the City and expert providers, offered housing assistance to 1) chronically homeless from encampments, 2) ex- offenders released from San Quentin prison, and 3) emancipated foster youth exiting the juvenile justice system. This program has the capacity to serve up to a maximum of 125 households per month and OHA averaged 109 households served monthly.

Parents and Children Together (PACT)

The Parents and Children Together (PACT) program evolved from a program serving primarily mothers exiting the criminal justice system to include any parent exiting the Santa Rita County Jail system that is enrolled in a reentry program designed and facilitated by the Alameda County Sheriff's Office (ACSO). OHA accepted referrals from the ACSO and provided service-enriched housing to facilitate reuniting these parents with their children in stable and safe housing. The program has a capacity to serve 18 families per month in a transitional housing

environment for 18 months each as they complete the program they started while they were incarcerated and upon successful completion, they are offered the option to transition into an available OHA managed PBV unit. In FY 2019, OHA increased program capacity to 24 units by adding a new site with 6 additional units at 95th Avenue and plans to lease up the units in FY 2020.

Building Bridges

OHA continued its rollout in FY 2019 of the Building Bridges initiative which uses partnerships with the City, Alameda County and experienced community-based organizations to provide housing assistance to underserved populations. This program seeks to extend and leverage existing support through systems alignment to increase the chance of sustained success and long-term positive outcomes for these families. The **BB SRO** program has a capacity to serve 289 families through a service-enriched SRO model, as well as shared housing and transitional housing units set aside housing for veterans, homeless and foster youth. OHA provided a monthly operating subsidy for each occupied bedroom/apartment that is based on a formula whereby OHA pays 75 percent of the rent and the eligible resident pays up to 25 percent of the rent.

The **BB CalWORKs** is designed to provide local housing assistance for 1-2 years for Alameda County Social Services Agency (ACSSA) clients who are actively engaged in a plan to achieve self-sufficiency. Specifically the program serves employable, formerly homeless CalWORKs clients with the goal of stabilizing the households and improving outcomes for families and children. During FY 2019, OHA and Alameda County Social Services Agency (ACSSA) developed a referral process, billing procedure and forms and reporting requirements. ACSSA provided wrap around case management services to address employment barriers and assisted with access to other needed community resources and upon successful program completion, program participants were referred to eligibility screening for a Housing Choice Voucher. This program has the capacity to serve up to 50 families per month.

BB THP+ is a short-term program designed to extend the runway of assistance and help create a pathway to economic stability for people exiting the foster care system. OHA utilized the County of Alameda's 2017 RFP as the competitive selection process to award housing assistance funding to First Place for Youth (FPY). The award of funding resulted in an executed contract between OHA and FPY to provide rental housing assistance for low-income THP+ participants for up to five years. The service provider will provide program participants through direct referral. This program has the capacity to serve up to 50 families per month.

Housing Choice Voucher

The majority of OHA's housing assistance was delivered in the form of a tenant-based voucher. OHA has the capacity to serve 12,874 families through a HCV, with about 8,300 of those families served using a traditional tenant-based subsidy. Approximately 50 of the vouchers are reserved for the Family Unification Program, and OHA administers approximately 80 vouchers through the HCV homeownership program.

Project-Based Vouchers

Overall, OHA dedicates approximately 39 percent of its HCV portfolio to project based voucher (PBV) units. In FY 2019, OHA issued PBV assistance through new HAP contracts (leases), new AHAP contracts for new construction projects and conditional awards through Board

approval. In the FY 2019 Plan, OHA projected to issue PBV assistance to 839 units through these methods. However, as shown in Table 1, OHA issued 388 PBVs to new units through new contracts (HAP and AHAP contracts). The difference between planned and actual can be attributed to multiple factors: 1) delays were encountered in securing construction financing for some substantial rehabs, 2) delays in tenant eligibility screening, processing HQS inspections and environmental reviews, 3) two projects had different numbers of PBVs stated as being committed and numbers were revised in addition to the projects being renamed, 4) unanticipated conditional PBV awards to development project (Brooklyn Basin) during the fiscal year, and 5) delay in disposition of 253 units in three senior sites.

In 2017, OHA awarded 636 PBVs through RFQ #16-008 across 20 projects and during FY 2019 OHA continued the eligibility, inspection and environmental assessment, leasing 224 additional units in sites such as Hamilton apartments, Drachma Housing and Westlake Christian Terrace West. Additional projects that were conditionally awarded PBVs through the RFQ planned to lease in FY 2019, but remained in the “pending” status as shown in Table 1, due to delays in completing the eligibility determinations as well as additional time required to conduct environmental assessments.

Construction continued on the substantial rehabilitation of Empyrean Towers throughout the year. Empyrean Towers is a major rehabilitation of a severely distressed SRO property and will result in 66 new affordable studios and 1 bedroom units. Construction is slated to finish in FY 2020. Paseo Estero and Vista Estero, the first and second phases of Brooklyn Basin, had a groundbreaking on May 15, 2019 and 132 units were put under an agreement to enter a contract, which was not anticipated in the FY 2019 plan. Brooklyn Basin is a large scale, master planned community involving 3,100 residential units with 465 of units deemed affordable. These development efforts are discussed in detail in MTW Activity #08-01. Overall, OHA had approximately 3,463 PBVs leased or under contract at the end of FY 2019 across the entire portfolio.



Empyrean Towers

In FY 2019, The City offered a RFP and by employing activity 06-03, OHA allocated PBV's to nine projects, Aurora Apartments, 43 PBV units; Nova Apartments, 56 PBV units; 3801 MLK Family Housing, 16 PBV units; West Grand and Brush, 28 PBV units; 9th Avenue, 7 PBV units; 34th and San Pablo, 25 PBV units; 7th and Campbell, 39 PBV units; Ancora Place, 31 PBV units; Friendship Senior Housing, 34 PBV units; and 95th and International, 27 PBV units.

Camino 23 (26 units) was a new construction project that had vouchers previously awarded through conditional approval. The project completed preliminary approvals and an AHAP contract was executed in late FY 2018 and should not have been included as new in the FY 2019 plan. Overall OHA planned to lease or place under contract 839 units and achieved 388 during FY 2019. While OHA missed its projected targets for continued leasing of the backlog of units conditionally awarded subsidy through the RFQ and NOFA process, it did conditionally award subsidy to 306 units across 10 projects. The pipeline of units to be leased consists of 243 units remaining from the RFQ 16-08, 337 units under AHAP contract and in development, 487 new conditional awards (306 in FY 2019), 253 units pending disposition across three senior sites and 307 units being researched for RAD conversion.

The Oakland Affordable Housing Preservation Initiatives (OAHPI) portfolio consists of 1,539 OHA managed units throughout Oakland. At the end of this FY, 509 families that were occupants during the 2010 disposition of these properties continued to reside there instead of opting to move with tenant-based assistance. A total of 816 of these units already converted to PBV as of FY 2019. During the reporting period, 33 units were extensively rehabilitated to modernize and upgrade the facilities while also correcting issues related to deferred maintenance.

As of FY 2019, the number of PBVs leased/issued is 3,463 and the number contractually committed in OHA's portfolio as of the end of the FY is 3,856 (30% of the portfolio). A list of all PBV sites is included in [Appendix B](#), which includes pending commitments totaling 5,246, or 40% of the MTW voucher allocation.

Actual New Project-Based Vouchers

Table 1: New Project Based Vouchers (Planned versus Actual)

| Property Name | Number of Vouchers Newly Project Based | | Status at End of Plan Year ** | RAD? | Description of Project |
|--|--|--------|-------------------------------|------|--|
| | Planned * | Actual | | | |
| Hamilton Apartments | 92 | 92 | Leased/Issued | No | The Hamilton Apartments is located at 510 21st St. in Oakland. The project was awarded 92 project-based vouchers for 92 studio units serving low-income adults. |
| Disposition of Senior Sites | 253 | 0 | pending | No | OHA submitted a disposition application #DDA0008342 to the Special Application Center on October 11, 2017 requesting approval to dispose of 253 units in three senior sites (Oak Grove North and South and Harrison Towers), and is currently working with the Department to complete processing of the request. This request is a necessary solution to preserve the units and resolve longstanding issues related to chronic funding decreases in the public housing program, and the resulting impact of deferred maintenance over many decades. |
| 7th and Campbell | 39 | 0 | pending | No | Six-story mixed-use affordable family housing development. Twenty (20) units reserved for homeless/at-risk populations. Plans to work with formerly incarcerated persons both in terms of meeting their housing needs and job training. Amenities: fitness center, outdoor areas, community room, and laundry facilities. |
| 3801 MLK family | 16 | 0 | pending | No | Affordable housing development for families and households with special needs. Eight units will be designated for households with special needs. Amenities include: open space and a community room. These are new construction units. |
| West Grand and Brush | 30 | 0 | pending | No | Five-story affordable family housing. Fifteen units would be special needs/supportive housing units targeted to homeless/at-risk veterans. Amenities: laundry facilities, computer center, outdoor spaces, and community room. These are new construction units. |
| MacArthur apts - renamed to Aurora Apts | 43 | 0 | pending | No | Six-story multifamily affordable housing development. All of the units will be permanent supportive housing that helps people who formerly experienced homelessness. Amenities: bike storage, community room, and laundry. These are new construction units. |
| 34th and San Pablo Family Housing | 30 | 0 | pending | No | Seven-story mixed use affordable housing development. Amenities: laundry facilities, residential courtyard, community room, onsite resident services, computer lab, and children's play area. These are new construction units. |
| 9th Ave. | 8 | 0 | pending | No | Rehabilitation of a two-buildings, three-story vacant apartment complex. Property is a former public housing apartment complex. Property is comprised of 15 three-bedroom units. |
| Harrison Hotel | 41 | 0 | pending | No | Rehabilitation of a seven-story SRO building for low income individuals. 59 units reserved for families with special needs and a history of homelessness. Rehabilitation to include critical building needs, structural updates, modernization. |
| Oak Hill Apts - renamed to Nova Apartments | 56 | 0 | pending | No | Five-story affordable permanent supportive housing. All units targeted towards homeless/at risk and special needs populations with intensive services for residents. These are new construction units. |
| Town Center at Acorn | 50 | 0 | pending | No | ACORN, which is made up of two properties – Town Center and Courtyard at Acorn, was originally constructed in the 60s as part of the City's efforts to redevelop West Oakland, and had gone through extensive rehabilitation in late 90s by BRIDGE Housing. The project, being an integral part of the West Oakland redevelopment, is close to amenities and job centers. In addition, BRIDGE is offering on-site services programs targeting the current 225 residents who are under age 18, which include summer internships, recreation programs and computer learning at the site's computer learning center. Town Center at Acorn is Phase I & II of the redevelopment. Located at 1143 10th Street, Town Center at Acorn consists of 206 units serving low-income families. The 50 PBV subsidies will be attached to 4 studios, 10 one-bedrooms, 20 two-bedrooms, and 16 three-bedrooms. |

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| Courtyards at Acorn | 30 | 0 | pending | No | Courtyards at Acorn is Phase II of the Acorn redevelopment project. It is an 87-unit property located at 923 Adeline Street, serving low income families. The 30 PBV subsidies will be attached to 2 studios, 4 one-bedrooms, 12 two-bedrooms and 12 three-bedrooms. |
| Bishop Roy C. Nichols | 17 | 0 | pending | No | The project, located at 1027 60th Street, is a 17-unit building, all one-bedroom units. It is a low-rise three-story building with an elevator, a community room and a laundry room built in 2003. The project is specifically set aside for low-income seniors aged 62 plus and with incomes at 45% AMI or less. The project owner, Christian Church Homes (CCH) has over 50 years of experience in developing and managing senior affordable housing. All 17 PBV subsidies will be attached to one-bedroom units. |
| Sylvester Rutledge Manor | 64 | 0 | pending | No | The project, located at 3255 San Pablo Avenue, was built in 2002 for serving low-income seniors aged 55+. It is a low-rise development consisting of 64 one-bedroom units with full kitchens. All 64 PBV subsidies will be attached to one-bedroom units. The PBV subsidies will allow CCH to increase on-site supportive services for both Bishop Roy Nichols and Sylvester Rutledge Manor and lessen the rent burden for low-income seniors at both projects. |
| 3268 San Pablo | 25 | 0 | pending | No | 3268 San Pablo is a 51 unit new construction project serving seniors that earn between 20% and 60% of the Area Median Income (AMI). The project's unit mix is comprised of 13 studio units and 38 one-bedroom units (including one manager's unit). Of the 51 units, 13 units (25%) will be designated for extremely low-income household that are formerly homeless or at risk of homelessness and an additional 13 units (25%) will be designated for low-income veterans. |
| Fruitvale Transit Village Phase IIB | 82 | 0 | pending | No | The Fruitvale Transit Village Phase IIB is the third and final phase of the Fruitvale Transit Village, a mixed-use transit oriented development. The project will be a 4 and 5 stories of Type III and Type V construction cover a concrete podium. There will be 180 units of affordable rental housing, a large exterior courtyard over the podium in addition to the interior common spaces. The ground floor will include a 7,200 SF space for a non-profit clinic. The project will be available to families making up to 60% of AMI, and 20% of the units will be set aside for seniors aged over 55 with chronic illness. |
| Fruitvale Studios | 12 | 0 | pending | No | The Fruitvale Studios is a substantial rehabilitation project of 24 studios apartment units located at 2600 International Blvd. The project will be a 100% permanent supportive housing community with resident supportive services available on-site available to all residents. Half the units will be set aside for individuals with special needs or who experiencing homelessness. |
| Empyrean | 32 | 32 | Committed | No | The Empyrean is a 99 unit severely distressed Single-room Occupancy hotel in downtown Oakland which will be converted into 66 affordable studio and 1-bedroom apartments. Subject to NEPA, the rehabilitation will begin in the Fall of 2017. |
| Brooklyn Basin | 0 | 132 | Committed | No | The project is a large scale, master planned community along Oakland's waterfront. The project is to be developed in phases, two of the parcels acquired by the City of Oakland and OHA will be developed into 465 units of affordable housing. Four projects independently owned and financed projects were created on the two parcels. One of the projects - Project 2 - will be a senior project of 110 units. All projects are to include open landscaped plazas, children's play areas (except for the senior property), community and specialized activity rooms, and on-site resident support and property management services. A total of 258 PBVs were awarded to the four projects in 2018. |
| Camino 23 | 26 | 0 | Committed | No | An affordable housing project of 32 units in East Oakland for low-income/special need families. An AHAP was executed in 2018 for 26 PBVs. |

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| Drachma Housing | 0 | 11 | Leased/Issued | No | A scattered-site affordable housing project of 14 units in West Oakland for low-income families. The project was leased up in 2010. Additional 11 PBVs were allocated. |
| Westlake Christian Terrace | 0 | 121 | Leased/Issued | No | Westlake Christian Terrance West is one of the 15 Oakland properties that provides permanent affordable housing to elderly seniors. Originally built in 1978 using HUD Section 236 insured financing, the property is located in downtown Oakland at 275 28th Street along the Broadway – Valdez corridor. With a total of 198 one-bedroom units and two manager units, the project provides residents with full kitchens and bathrooms, a community room, laundry room, property management and social services offices and parking. |
| | 946 | 388 | Planned/Actual Total Vouchers Newly Project-Based | | |
| * Figures in the planned column should match the corresponding Annual MTW Plan | | | | | |
| ** Select "status at the end of the Plan Year " from : Committed, Leased/Issued | | | | | |
| *** Pending indicates that although planned to be leased or committed, this did not occur | | | | | |
| Description of Differences between the Planned and Actual Number of Vouchers Newly Project-Based | | | | | |
| <p>The FY 2019 projected 898 project-based vouchers to be newly project-based. The total in the old table format was 839, but was a sum error. Two projects were renamed and had different amounts of PBVs allocated than was originally specified in the Plan. These projects were originally named “MacArthur Apts (29) and “Oak Hill Apts (22). The corrected names are Aurora Apts (43) and Nova Apts (56). This difference of 48 additional units brings the planned total corrected amount to 946 units. The actual number of new project-based units achieved in FY 2019 was 388. Several factors accounted for this difference: The disposition of Senior Sites was delayed along with several projects being delayed due to tenant eligibility, environmental screening and HQS reviews. Camino 23 should not have been included in the Plan as an AHAP was executed quicker than expected prior to the start of the Plan year and hence was “existing” using the new 50900 format. Three projects were not included in the Plan that became committed or leased during the FY. These were Brooklyn Basin (AHAP executed), Drachma Housing and Westlake Christian Terrace which were both leased.</p> | | | | | |

Existing Project-Based Vouchers

Table 2: Planned Existing Project-Based Vouchers

Tenant-based vouchers that the MTW PHA is currently project-basing in the Plan Year. These include only those in which at least an AHAP was in place by the beginning of the Plan Year.

| Property Name | Number of Project-Based Vouchers | | Status at End of Plan Year* | RAD? | Description of Project |
|----------------------------------|----------------------------------|--------|-----------------------------|------|---|
| | Planned * | Actual | | | |
| Mandela Gateway | 30 | 30 | Leased/Issued | No | An affordable housing project of 187 units in West Oakland for low-income families. The project was leased up in 2004 with 30 PBV units. |
| Alteheim Senior Housing Phase I | 23 | 23 | Leased/Issued | No | The first phase of Altenheim Senior Housing project in Dimond district of Oakland with 93 units for low-income seniors. The project was leased up in 2007 with 23 PBV units. |
| Lion Creek Crossings II | 18 | 18 | Leased/Issued | No | The second phase of Lion Creek Crossings project with 146 units in East Oakland for low-income families. The project was leased up in 2007 with 18 PBV units. |
| Madison Apartments | 50 | 50 | Leased/Issued | No | An affordable housing project of 79 units near downtown Oakland for low-income families. The project was leased up in 2008 with 19 PBV units. |
| Lion Creek Crossign III | 16 | 16 | Leased/Issued | No | The 3rd phase of Lion Creek Crossings project with 106 units in East Oakland for low-income families. This phase was leased up in 2008 with 16 PBV units. |
| Seven Directions | 28 | 28 | Leased/Issued | No | An affordable housing project of 36 units in East Oakland for low-income families. The project was leased up in 2008 with 18 PBV units. |
| Orchards on Foothill | 64 | 64 | Leased/Issued | No | An affordable housing project of 65 units in Lower San Antonio district of Oakland for low-income seniors. The project was leased up in 2008 with 64 PBV units. |
| Fox Court Apt. | 33 | 33 | Leased/Issued | No | An affordable housing project of 80 units in downtown Oakland for low-income /homeless with HIV/AIDS families. The project was leased up in 2009 with 20 PBV units. |
| Jack London Gateway | 60 | 60 | Leased/Issued | No | An affordable housing project of 60 units in West Oakland for low-income seniors. The project was leased up in 2009 with 60 PBV units. |
| 14th St at Central Station | 20 | 20 | Leased/Issued | No | An affordable housing project of 99 units in West Oakland for low-income families. The project was leased up in 2007 with 20 PBV units. |
| Tassafaronga Village Phase I | 80 | 80 | Leased/Issued | No | The first phase of Tassafaronga Village project with 137 units in East Oakland for low-income families. The project was leased up in 2010 with 80 PBV units. |
| Alteheim Senior Housing Phase II | 40 | 40 | Leased/Issued | No | The second and final phase of Altenheim Senior Housing project with 81 units for low-income seniors. This phase was leased up in 2010 with 40 PBV units. |
| Fairmount Apartments | 16 | 16 | Leased/Issued | No | An affordable housing project of 31 units in Grand Lake area of Oakland for low-income families and persons with disability. The project was leased up in 2010 with 16 PBV units. |
| Tassafaronga Village Phase II | 19 | 19 | Leased/Issued | No | The second and final phase of Tassafaronga project with 20 units for low-income/homeless with HIV/AIDS families. The project was leased up in 2010 with 19 PBV units. |
| Harp Plaza | 19 | 19 | Leased/Issued | No | An affordable housing project of 19 units in Eastmont district of Oakland for low-income families. The project was leased up in 2010. |
| Effie's House | 10 | 10 | Leased/Issued | No | An affordable housing project of 21 units in Lower San Antonio district of Oakland for low-income families. The project was leased up in 2010. |

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| Drachma Housing | 14 | 14 | Leased/Issued | No | A scattered-site affordable housing project of 14 units in West Oakland for low-income families. The project was leased up in 2010. |
| Foothill Family Partners | 11 | 11 | Leased/Issued | No | An affordable housing project of 65 units in Bancroft district of Oakland for low-income families. The project was leased up in 2011. |
| St. Joseph's Senior Apts | 83 | 83 | Leased/Issued | No | An affordable housing project of 84 units in Fruitvale district of Oakland for low-income seniors. The project was leased up in 2011 with 83 PBV units. |
| OHA Scattered Sites (OAHPI) | 1,539 | 1,539 | Committed | No | It is a scattered site public housing disposition project involving 1,539 units for low-income families. The project was assisted with PBV subsidies since 2010. |
| Lion Creek Crossings IV | 10 | 10 | Leased/Issued | No | The 4th phase of Lion Creek Crossings project of 72 units in East Oakland for low-income families. The project was leased up in 2012 with 10 PBV units. |
| Savoy Phase 1 | 55 | 55 | Leased/Issued | No | The first phase of the Savoy project of 101 units in downtown Oakland for individuals with special needs. The project was leased up in 2012. |
| Hugh Taylor House | 35 | 35 | Leased/Issued | No | An affordable housing project of 43 units in East Oakland for low-income families. The project was leased up in 2012. |
| Madison Park Apartments | 96 | 96 | Leased/Issued | No | An affordable housing project of 98 units near downtown Oakland for low-income seniors. The project was leased up in 2012. |
| Merritt Crossing Apts (6 th and Oak) | 50 | 50 | Leased/Issued | No | An affordable housing project of 70 units near Chinatown Oakland for low-income seniors. The project was leased up in 2012 with 50 PBV units. |
| 720 E 11 th Street Apts (aka Clinton Commons) | 16 | 16 | Leased/Issued | No | An affordable housing project of 55 units in Eastlake district of Oakland for low-income/homeless with HIV/AIDS families. The project was leased up in 2012 with 16 PBV units. |
| Harrison Street Senior Housing | 11 | 11 | Leased/Issued | No | An affordable housing project of 73 units near downtown Oakland for low-income seniors. The project was leased up in 2012 with 11 PBV units. |
| Kenneth Henry Court | 13 | 13 | Leased/Issued | No | An affordable housing project of 51 units in the Bancroft district of Oakland for low-income families. The project was leased up in 2013. |
| California Hotel Phases 1 and 2 | 88 | 88 | Leased/Issued | No | The first and second phase of California Hotel project of 137 units for families of low-income/special needs/homeless/HIV/AIDS. The phase was leased up in 2013 with 88 PBV units. |
| James Lee Court | 12 | 12 | Leased/Issued | No | An affordable housing project of 26 units for low-income families. The project was leased up in 2013. |
| Savoy Phase 2 | 46 | 46 | Leased/Issued | No | The 2nd phase of the Savoy project of 101 units at downtown Oakland for special needs/homeless/HIV/AIDS individuals. This phase was leased up in 2013. |
| Slim Jenkins Court | 11 | 11 | Leased/Issued | No | An affordable housing project of 32 units in West Oakland for low-income families. The project was leased up in 2013 with 11 PBV units. |
| Oak Point Limited (OPLP) | 15 | 15 | Leased/Issued | No | A scattered-site affordable housing project of 31 units in West Oakland for low-income families. The project was leased up in 2013 with 15 PBV units. |
| Drasnin Manor | 25 | 25 | Leased/Issued | No | An affordable housing project of 26 units in East Oakland for low-income families. The project was leased up in 2013 with 25 PBV units. |
| St. Joseph's Family Apts | 15 | 15 | Leased/Issued | No | An affordable housing project of 62 units in Fruitvale district of Oakland for low-income families. The project was leased up in 2013 with 15 PBV units. |
| MacArthur Apts | 14 | 14 | Leased/Issued | No | An affordable housing project of 32 units in Lower Hills district of Oakland for low-income families. The project was leased up in 2013 with 14 PBV units. |

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|-------------------------------------|-----|-----|---------------|----|---|
| California Hotel Phase 3 | 47 | 47 | Leased/Issued | No | The third and final phase of California Hotel project of 137 units for low-income/special needs/homeless/HIV/AIDS families. This phase was leased up in 2013 with 47 PBV units. |
| Lion Creek Crossings V | 127 | 127 | Leased/Issued | No | The fifth phase of Lion Creek Crossings project of 128 units in East Oakland for low-income seniors. The project was leased up in 2014 with 127 PBV units. |
| Cathedral Gardens | 43 | 43 | Leased/Issued | No | An affordable housing project of 100 units in Uptown district of Oakland for low-income families. The project was leased up in 2014 with 43 PBV units. |
| Lakeside Senior Apartments | 91 | 91 | Leased/Issued | No | An affordable housing project of 92 units on the banks of Lake Merritt in Oakland for low-income seniors. The project was leased up in 2015 with 91 PBV units. |
| Marcus Garvey Commons | 10 | 10 | Leased/Issued | No | An affordable housing project of 22 units in West Oakland for low-income families. The project was leased up in 2015 with 10 PBV units. |
| 1701 Martin Luther King Jr. Way | 25 | 25 | Leased/Issued | No | An affordable housing project of 26 units near downtown Oakland for low-income/special needs/homeless/HIV/AIDS families. The project was leased up in 2015 with 25 PBV units. |
| MURAL aka MacArthur Transit Village | 22 | 22 | Leased/Issued | No | An affordable housing project of 90 units in West Oakland for low-income families. The project was leased up in 2016 with 22 PBV units. |
| AveVista aka 460 Grand | 34 | 34 | Leased/Issued | No | An affordable housing project of 68 units in Lake Merritt area of Oakland for low-income families. The project was leased up in 2016 with 34 PBV units. |
| 11th and Jackson (Prosperity Place) | 35 | 35 | Leased/Issued | No | An affordable housing project of 71 units in Chinatown Oakland for low-income families. The project was leased up in 2017 with 35 PBV units. |
| Civic Center TOD | 20 | 20 | Leased/Issued | No | An affordable housing project of 40 units in downtown Oakland for low-income/special needs/homeless families. An AHAP for 10 PBV was executed in 2016. |
| Redwood Hill Townhomes | 27 | 27 | Committed | No | An affordable housing project of 28 units in Laurel district of Oakland for low-income/special needs families. An AHAP for 11 PBV was executed in 2017. |
| 3706 San Pablo Avenue | 20 | 20 | Committed | No | An affordable housing project of 87 units on the cities' border of Oakland and Emeryville for low-income families. An AHAP for 20 PBV was executed in 2017. |
| Embark Apartments | 61 | 61 | Committed | No | An affordable housing project of 40 units in North Oakland for low-income/veteran/VASH families. An AHAP for 61 PBV was executed in 2017. |
| Camino 23 | 26 | 26 | Committed | No | An affordable housing project of 32 units in East Oakland for low-income/special need families. An AHAP was executed in 2018 for 26 PBVs. |
| Rosa Park | 11 | 11 | Leased/Issued | No | An affordable housing project of 12 units in Uptown district of Oakland for low-income/homeless families. The project was leased up in 2017 with 5 PBV units. |
| Adeline St. Lofts | 20 | 20 | Leased/Issued | No | An affordable housing project of 79 units in West Oakland for low-income families. The project was leased up in 2018 with 8 PBV units. |
| Stanley Ave. Lofts | 13 | 13 | Leased/Issued | No | An affordable housing project of 24 units in East Oakland for low-income families. The project was leased up in 2018 with 13 PBV units. |
| Swan Market | 10 | 10 | Leased/Issued | No | An affordable housing project of 18 units at downtown Oakland for low-income/special need families. The project was leased up in 2017 with 4 PBV units. |
| Oak Park Apartments | 10 | 10 | Leased/Issued | No | An affordable housing project of 35 units in Fruitvale district of Oakland for low-income families. The project was leased up in 2017 with 3 PBV units. |

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| Hisman Hin-Nu Apartments | 10 | 10 | Leased/Issued | No | An affordable housing project of 92 units in Fruitvale district of Oakland for low-income families. The project was leased up in 2017 with 7 PBV units. |
| San Pablo Hotel | 31 | 31 | Leased/Issued | No | An affordable housing project of 143 units near downtown Oakland for low-income seniors. The project was leased up in 2018 with 27 PBV units. |
| Ambassador Apts | 10 | 10 | Leased/Issued | No | An affordable housing project of 69 units at 3610 Peralta Avenue in Oakland for low-income families. The project was leased up in 2017 with 10 PBV units. |
| Acts Cyrene (94th and International | 14 | 14 | Leased/Issued | No | An affordable housing project of 59 units in East Oakland for low-income families. The project was leased up in 2017 with 14 PBV units. |
| Fruitvale Transit Village - Phase IIA | 66 | 66 | Committed | No | An affordable housing project of 94 units in Fruitvale district of Oakland for low-income/VASH families. An AHAP for 66 PBV was executed in 2017. |
| | 3468 | 3468 | Planned Total Existing Project-Based Vouchers | | |
| * Figures and text in the "Planned" column should match the corresponding Annual MTW Plan ** Select "Status at the End of the Plan Year" from : Committed, Leased/Issued | | | | | |
| Please describe differences between the Planned and Actual Existing Number of Vouchers Project-Based: | | | | | |
| OHA anticipated 4,591 total number of Project-Based vouchers Committed and leased/issued in the FY 2019. This number was derived including vouchers that were conditionally awarded which does not conform to HUD's new reporting guidelines. OHA has included only those sites in which at least an AHAP was in place by the beginning of the plan year. | | | | | |

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

OHA submitted a disposition application to the Special Application Center on October 11, 2017 requesting approval to dispose of 253 units in three senior sites. During FY 2019, OHA received application approval on July 5, 2018. This disposition was a necessary solution to preserve the units and resolve longstanding issues related to chronic funding decreases in public housing program, and the resulting impact of deferred maintenance over many decades. OHA plans to rehabilitate these properties in two phases. Oak Grove North and South (Phase 1) and 1621 Harrison Street (Phase 2) will be separate phases, each funded through a LIHTC acquisition rehabilitation project. Applications for tenant protection vouchers (TPVs) will follow HUD guidelines as specified in PIH notice 2017-10 which states how soon OHA can apply for TPVs based on the timeline prompted by the site rehabilitation.

During FY 2019, OHA began the initial planning process including discussions with HUD and stakeholders groups to chart a path to convert seven mixed-finance properties with public housing units to Rental Assistance Demonstration (RAD) Project Based vouchers. The affected projects are Chestnut/Linden Court, Foothill Apartments, Mandela Gateway and Lion Creek Crossing Phases 1-4 for a total of 307 public housing units converted to project-based vouchers.

Table 3: Actual Other Changes to MTW Housing Stock in the Plan Year

Examples of the types of other changes can include (but are not limited to): Units held off-line due to relocation or substantial rehabilitation, local non-traditional units to be acquired/developed, etcetera.

Actual Other Changes to MTW Housing Stock in the Plan Year

OHA submitted a disposition application to the Special Application Center on October 11, 2017 requesting approval to dispose of 253 units in three senior sites. During FY 2019, OHA received application approval on July 5, 2018 and applied for tenant protection vouchers for residents of the three sites. This disposition is a necessary solution to preserve the units and resolve longstanding issues related to chronic funding decreases in public housing program, and the resulting impact of deferred maintenance over many decades. OHA plans to transfer control of the three properties via a minimum 30-year group lease to newly created partnerships, in which OHA controls the general partner, with the low-income housing affordability restrictions remaining in place for 55 years. OHA plans to rehabilitate these properties in two phases. Oak Grove North and South (Phase 1) and 1621 Harrison Street (Phase 2) will be separate phases, each funded through a LIHTC acquisition rehabilitation project. Applications for tenant protection vouchers (TPVs) will follow HUD guidelines as specified in PIH notice 2017-10 which states how soon OHA can apply for TPVs based on the timeline prompted by the site rehabilitation.

During FY 2019, OHA began the initial planning process including discussions with HUD and stakeholders groups to chart a path to convert seven mixed-finance properties with public housing units to Rental Assistance Demonstration (RAD) Project Based vouchers. The affected projects are Chestnut/Linden Court, Foothill Apartments, Mandela Gateway and Lion Creek Crossing Phases 1-4 for a total of 307 public housing units converted to project-based vouchers.

General Description of Actual Capital Expenditures During the Plan Year

OHA included the Capital Fund Program (CFP) funds in its MTW Block Grant. In FY 2019, OHA expended \$5.9 million of MTW funds on capital expenditures. These expenditures included improvements at public housing sites and administrative buildings, funding for the development of new affordable housing, and purchases of software and computer network equipment.

Public housing sites receiving capital expenditures in FY 2019 included Harrison Tower, Lockwood Gardens, Oak Grove North, and Oak Grove South. Major repairs were made to the elevators at the Harrison Tower senior site. Security cameras were added at Lockwood Gardens.

Architecture and engineering work continued in preparation for a major rehabilitation of Oak Grove North and South. OHA has received approval from HUD to remove these sites from the public housing program so they can be renovated by a Low Income Housing Tax Credit partnership. It is anticipated that the tax credit partnership will reimburse OHA for architecture and engineering costs that were incurred while these properties were in the public housing program.

OHA invested MTW funds in a project to rehabilitate the Empyrean Hotel and convert the building to 66 units of permanently affordable housing. OHA purchased the land under the Empyrean Hotel and leased it to the development partnership. OHA also provided a loan to the project.

MTW funds were also used for capital improvement projects at OHA administrative buildings. During FY 2019, construction began on a major renovation of the 1619 Harrison Street headquarters office. At the OHA Service Center exterior repairs were completed and the building was repainted. The Service Center houses the OHA Police Department, property management staff and the Capital Improvement Department.

Finally, MTW funds were expended to purchase computer hardware and software. Desktop computers were purchased to support an agency-wide upgrade to Windows 10. Laptops were purchased to be used for a mobile computer lab, enabling software training to be provided at OHA satellite offices. Funds were expended for major upgrades of the Authority's YARDI and Laserfiche software systems. The agency also purchased computer networking equipment, phones, and a multifunction copier/printer.

| Table 4: General Description of All Actual Capital Expenditures During the Plan Year | | |
|--|---|---|
| Narrative general description of all capital expenditures of MTW funds during the Plan Year. | | |
| <table border="1"> <thead> <tr> <th data-bbox="224 699 1380 730">General Description of All Actual Capital Expenditures During the Plan Year</th></tr> </thead> <tbody> <tr> <td data-bbox="224 741 1380 1606"> <p>OHA included the Capital Fund Program (CFP) funds in its MTW Block Grant. In FY 2019, OHA expended \$5.9 million of MTW funds on capital expenditures. These expenditures included improvements at public housing sites and administrative buildings, funding for the development of new affordable housing, and purchases of software and computer network equipment.</p> <p>Public housing sites receiving capital expenditures in FY 2019 included Harrison Tower, Lockwood Gardens, Oak Grove North, and Oak Grove South. Major repairs were made to the elevators at the Harrison Tower senior site. Security cameras were added at Lockwood Gardens.</p> <p>Architecture and engineering work continued in preparation for a major rehabilitation of Oak Grove North and South. OHA has received approval from HUD to remove these sites from the public housing program so they can be renovated by a Low Income Housing Tax Credit partnership. It is anticipated that the tax credit partnership will reimburse OHA for architecture and engineering costs that were incurred while these properties were in the public housing program.</p> <p>OHA invested MTW funds in a project to rehabilitate the Emphyrean Hotel and convert the building to 66 units of permanently affordable housing. OHA purchased the land under the Emphyrean Hotel and leased it to the development partnership. OHA also provided a loan to the project.</p> <p>MTW funds were also used for capital improvement projects at OHA administrative buildings. During FY 2019, construction began on a major renovation of the 1619 Harrison Street headquarters office. At the OHA Service Center exterior repairs were completed and the building was repainted. The Service Center houses the OHA Police Department, property management staff and the Capital Improvement Department.</p> <p>Finally, MTW funds were expended to purchase computer hardware and software. Desktop computers were purchased to support an agency-wide upgrade to Windows 10. Laptops were purchased to be used for a mobile computer lab, enabling software training to be provided at OHA satellite offices. Funds were expended for major upgrades of the Authority's YARDI and Laserfiche software systems. The agency also purchased computer networking equipment, phones, and a multifunction copier/printer.</p> </td></tr> </tbody> </table> | General Description of All Actual Capital Expenditures During the Plan Year | <p>OHA included the Capital Fund Program (CFP) funds in its MTW Block Grant. In FY 2019, OHA expended \$5.9 million of MTW funds on capital expenditures. These expenditures included improvements at public housing sites and administrative buildings, funding for the development of new affordable housing, and purchases of software and computer network equipment.</p> <p>Public housing sites receiving capital expenditures in FY 2019 included Harrison Tower, Lockwood Gardens, Oak Grove North, and Oak Grove South. Major repairs were made to the elevators at the Harrison Tower senior site. Security cameras were added at Lockwood Gardens.</p> <p>Architecture and engineering work continued in preparation for a major rehabilitation of Oak Grove North and South. OHA has received approval from HUD to remove these sites from the public housing program so they can be renovated by a Low Income Housing Tax Credit partnership. It is anticipated that the tax credit partnership will reimburse OHA for architecture and engineering costs that were incurred while these properties were in the public housing program.</p> <p>OHA invested MTW funds in a project to rehabilitate the Emphyrean Hotel and convert the building to 66 units of permanently affordable housing. OHA purchased the land under the Emphyrean Hotel and leased it to the development partnership. OHA also provided a loan to the project.</p> <p>MTW funds were also used for capital improvement projects at OHA administrative buildings. During FY 2019, construction began on a major renovation of the 1619 Harrison Street headquarters office. At the OHA Service Center exterior repairs were completed and the building was repainted. The Service Center houses the OHA Police Department, property management staff and the Capital Improvement Department.</p> <p>Finally, MTW funds were expended to purchase computer hardware and software. Desktop computers were purchased to support an agency-wide upgrade to Windows 10. Laptops were purchased to be used for a mobile computer lab, enabling software training to be provided at OHA satellite offices. Funds were expended for major upgrades of the Authority's YARDI and Laserfiche software systems. The agency also purchased computer networking equipment, phones, and a multifunction copier/printer.</p> |
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B. Leasing Information

Actual Number of Households Served

Oakland experienced heavy demand for rental units creating strong competition for Oakland housing and rentals. New apartment construction during the FY, fueling a strong job market, but pent up demand particularly for affordable units remained unmet. This made for challenges for tenant-based voucher holders searching for apartments in the City and on average OHA had approximately 200 voucher holders searching per month. The impact of the very competitive and expensive rental market continued to negatively influence utilization in the HCV program. The number of homeless residents living in Oakland increased 47% since 2017, a significant influx that underscores the severity of the housing shortage throughout the region. For every homeless person housed in Alameda County, about three become homeless. In response to the calamitous characteristics of the regional housing market, OHA implemented multiple strategies using local, nontraditional programs and PBV strategies discussed in [Section II.A.](#) to offset and minimize the impact of the utilization decline during the program year.

OHA achieved an increase over the previous year by serving approximately 95 percent of the number of families possible through all MTW programs, which while an improvement is still short of the planned 98%. OHA's work to secure housing units through the PBV and LNT program partnerships has helped stabilize the baseline from continued decline. The actual leasing outcomes and the number of families served by each program detailed below demonstrate OHA's focus on employing traditional tools as well as its commitment to developing new strategies to ensure maximizing the families served.

Public Housing

Both OHA-managed public housing sites as well as those managed by third-party property management companies maintained excellent leasing levels. Across the 16 sites OHA maintained a 98 percent occupancy rate, with the exception of Oak Groves North and South where units that were vacated were purposely kept offline due to planned disposition and major renovation. Eight units of the total 1,606 were approved by the local HUD office to be excluded from the dwelling unit status for an eligible reason. Therefore, of the total number of units available, the public housing program served an average of 1,517 families in them each month.

Local, Non-traditional

Participation in OHA local non-traditional programs (both tenant and property based) remained consistent for long term existing programs. The Local Housing Assistance Program (LHAP), a tenant-based program which allowed tenants to remain housed that would not meet PBV eligibility standards after disposition due to income restrictions, decreased to 18 families as one participant family elected to use the Tenant Protection Voucher to move. The Sponsor-based Housing Assistance Program (SBHAP), serving chronically homeless from encampments, ex-offenders released from San Quentin prison, and emancipated foster youth exiting the juvenile justice system, maintained relatively steady participation with low turnover rates, but non-profit service providers reported struggles to find new landlords willing to participate in the program due to the volume of qualified, unsubsidized applicants and the rapidly increasing costs of the rental market. The average monthly number of families served was 109.

As a result of continued affordable housing shortages and homelessness, OHA responded by continuing to implement local, non-traditional programs under the Building Bridges (BB) initiative which is designed to use systems alignment with expert partners including the City and county to provide service enriched housing for emancipated foster youth, CalWORKs participants, veterans and those without housing. Through the BBSRO program, OHA executed contracts with qualified owners, property managers, and developers in Oakland and provided operating

subsidies for in-place service-enriched, single-room occupancy (SRO) units, shared housing and transitional housing units set aside for veterans, foster youth, or other special needs populations. The tenant-based component of BBSRO, served an average of 124 families and the difference in planned versus actual for tenant-based is due primarily to less families served in BBSRO than anticipated as the program continued to work through challenges due to new processes and procedures and inter-agency communication to establish the new program.

Property-based programs such as BBTHP+ contracted with First Place for Youth, a vendor awarded through an Alameda County Social Services (SSA) selection process, to provide housing assistance to foster youth participating in the SSA THP+ program who are aging out of foster care. During the FY, OHA began serving the first families through BBTHP+ and served an average of 9 families monthly which was short of the goal of 50 families.

Through the Building Bridges-CalWORKs program, OHA partnered with the SSA to provide housing assistance to SSA CalWORKs clients, actively engaged in a plan to achieve self-sufficiency, specifically employable, and formerly homeless families. OHA projected to serve approximately 50 families per month in FY 2019 and successfully launched the program and began receiving referrals. OHA served an average of 7 families monthly through the program as it was launched in September 2018.

The site-based family unification/re-entry program Parents And Children Together (PACT) PACT is an expanded OHA program that serves populations referred by the Alameda County Sheriff's Office (ACSO) from both the MOMs and DADS programs. OHA projected to serve 18 families and on average fell short of this goal due fewer referrals from the ACSO. OHA is actively working with the County as an additional source of referrals for re-entry candidates for this program to fully utilize the resources in FY 2020 and renovated a new site with an additional 6 units located at 95th Avenue to house the increased referrals from the county in FY 2020 increasing the capacity of the program to 24 households.

Note: OHA moved the Building Bridges SRO (shared and transitional) housing families served to the property-based category instead of tenant-based. Therefore, numbers reflected in Table 5 show that the number of property-based families served increased from what was anticipated in the FY 2019 plan.

Housing Choice Voucher

During the reporting year, OHA worked diligently to increase voucher utilization using traditional strategies. OHA absorbed all port-in vouchers, and extended search times for voucher holders struggling to find units in the Housing Choice Voucher program and OHA used the portability restriction activity to limit ports to adjacent communities. All of these issues account for the differences in the planned 11,265 households versus actual households served of 10,953 in the MTW Housing Choice Vouchers Utilized.

OHA continued extensive marketing and rollout of existing owner incentives to retain and recruit new owners and boost utilization. As many of the components of the incentives were active for the entire FY, OHA saw increased results with an average of 103 new landlords recruited, 275 new contracts signed via pre-inspections and 98 owners receiving the benefit of vacancy loss payments. Recognition, education and services were expanded with OHA recognizing 258 owners annually for their participation. The incentives are discussed in [Section IV, Activity #17-01](#).

Project-based Voucher

OHA continued to commit hard units through PBV awards pursued through multiple methods. OHA issued an RFQ in FY 2017 and in total has awarded 636 units over 23 developments over the last several years and continued to work through lease up process adding 224 additional families this year for a total of 393 of these units under HAP contact. Using MTW flexibilities, OHA awarded PBVs to sites approved through the City of Oakland Housing Development Financing Program NOFA process, and through OHA internal development efforts. In FY 2019, OHA served on average 3,463 families per month with PBV subsidies. Of those families, 224 were newly leased units from the RFQ awards. The number of PBVs leased was lower than expected, as in-place tenants in units awarded through the RFQ did not always qualify under PBV program guidelines or they opted not to participate and continue to live in the unit without subsidy. So as to avoid displacement, the units will convert to PBV subsidy after those families choose to move out. OHA also experienced delays in environmental assessment and HQS inspection process.

During the FY, OHA continued to conditionally award project-based vouchers: 306 PBVs were conditionally awarded to projects that were selected for affordable housing development funding by the City of Oakland in 2017, via its competitive selection process.

Table 5: Actual Number of Households Served

Snapshot and unit month information on the number of households the MTW PHA actually served at the end of the Plan Year.

| Number of Households Served Through: | Number of Unit Months Occupied/Leased* | | Number of Households Served** | |
|--|--|----------------|-------------------------------|---------------|
| | Planned ^^ | Actual | Planned ^^ | Actual |
| MTW Public Housing Units Leased | 18,624 | 18,204 | 1,552 | 1,517 |
| MTW Housing Choice Vouchers Utilized | 135,180 | 131,436 | 11,265 | 10,953 |
| Local, Non-Traditional: Tenant-Based | 240 | 216 | 20 | 18 |
| Local, Non-Traditional: Property-Based | 14,196 | 11,796 | 1,183 | 983 |
| Local, Non-Traditional: Homeownership | 0 | 0 | 0 | 0 |
| Planned/Actual Totals | 168,240 | 161,652 | 14,020 | 13,471 |

* "Planned Number of Unit Months Occupied/Leased is the total number of months the MTW PHA planned to have leased/occupied in each category throughout the full Plan Year (as shown in the Annual MTW Plan).

** "Planned Number of Households to be Served" is calculated by dividing the "Planned Number of Unit Months Occupied/Leased" by the number of months in the Plan Year (as shown in the Annual MTW Plan).

^^ Figures and text in the "Planned" column should match the corresponding Annual MTW Plan.

Please describe any differences between the planned and actual households served:

| Local, Non-Traditional Category | MTW Activity Name/Number | Number of Unit Months Occupied/Leased* | | Number of Households to be Served* | |
|---------------------------------|--|--|---------------|------------------------------------|--------------|
| | | Planned^^ | Actual | Planned^^ | Actual |
| Property-Based | Fund Affordable Housing Development Activities (08-01) - Tax credit units in service in total through FY2019 | 8,076 | 8,088 | 673 | 674 |
| Tenant-Based | Local Housing Assistance Program (10-06) | 240 | 216 | 20 | 18 |
| Property-Based | Local Housing Assistance Program (10-06) | 2,436 | 1,500 | 203 | 125 |
| Property-Based | PBV Transitional Housing Programs (11-05) | 1,728 | 720 | 144 | 60 |
| Property-Based | SRO/Studio Apartment Preservation Program (11-03) | 1,956 | 1,488 | 163 | 124 |
| Planned/Actual Totals | | 14,436 | 12,012 | 1,203 | 1,001 |

* The sum of the figures provided should match the totals provided for each Local, Non-Traditional category in the previous table. Figures should be given by individual activity. Multiple entries may be made for each category if applicable.

^^ Figures and text in the "Planned" column should match the corresponding Annual MTW Plan.

| Households Receiving Local, Non-Traditional Services Only | Average Number of Households Per Month | Total Number of Households in the Plan Year |
|---|--|---|
| Non-residents | 13 | 160 |

Households Receiving Local, Non-Traditional Services Only (No housing subsidy)

The Family and Community Partnerships department (FCP) and our Police Department provided community building events and supportive services and events to further our Education and Employment Initiatives helping families achieve self-sufficiency and life goals. Both East and West Oakland administrative offices provided Wi-Fi connected computer labs open to the public and residents to use for job searches, training and educational pursuits. Most events were open to all OHA residents from multiple program types and were also attended by the broader community. Summer lunch was provided to youth aged 3 to 15 years. Community Food Pantry services were provided with local partners and is open to all community members, promoting healthy food choices to all. During the FY, over 1,000 families were provided with food assistance in East and West Oakland, some of these being non-resident households. On average OHA served 160 non-resident families over the course of the year.

Discussion of any Actual Issues/Solutions Related to Leasing

MTW Public Housing

With vacancy rates hovering at 2% or less, public housing did not experience leasing challenges that required solutions. OHA remains committed to rightsizing families to appropriate sized units to continue to maximize efficient use of the housing stock and will use the Standardized Transfer Policy to facilitate moving families to appropriately sized units to maintain low vacancy rates. Vacancy numbers in Oak Grove North and South increased as units were purposely held offline in preparation for a large renovation and disposition project that will commence in FY 2020.

MTW Housing Choice Voucher

As discussed [Actual Number of Households Served](#), the Housing Choice Voucher program, OHA's largest program, experienced challenges maximizing utilization as applicants competed with unassisted renters for limited and expensive housing stock. As a solution, OHA offered expanded rental assistance coaching and application preparation assistance using its Housing Navigator program whereby the Family and Community Partnerships department worked in collaboration with Leased Housing to assist applicants present more competitive applications.

Research and data analysis efforts to lay the groundwork to design the implementation of the automatic rent increase activity #17-02 was started using geo-spatial analysis tools and local market rental data. OHA expects to create local neighborhoods identified as at risk for losing owners and voucher holders for targeted rent increases to offset these losses.

Other strategies to minimize the negative impact of HCV leasing issues included continuing to market and rollout landlord incentives, which included:

- offering sign on bonuses to recruit new owner participants, (103 new owners added)
- vacancy loss funds to offset delays in re-leasing existing HCV units, (98 owners participated)
- prequalifying inspections to expedite the lease up process, (1,102 inspections performed since inception and 275 contracts executed) and
- owner appreciation efforts (258 owners recognized)
- planning and system modification to implement the Capital Improvement Loan program

OHA also proactively allocated PBV subsidies to projects approved through the City of Oakland NOFA process and RFQs that were issued in FY 2017, leasing up a total of 388 new property-based subsidy units. Additional PBV allocations were conditionally approved for new development projects. A full description of OHA's activities to commit and lease PBVs is available in [Section II A – Housing Stock Information](#) and [Appendix B](#).

Local, Non-Traditional

To better leverage existing funds and services through systems alignment with City and County agencies, and to continue to address a 47% increase in Oakland's unsheltered population, OHA expanded local service-enriched special needs housing. OHA implemented a number of local programs under the Building Bridges initiative, Sponsor Based Housing Assistance and PACT

programs with wrap around services that serve Oakland families with special leasing challenges. These populations include those living in homeless encampments suffering from mental health issues, individuals exiting the criminal justice system and emancipated foster youth. While OHA partners with experts to provide support and services to these households, typical leasing challenges still burden this “hard to house” client base, and OHA with its partners continue to work diligently to support the families to the point of sustained housing stability.

| Table 6: Discussion of Any Actual Issues/Solutions Related to Leasing | |
|---|--|
| Discussion of any actual issues and solutions utilized in the MTW housing program listed. | |
| Housing Program | Description of Actual Leasing Issues and Solutions |
| MTW Public Housing | With vacancy rates under 2%, public housing did not experience leasing challenges that required solutions. OHA remains committed to rightsizing families to appropriate sized units to continue to maximize efficient use of the housing stock and will use the Standardized Transfer Policy to facilitate moving families to appropriately sized units to maintain low vacancy rates. OHA will continue to explore RAD and other options that may be available to move these properties out of the public housing program and preserve these affordable units for future generations. |
| MTW Housing Choice Voucher | <p>As discussed in Actual Number of Households Served, the Housing Choice Voucher program, OHA's largest program, experienced challenges maximizing utilization as applicants competed with unassisted renters for limited and expensive housing stock. Extended voucher search times and multiple application fees hampered applicants. As a solution, OHA offered rental assistance coaching and application preparation assistance through its Housing Navigator program to help applicants present more competitive applications.</p> <p>Other strategies to minimize the negative impact of HCV leasing issues included launching landlord incentives, which included:</p> <ul style="list-style-type: none"> • offering sign on bonuses to recruit new owner participants, (75 new owners added) • vacancy loss funds to offset delays in re-leasing existing HCV units, (62 owners participated) • prequalifying inspections to expedite the lease up process, (508 inspections performed and 119 contracts executed) and • owner appreciation efforts. (258 owners recognized) <p>OHA also proactively allocated PBV subsidies to projects approved through the City of Oakland NOFA process and RFQs that were issued in FY 2017, leasing up 119 new property-based subsidy units. Additional PBV allocations were conditionally approved for new development projects. A full description of OHA's activities to commit and lease PBVs is available in Section II A– Housing Stock Information and Appendix B.</p> |
| Local, Non-Traditional | To better leverage existing funds and services through systems alignment with City and County agencies, and to start to address a 25% increase in Oakland's unsheltered population, OHA expanded local service-enriched special needs housing. OHA implemented a number of local programs with wrap around services that serve Oakland families with special leasing challenges. These populations include those living in homeless encampments suffering from mental health issues, individuals exiting the criminal justice system and emancipated foster youth. While OHA partners with experts to provide support and services to these households, typical leasing challenges still burden this “hard to house” client base, and OHA with its partners continue to work diligently to support the families to the point of sustained housing stability. |

C. Waiting List Information

Table 7: Actual Waiting List Information

Snapshot information on the actual status of MTW waiting lists at the end of the Plan Year. The "Description" column should detail the structure of the waiting list and the population served.

| Waiting List Name | Description | Number of Households on Waiting List | Waiting List Open, Partially Open, or Closed | Was the Waiting List Opened During the Plan Year |
|---|---|--------------------------------------|--|--|
| Housing Choice Voucher: Tenant-Based | Community Wide | 1,912 | Closed | No |
| Housing Choice Voucher: Project-Based - OHA Managed | Site-Based | 562 | Closed | No |
| Housing Choice Voucher: Project-Based - Third Party Managed | Site-Based (Third Party Managed) | 36,576 | Yes | Yes |
| Public Housing- OHA Managed | Site-Based (OHA Managed) | 3,238 | Closed | No |
| Public Housing - Third Party Managed | Site-Based (Third Party Managed) | 3,449 | Yes | Yes |
| Local Non-Traditional - PACT | <p>Direct Referral - from Program partners - The Alameda County Sheriff's Office (ACSO) provides MOMS and DADS applicants to OHA. Following ACSO program standards, ACSO staff select and refer to OHA those ACSO MOMS and DADS 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).</p> <p>ACSO referred "applicants" are then screened by OHA Eligibility according to HUD program requirements. ACSO MOMS and DADS applicants who meet HUD program requirements are offered a unit at the OHA PACT Housing program site. Those selected for the OHA Housing Component remain in the ACSO Transitional Case Management Program for 18 months, during which they must comply with the PBV Housing Lease, PBV Program and ACSO Program requirements as well as their ICM.</p> | 3 | Open | Yes |
| Local Non-Traditional - SBHAP | <p>Direct Referral -Direct Referral - 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.</p> | N/A | No | No |
| Local Non-Traditional - Building Bridges - SRO | <p>Direct Referral - OHA contracts with various service providers to provide service enriched housing to special needs populations, emancipated foster youth and veterans through it Building Bridges - SRO local non-traditional program. The applicants are submitted by direct referral and OHA performs eligibility screening.</p> | N/A | No | No |

Please describe any duplication of applicants across waiting lists:

Applicants have the opportunity to apply to multiple rental assistance programs and often appear on multiple wait lists.

Actual Changes to Waiting List in the Plan Year

| Table 8: Actual Changes to the Waiting List in the Plan Year | |
|---|---|
| Please describe any actual changes to the organizational structure or policies of the waiting lists(s), including any opening or closing of a waiting list, during the Plan Year. | |
| Waiting List Name | Description of Actual Changes to Waiting List |
| Housing Choice Voucher: Tenant-Based | None |
| Housing Choice Voucher: Project-Based - OHA Managed | None |
| Housing Choice Voucher: Project-Based- Third Party Managed | Lion Creek Crossings phase 1 were open for all bedroom sizes. Marcus Garvey Commons open for 1, 2, 3, 4 bedroom sizes. Prosperity Place open for 1,2,3 bedroom sizes. Effie's House was opened for 1 bedrooms. CA Hotel was open for studios, 1, and 2 bedrooms. Seven Directions was open for 2 and 3 bedrooms. Rosa Park is open on an ongoing basis for studios, 1, and 2 bedroom sizes. Tassafaronga phase 2 has an ongoing open waitlist for 4 bedroom size units. |
| Public Housing - OHA Managed | None |
| Public Housing- Third Party Managed | Yes - Waitlists were open for all bedroom sized for Lion Creek Crossing phases 1-4. |
| Local Non-Traditional | Open for graduates of ASCO MOMs and DADs programs |

D. Information on Statutory Objectives and Requirements

75% of Families Assisted Are Very Low-Income

Approximately, 95 percent of the families in OHA's traditional programs were very low-income, which exceeds the statutory requirement by 20 percent. About 87 percent of the families' served in local, non-traditional programs incomes fall below the very low-income threshold, which amounts to approximately \$58,100 annually for a family of four. Table 9 shows the breakdown of the families in local, non-traditional programs and the corresponding Area Median Income (AMI) range.

| Table 9: 75% of Families Assisted are Very Low Income | |
|--|---|
| HUD will verify compliance with the statutory requirement that at least 75% of the households assisted by the MTW PHA are very low income for MTW public housing units and MTW HCVs through HUD systems. The MTW PHA should provide data for the actual families housed upon admission during the PHA's Plan Year reported in the "Local, Non-Traditional: Tenant-based"; "Local, Non-Traditional: Property Based"; and "Local, Non-Traditional: Homeownership" categories. Do not include households reported in the "Local, Non-Traditional Services Only" category. | |
| Income Level | Number of Local, Non-Traditional Households Admitted in the Plan Year |
| 80%-50% Area Median Income | 126 |
| 49%-30% Area Median Income | 245 |
| Below 30% Area Median Income | 630 |
| Total Local, Non-Traditional Households Admitted | 1001 |

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 a 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, nor should it. 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 10: Maintain Comparable Mix

HUD will verify compliance with the statutory requirement that MTW PHAs continue to serve a comparable mix of families by family size by first assessing a baseline mix of family sizes served by the MTW PHA prior to entry into the MTW demonstration (or the closest date with available data) and compare that to the current mix of family sizes served during the Plan Year.

| Baseline Mix of Family Sizes Served (upon entry to MTW) | | | | | |
|--|--------------------------------------|----------------------|-----------------------------|----------------------------|--------------------------------|
| Family Size | Occupied Public Housing Units | Utilized HCVs | Non-MTW Adjustments* | Baseline Mix Number | Baseline Mix Percentage |
| 1 Person | 705 | 3,158 | 0 | 3,863 | 30% |
| 2 Person | 745 | 2,853 | 0 | 3,598 | 28% |
| 3 Person | 596 | 1,877 | 0 | 2,473 | 19% |
| 4 Person | 344 | 1,318 | 0 | 1,662 | 13% |
| 5 Person | 169 | 588 | 0 | 757 | 6% |
| 6+ Person | 76 | 324 | 0 | 400 | 3% |
| Total | 2,635 | 10,118 | 0 | 12,753 | 100% |

* Non-MTW Adjustments" are defined as factors that are outside the control of the MTW PHA. An example of an acceptable "Non-MTW Adjustment" would include demographic changes in the community's overall population. If the MTW PHA includes "Non-MTW Adjustments", a thorough justification, including information substantiating the numbers given, should be included below.

Please describe the justification for any "Non-MTW Adjustments" give below:

N/A

| Mix of Family Sizes Served (in Plan Year) | | | | | |
|--|----------------------------|----------------------------------|--|--|--|
| Family Size | Baseline Mix Number | Baseline Mix Percentage** | Number of Households Served in Plan | Percentage of Households Served in Plan | Percentage Change from Baseline Year to |
| 1 Person | 3,863 | 30% | 5,658 | 41% | 11% |
| 2 Person | 3,598 | 28% | 3,664 | 27% | -2% |
| 3 Person | 2,473 | 19% | 1,870 | 14% | -6% |
| 4 Person | 1,662 | 13% | 1,510 | 11% | -2% |
| 5 Person | 757 | 6% | 632 | 5% | -1% |
| 6+ Person | 400 | 3% | 400 | 3% | 0% |
| Total | 12,753 | 100% | 13,734 | 100% | 0% |

** The "Baseline Mix Percentage" figures given in the "Mix of Family Size Served (in Plan Year)" table should match those in the column of the same name in the "Baseline Mix of Family Sizes Served (upon entry to MTW)" table.

^The "Total" in the "Number of Households Served in Plan Year" column should match the "Actual Total" box in the "Actual Number of Households Served in the Plan Year" table in Section II.B.i of this Annual MTW Report.

^^ The percentages in this column should be calculated by dividing the number in the prior column for each family size by the "Total" number of households served in the Plan Year. These percentages will reflect adjustment to the mix of families served that are due to the decisions of the MTW PHA. Justification of percentages in the current Plan Year that vary by more than 5% from the Baseline must be provided below.

Please describe the justification for any variances of more than 5% between the Plan Year and Baseline Year:

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.

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

OHA implemented three activities that assisted households in achieving self-sufficiency goals. A total of 64 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 11: Number of Households Transitioned to Self-Sufficiency in the Plan Year | | |
|---|---|--|
| Number of Households, across MTW activities, that were transitioned to the MTW PHA's local definition of self sufficiency during the Plan Year. | | |
| MTW Activity Name/Number | Number of Households Transitioned to Self Sufficiency* | MTW PHA Local Definition of Self Sufficiency |
| PBV Transitional Housing Programs / 11-05 | 7 | Number of PACT participants 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 schedule throughout the fiscal year. |
| Program Extension for Households Receiving \$0 HAP / 10-02 | 9 | Successful Exit during and after the 24 months |
| PBV Transitional Housing Programs / 11-05 - Building Bridges SRO, Shared and Transitional | 48 | Number of Households who maintain housing for at least 6 months |
| Households duplicated across activities/definitions | N/A | |
| | 64 | Total Households Transitioned to Self Sufficiency |

* Figures should match the outcome reported where matrix SS#8 is used in Section IV of this annual MTW Report.

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 FY 2019.

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 and approved (e.g. 15-01 indicates that the activity was identified and approved in the FY 2015).

| Table 12 Approved MTW Activities: HUD Approval Previously Granted | | | | | |
|--|----------------------------|---|--|---|---|
| Activity # and Fiscal Year Approved | Fiscal Year Implemented | MTW Activity Name | Description | Statutory Objective(s) | Authorization(s) |
| 17-01 | 2017 | Owner Incentives Program | Program to provide support and benefits to existing owners and incentives for owners to join the HCV program | Expanding housing choice and reduce costs to achieve greater cost effectiveness | Attachment C, Section D.1.d., D.5, B.1, D.1.a, B.1, and Single Fund Flexibility. Attachment D, Section D and Use of Funds |
| 17-02 | 2017 | Automatic Rent Increase | Offer owners an automatic rent increase on the HAP contract anniversary date | Expanding housing choice and reduce costs to achieve greater cost effectiveness | Attachment C, D.2.b&c |
| 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 | <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 |
| 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 PACT Program, which provides transitional service enriched housing to mothers returning from prison to reunite | Increase housing choices | Attachment C, Section B.1, B.4, D.1.a,b,C.D.4 Attachment D, Section B.2 |

| | | | | | |
|-------|------|---|---|---|---|
| | | | with their children. | | |
| 10-01 | 2010 | Specialized Housing Programs | Increases allocation of resources to the PACT program to improve outcomes and enhance program coordination. PACT 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), C.D.4 |
| 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 | Altered Minimum Stay Requirement in PBV Units | Altered minimum stay requirement for existing tenants in units with PBV assistance. | 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 | Utilizes 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 the subsidy program (i.e. SS, SSI, etc.) | Reduce costs and achieve greater cost effectiveness | Attachment C, Section C.4, D.1.c |
| 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 13 Implemented Activities | | | | | |
|---|----------------------------|---|---|---|---|
| Activity # and Fiscal Year Approved | Fiscal Year Implemented | MTW Activity Name | Description | Statutory Objective(s) | Authorization(s) |
| 17-01 | 2017 | Owner Incentives Program | Program to provide support and benefits to existing owners and incentives for owners to join the HCV program | Expanding housing choice and reduce costs to achieve greater cost effectiveness | Attachment C, Section D.1.d,D.5, B.1, D.1.a, B.1, and Single Fund Flexibility. Attachment D, Section D and Use of Funds |
| 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 |
| 11-02 | 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 | 2017 | SRO/ Studio Apartment Preservation Program | Develops a sub-program tailored to the needs of developments with SRO and studio units. OHA will commit long-term 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 PACT 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, C.D.4 Attachment D, Section B.2 |
| 10-01 | 2010 | Specialized Housing Programs | Increases allocation of resources to the PACT program to improve outcomes and enhance program coordination. PACT 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 C, Section D.1.f, D.1.a and D.3.a and C.D.4 (LHAP Programs), Attachment D, Use of Funds (SBHAP Program) |
| 10-09 | 2010 | Altered Minimum Stay Requirement in PBV Units | Altered minimum stay requirement for existing tenants in units that have PBV assistance. | Increase housing choices | Attachment C, Section D.7 |

| | | | | | |
|-------|------|---|---|---|-----------------------------|
| 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 |
| 06-02 | 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 |

MTW Activity #17-01: Owner Incentives Program

Year Approved: 2017

Year Implemented: 2017

Year Amended: N/A

Description/Impact/Update: The Housing Choice Voucher program was impacted by a dramatically escalating rental market and very limited inventory which has led to much longer search times and multiple voucher extensions being granted for families searching for housing. In 2015, OHA saw many owners choose to leave the program or remove units by not releasing, resulting in the loss of approximately 824 units of affordable housing. In response to these market conditions, OHA proposed the Owner Incentives Program activity to support existing and recruit new owners to the program to offset the exodus.



This activity offers a range of services that both support and retain existing HCV owners by providing enhanced services to existing owners, especially those that are high performers. OHA is also looking to recruit new owners by offering incentives to sign on. Program components are as follows:

- Vacancy loss payments of up to two months-- HAP will be offered to existing HCV owners if they re-rent a unit previously occupied by an HCV tenant to another HCV participant within two months of contract cancellation. The average vacancy duration is currently about 2 weeks. Based on average HAP amounts, total average annual costs for OHA to implement vacancy loss payments will range from \$208,280 to \$832,300 for vacancy periods of 15 days to 60 days.

- Pre-qualifying unit inspections will be offered to all HCV program owners to expedite the lease up process and minimize delays or losses due to inspections. Inspections will not be linked to a participant and allow owners up to 60 days to find a tenant once an inspection has been passed. No additional costs are anticipated.
- Owner recognition program -- Recognize long-term owners (5 years or more) with 5 or more units on the program that maintain at least one unit on a biennial inspection schedule. Owners will receive awards and special designations to highlight their status as long term providers of quality units. No additional costs are anticipated. MTW flexibility is not required to implement this component and it is included for consistency of grouping like programs.
- New Landlord Incentive Payment – Provides new owner participants a one-time payment of \$500 upon execution of a new HAP contract, and meet other defined eligibility criteria. OHA had 130 new landlords sign up for the program in 2015 and we project a 10% increase due to this incentive, totaling 143 new landlords. Projected costs are \$71,500.
- Capital Improvement Payment –Offer landlords that have failed a second inspection and are entering abatement a payment of up to \$2,500 to address capital improvement issues related to the reason for the HQS inspection failure. Landlords will apply for the payment and furnish documentation on the estimated repair costs for the improvement. Payments will be repaid to OHA via reduced HAP payments made to the owner over a 6 month period. Projected costs are estimated using the maximum payment of \$2,500 per landlord and are based on the number of landlords that had failed second inspections in FY 2015 and the projected cost is approximately \$385,000. OHA intends to recoup these costs by paying a lower HAP to the landlord over a 6 month period and anticipates some loss due to landlords that may exit the program and not repay the loan. OHA will rely on its Fraud Unit in the Police Department to pursue and collect from landlords that exit prior to completely repaying the loan.

OHA continued performing pre-qualifying unit inspections in FY 2019 and performed 594 expedited inspections resulting in 156 new HCV tenants being housed and HAP contracts. Since inception in Jan. 2018 OHA has performed 1,102 expedited inspections resulting in 275 executed contracts. Ninety-eight (98) owners received vacancy loss payments (or a Re-rent bonus) as an incentive to re-rent their units to HCV tenants and to continue to participate in the HCV program. On average these units were vacant for 44 days and the total amount that has been paid since inception in Nov. 2017 is \$332,397, or \$2,077 per unit. During the FY, 103 new landlords were recruited to the HCV program and received a sign on bonus of \$500 each. Through the owner recognition program, OHA recognized 259 owners with certificates for being long term partners (5 or more years with 5 or more units) and 10 of the long term owners received plaques for having 10 or more units as OHA continues to show appreciation for its owners through informative and celebratory events.

During FY 2019, OHA began planning to launch a research initiative in conjunction with UC Berkeley to better understand the people, companies and conglomerations that constitute our landlord population. The study will look at the common characteristics among long-tenure landlords, how the population has changed over time and what are the common characteristics amount landlords that have recently left the program. This project will inform our understanding of the of the landlord population to help us develop more evidenced-based policy initiatives.

Actual Non-Significant Changes: Planning for the Capital Improvement Payment component was begun in FY 2018 and FY 2019 and OHA expects to roll this out in FY 2020.

Actual Changes to Metrics/Data Collection: There are no changes to metrics or data collection.

Actual Significant Changes: OHA has no significant changes to report.

Challenges in Achieving Benchmarks and Possible Strategies: There are no challenges or new strategies to report.

| Standard OHA Metrics | | | | |
|---|---|--|---|--|
| Number of New Landlords Recruited by Payment Incentive | | | | |
| Unit of Measurement | Baseline | Benchmark | Outcome | Benchmark Achieved? |
| Number of new landlords where sign on payment was an incentive to enroll in HCV program | Average number of new landlords where sign on payment was an incentive to enroll in HCV program = 0 | Average number of new landlords where sign on payment was an incentive to enroll in HCV program = 13 (17% increase) | Actual number of new landlords where sign on payment was an incentive to enroll in HCV program = 103 | Yes. OHA greatly exceeded the benchmark. |
| Standard HUD Metrics | | | | |
| CE #1: Agency Cost Savings | | | | |
| Unit of Measurement | Baseline | Benchmark | Outcome | Benchmark Achieved? |
| Total cost of task in dollars (decrease). Pre-qualifying inspections | Cost of task prior to implementation of the activity = (staff salary)* .25 hours * number of files = (\$46.14 * .25) * 1,222 = \$14,096 | Cost of task after implementation of the activity =(staff salary)* .10 hours * number of files = (\$46.14 * .10) * 800 = \$3,691 | Actual cost of task in dollars after implementation of activity = \$46.14* .10 hours * 594 = \$2,741 | Yes. |
| CE #2: Staff Time Savings | | | | |
| Unit of Measurement | Baseline | Benchmark | Outcome | Benchmark Achieved? |
| Total time to complete the task in staff hours (decrease) Pre-qualifying inspections | Total amount of staff time dedicated to the task prior to implementation of the activity = .25 hours * 1,222 households = 305 hours | Expected amount of total staff time dedicated to the task after implementation of the activity = .10 hours * 800 households = 80 hours | Actual amount of total staff time dedicated to the task after implementation of the activity = .10 hours * 594 = 59 hours | Yes. It was exceeded. |
| 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) Pre-qualifying inspections | Average error rate of task prior to implementation of the activity as a percentage = 20% (decrease) | Expected error rate of task after implementation of the activity as a percentage = 15% (decrease) | Actual error rate of task after implementation of the activity as a percentage (decrease) = 15% | Yes. |
|--|---|---|---|------|

MTW Activity #15-01: Local Area Portability Reform

Year Approved: 2015

Year Implemented: 2015

Year Amended: N/A

Description/Impact/Update: 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. During FY 2019, OHA received a total of 320 requests for portability compared to the baseline of 1,100 total requests which is a drop of 70% in port requests overall and the number of requests has continued to decline since last fiscal year. Of the 320 requests received, 120 were for the five restricted counties compared to 924 (87% of total) requests to these counties seen in FY2015. In FY 2018 and 2019, many of the neighboring counties that were restricted stopped absorbing ports. Forty-nine requests to port were denied to a restricted county because they were not absorbed by the neighboring housing authority.

OHA is seeing a reduction in port outs due to this activity as neighboring counties have stopped absorbing ports. Historically OHA had over 1,200 housing choice vouchers ported to neighboring jurisdictions that have not been absorbed by the receiving jurisdiction. Currently OHA has 133 vouchers ported to neighboring jurisdictions, which have not been absorbed.

Actual Non-Significant Changes: 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.

Actual Changes to Metrics/Data Collection: There are no changes to the metrics or data collection included in the Standard HUD Metrics table below.

Actual Significant Changes: OHA has no significant changes planned for this activity.

Challenges in Achieving Benchmarks and Possible Strategies: OHA has no new challenges or strategies in this fiscal year.

| 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 = \$8,449 (based on 120 rejected requests) | Yes. An 83% 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 = \$51,634 | 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 = \$6,572 (140 annual average of ports administered) | Yes. The benchmark was exceeded. |
| 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 = \$10,282 + \$6,572 = \$16,854 (73 % reduction) | Yes. The benchmark was exceeded by 100%. |

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 * 146 requests = 219 hours (79% reduction) | Yes. A 79% 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 * 434 requests = 434 hours (61% reduction) | Yes. The benchmark was exceeded by 36%. |
| 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 = 219 + 434 = 653 hours (70% reduction) | Yes. The benchmark was exceeded. |

MTW Activity #15-02: Modified Utility Allowance Policy

Year Approved: 2015

Year Implemented: 2015

Year Amended: N/A

Description/Impact/Update: 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. OHA saw a decrease of 100% in the cost of utility allowances paid as Utility Reimbursement Payments (URP). There were no URP payments for public housing families and only one payment for an HCV family during the past year, which is being corrected. This is a 99% reduction since inception as all families have had URP payments eliminated. The reduction of utility allowances which took effect at recertification or interim visits was staged in. We have started to see the savings decrease over time as the cost of utilities continues to be adjusted upwards and baseline costs have stayed static. OHA implemented allowances to pay based on subsidy size for HCV residents only and have not yet implemented changes for public housing.

Actual Non-Significant Changes: We expect to develop a phased approach to execute this activity in our Public Housing portfolio.

Actual Changes to Metrics/Data Collection: There are no changes or modifications to the metrics or data collection.

Actual Significant Changes: OHA did not make any significant changes to this activity.

Challenges in Achieving Benchmarks and Possible Strategies: OHA does not experience any challenges or the need to develop new strategies for this activity.

| 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 = \$12,028,704 | No. |
| 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) = \$264 (99% reduction) | Yes. A reduction of 99% was achieved. The one household receiving URP is being corrected. |

| | | | | |
|---|--|--|--|--|
| 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= \$2.31 (99.9% reduction). | Yes. A reduction of 99% was achieved |
| 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 = \$12,028,704 + \$264 = \$12,028,968 | No. A reduction was not achieved. |
| 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 hours | Actual amount of staff time dedicated to the task after implementation of the activity = 0.05 hours * 1 checks = .05 hours | Yes. The Benchmark was achieved. |
| 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). | Average error rate in completing a task as a percentage prior to implementation = 5% | Expected error rate in completing a task as a percentage prior to implementation = 1% | Actual error rate in completing a task as a percentage prior to implementation = <.0001% | Yes. |
| 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 (20% increase) | Actual rental revenue after implementation of the activity (in dollars) = \$5,542,200 (28% increase) | Yes. A 28% 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 | |
| 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 (20% increase) | Actual rental revenue after implementation of the activity (in dollars) = \$5,542,200 | Yes. A 28% increase was achieved. |

MTW Activity #14-01: Alternative Recertification Schedules

Year Approved: 2014

Year Implemented: 2014

Year Amended: 2017, 2020

Description/Impact/Update: 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. OHA and participant families will experience time savings related to the forgone re-certifications. 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. OHA will use this activity for RAD voucher holders.

Actual Non-Significant Changes: OHA plans to implement custom changes to its business system to accommodate this activity.

Actual Changes to Metrics/Data Collection: There are no changes to the metrics or data collection methods this year.

Actual Significant Changes: No significant changes for this year.

Challenges in Achieving Benchmarks and Possible 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. OHA has modified the activity in the FY 2020 plan to coincide with operational efficiencies and business system limitations.

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.

| 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 = \$50,285 | Yes. The benchmark was exceeded. |
| 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 = \$4,155 | Yes. The benchmark was exceeded. |

| | | | | |
|---|---|---|--|---|
| 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) = \$50,285+4,155 = \$54,440 | Yes. Benchmark exceeded by 30%. |
| 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 Reexam 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 = 1,203 | Yes. The benchmark was exceeded. |
| Total time to complete the task in staff hours (decrease). Fixed Income Public Housing | Total amount of staff time dedicated to the task prior to implementation of the | Expected amount of total staff time dedicated to the task after implementation of the activity (in hours) = 840 | Actual amount of staff time to complete the task after implementation of the activity in hours = 101 | Yes. The benchmark was exceeded by 88%. |

| | | | | |
|--|--|--|---|---|
| <i>Reexam</i> Calculation | activity (in hours) = 1,680 hours | hours (50% reduction) | | |
| 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 hours) = 9,028 hours | Expected amount of total staff time dedicated to the task after implementation of the activity (in hours) = 4,650 hours (52% reduction) | Not Applicable | |
| 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) = 1,203+101=1,304 | Yes. The benchmark was exceeded. |
| CE #5: Increase in Agency Rental Revenue | | | | |

| Unit of Measurement | Baseline | Benchmark | Outcome | Benchmark Achieved? |
|---|--|---|---|---------------------|
| Rental revenue in dollars (increase). | Calculation of this metric is unclear since this activity changes the timing of the reexamination and does not change the rent calculation formula. | | | |
| 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: \$14,444 | 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 | |
| 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 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

Year Approved: 2012

Year Implemented: 2012

Year Amended: N/A

Description/Impact/Update: 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 was expanded on the previously approved activity to eliminate caps on PBV allocations in all areas.

The Housing Opportunity Through Modernization Act (HOTMA) has increased the per project cap by allowing PBV allocations of up to the greater of 25% or 25 units in a project. Under HOTMA, OHA would be restricted to award PBV allocations of up to 20% of its ACC authorized units and the greater of 25% or 25 units per project. Since inception, OHA has contributed to the creation and preservation of 5,246 PBV assisted units. If the projects were limited to a 25% cap only 1,311 units would have been eligible for assistance. Through this activity, OHA has been able to assist 3,935 additional units. Table 13 provides a breakdown of the PBVs awarded by development above the 25% cap through FY 2019.

Under the 20% cap, OHA's current budget authority would only allow 2,573 vouchers to be project based. Currently, OHA has 5,246 PBVs allocated (including conditional awards, disposition and RAD projects projected), so this activity has allowed an additional 2,673 vouchers above the 20% cap.

In FY 2019, OHA awarded ten new PBV projects through the City of Oakland's NOFA competition. Nine of these projects are new construction, while one project is substantial rehabilitation. To address the on-going affordable housing crisis, OHA expanded per project limits for PBVs to up to 50% of the units at a development and up to 100% for units set aside for seniors and special needs populations for the City's NOFA projects.

In FY 2019, OHA awarded 173 total units above the greater of 25 units or 25% cap at nine new construction sites and three units at one rehabilitation site. To date 935 units above the 25% per project cap have been awarded under this activity.

| Development Name | Total Units | Total PBV units awarded | Total PBV Units Above the greater of 25% or 25 | Service Enriched |
|---|--------------------|--------------------------------|---|-------------------------|
| City NOFA Competition – New Construction | | | | |
| 1. Aurora Apartments | 44 | 43 | 33 | |
| 2. Nova Apartments | 56 | 56 | 42 | 56 |
| 3. 3801 MLK Family Housing | 32 | 16 | | |
| 4. W Grand and Brush | 59 | 28 | 13 | 15 |
| 5. 34th and San Pablo | 60 | 25 | 10 | |
| 6. 7th and Campbell | 79 | 39 | 19 | |
| 7. Ancora Place | 77 | 31 | 12 | 15 |
| 8. Friendship Senior Housing | 50 | 34 | 21 | 34 |
| 9. 95th and International | 55 | 27 | 20 | 14 |

| City NOFA Competition – Rehabilitation | | | | |
|--|----|-----|-----|--|
| 10. 9th Avenue | 15 | 7 | 3 | |
| Total PBV Units conditionally awarded in FY 19 | | 306 | 173 | |

Actual Non-Significant Changes: OHA does not have any non-significant changes to this activity.

| Table 14 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 (aka 6th & Oak Apts.) | 70 | 17 | 50 | 33 |
| Lakeside Senior Apartments | 92 | 23 | 91 | 68 |
| Lion Creek Crossings Phase V | 128 | 32 | 127 | 95 |
| Camino 23 | 32 | 8 | 26 | 18 |
| Bishop Roy C. Nicholas | 17 | 4 | 17 | 13 |
| Sylvester Rutledge Manor | 64 | 16 | 64 | 48 |
| Oak Street Apts | 39 | 9 | 25 | 16 |
| Friendship Senior Housing | 50 | 13 | 34 | 22 |
| Senior Housing Total | 630 | 144 | 515 | 386 |
| 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 | 28 | 7 | 11 | 4 |
| Redwood Hill Townhomes FY16 | | | 16 | 16 |
| Fruitvale Transit Village - Phase IIA | 92 | 23 | 66 | 43 |
| Embark Apartments | 62 | 15 | 61 | 46 |
| Rosa Park | 11 | 2 | 11 | 9 |
| Eastside Arts & Housing | 15 | 3 | 10 | 7 |
| Empyrean | 66 | 16 | 32 | 16 |
| Nova Apartments | 56 | 14 | 56 | 42 |
| 95th and International | 55 | 14 | 27 | 13 |
| 9th Avenue | 15 | 4 | 7 | 3 |
| Special Needs Housing Total | 664 | 163 | 558 | 395 |
| 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 |
| Drasinin 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* | 59 | 14 | 37 | 23 |
| Courtyards at Acorn | 87 | 21 | 30 | 9 |
| Oak Park Apts | 35 | 8 | 10 | 2 |
| Swan Market | 18 | 4 | 10 | 6 |
| Hamilton Apts-(Mod Rehab Conv.) | 92 | 23 | 92 | 69 |
| Drachma Housing | 19 | 4 | 11 | 7 |
| International Blvd Apts | 30 | 7 | 18 | 11 |
| Northgate Apts | 41 | 10 | 14 | 4 |
| Stanley Avenue Lofts | 24 | 6 | 13 | 7 |
| Adeline Street Lofts | 38 | 9 | 20 | 11 |
| Westlake Christian Terrace West | 200 | 50 | 121 | 71 |
| Seven Directions (add to 18 in-place) | 36 | 9 | 10 | 19 |
| Fox Court Apts (add to 20 in-place) | 80 | 20 | 13 | 13 |
| Madsion Apts (add to 19 in-place) | 78 | 19 | 31 | 31 |
| Kenneth Henry Ct (add to 13 in-place) | 51 | 12 | 15 | 16 |
| Aurora Apartments | 44 | 11 | 43 | 32 |
| Ancora Place | 77 | 19 | 31 | 12 |
| West Grand and Brush | 59 | 15 | 28 | 13 |
| 34th and San Pablo | 60 | 15 | 25 | 10 |
| 7th and Campbell | 79 | 20 | 20 | 0 |
| 3801 MLK | 32 | 8 | 16 | 8 |
| Family Affordable Housing Total | 1748 | 427 | 931 | 574 |
| OHA Former Public Housing | | | | |
| OHA Scattered Sties (On going) | 1,554 | 388 | 1,554 | 1,166 |
| Tassafaronga Village Phase I | 137 | 34 | 80 | 46 |
| Tassafaronga Village Phase II | 20 | 5 | 19 | 14 |
| Former Public Housing Total | 1,711 | 427 | 1,653 | 1,226 |
| Total Units | 4,753 | 1016 | 3,657 | 2,581 |

*Family and Special Needs

The developments shaded in gray received new PBVs awarded in FY 2019.

Actual Changes to Metrics/Data Collection: Metrics were modified to include the new HOTMA changes for PBV caps of exceeding the greater of 25 units or 25% of the project.

Actual Significant Changes: OHA does not have any significant changes to this activity.

Challenges in Achieving Benchmarks and Possible Strategies: OHA does not have any challenges to report with this activity.

| 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 | | | | |
| 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, | Number of PBV units awarded above the greater of 25 units or 25% of the total units in a project = Zero (0) Number of PBV units awarded above 20% of total units in voucher program = Zero (0) | Expected number of PBV units awarded above the greater of 25 units or 25% of the total units in a project = 69 units Expected number of PBV units awarded above 20% of total units in voucher program = 100 units | Actual number of PBV units awarded above the greater of 25 units or 25% of the total units in a project = 168 units Actual number of PBV units awarded above 20% of total units in voucher | Yes – exceeded by 73 total units awarded above the 25 units or 25% cap, nine new construction projects, and three units at one |

| | | | | |
|---|---|---|--|---|
| give that type in this box. | units | | program = 173 units | substantial rehabilitation project. |
| 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 | Expected housing units preserved after implementation of the activity = 210 units | Actual housing units preserved prior to implementation of the activity = 173 units | No. |
| 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 = 50 households | Actual households able to move to a better unit and/or neighborhood of opportunity after implementation of the activity = 173 households | Yes. Benchmark was exceeded. |
| 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 = twenty five (25) households | Actual number of households receiving these services after implementation of the activity = 134 households | Yes. 109 above cap units are set aside for seniors and or special needs populations |

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| | | | | including veterans and homeless. |
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MTW Activity #11-01: PBV Occupancy Standards

Year Approved: 2011

Year Implemented: 2011

Year Amended: N/A

Description/Impact/Update: 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.

During the FY19, 14 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, six (6) in-place PBV assisted families had a change in their family composition during the FY that would otherwise require them to relocate to a smaller unit. These families remained eligible to stay 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. OHA plans to use this activity for RAD voucher holders.

Actual Non-Significant Changes: This activity was active during the fiscal year and remains ongoing. OHA has no non-significant changes to report this year.

Actual Changes to Metrics/Data Collection: Changes to the metrics and data collection methodology are included in the table below.

Actual Significant Changes: OHA made no significant changes to this activity.

Challenges in Achieving Benchmarks and Possible Strategies: OHA does not have any challenges to report with this activity.

| 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 | Number of Households losing assistance or forced to move | Expected households losing assistance/moving after implementation of | Number of households losing assistance/moving after implementation of | Yes. The benchmark was achieved as three (3) families retained housing |

| | | | | |
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| assistance or need to move (decrease). | prior to implementation of the activity = Three (3) households | the activity = Zero (0) households | the activity = 3 households (in-place families) | without moving due to family composition changes that might have required them to relocate to a smaller unit. |
|--|--|------------------------------------|---|---|

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 = 14 households (new lease ups) | Yes. (14) New families were able to lease units under the modified occupancy standard and 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 = 14 households. | Yes. The benchmark was exceeded with 14 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 | Housing units preserved prior to implementation of the activity = Zero | Expected housing units preserved after implementation | Actual housing units preserved after implementation | Yes. The benchmark was exceeded by 4 units. |

| | | | | |
|--|---|--|--|----------------------------|
| that would otherwise not be available (increase). If units reach a specific type of household, give that type in this box. | (0) units Verify | of the activity = 2 units | of the activity = 6 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 = 3 households are in sites with on-site services providers. | No. |

MTW Activity #11-02: Standardize Transfer Policy

Year Approved: 2011

Year Implemented: 2011

Year Amended: N/A

Description/Impact/Update: Adopt a policy to allow residents to transfer between Section 8 and Section 9 programs within the OHA portfolio. 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 and the amount of transfer requests granted is subject to the Executive Director's discretion. OHA will also use this activity to allow moves from local, non-traditional programs (LNT) to the traditional section 8 and 9 authorized programs once a family has graduated from the LNT program and sufficiently demonstrated housing stability.

OHA utilized the activity in FY 2019 to move four households between public housing and an HCV or PBV unit due to client confidential requests, reasonable accommodation and to correct

an over housed situation. OHA identified seventy-five Shelter Plus Care Tenant Based Rental Assistance Program (TRA) clients eligible for acceptance into the Housing Choice Voucher program based on program participants being stably housed and receiving minimal case management. In FY 2019, a total of twenty two additional households converted to HCV out of seventy-five households converted to date. Sixteen clients refused conversion and seven landlords refused to participate in the HCV program. The County continued to work with OHA and its clients to prepare for the HCV program. There are new HUD funded services in Alameda County which will provide support services and housing search support to some of the Shelter Plus Care TRA voucher holders. Alameda County identified an additional twenty five households who have been stably housed and receive minimal case management for possible conversion. Using this activity to transition clients from Shelter Plus Care to the HCV program allows resources to be freed up to house new families in the Shelter Plus Care program. This activity will apply to RAD voucher holders.

Actual Non-Significant Changes: This activity was active during the fiscal year and remains ongoing. OHA has no non-significant changes to this activity.

Actual Non-Significant Changes: OHA has no non-significant changes for this activity.

Actual Changes to Metrics/Data Collection: No changes to metrics are included in the table below.

Actual Significant Changes: OHA has no significant changes to this activity.

Challenges in Achieving Benchmarks and Possible Strategies: OHA is seeing challenges with monitoring real-time vacancy information for all types of program units across the portfolio to manage transfers, reasonable accommodations and other inter portfolio transfer needs. These units are managed in different business systems and through different property management organizations and access to real time unit availability is challenging. For Shelter Plus Care conversions to HCV, some landlords refuse to participate in the HCV program and searching for new units in a tight housing market is challenging. Additional funding through the county for search assistance is expected to help facilitate this issue. OHA has amended its tracking process to allow for measurement of time spent on the waitlist for future reports.

| Standard HUD Metrics | | | | |
|---|--|---|--|----------------------------|
| HC #3: Decrease in Wait List Time | | | | |
| Unit of Measurement | Baseline | Benchmark | Outcome | Benchmark Achieved? |
| Average applicant time on waitlist in months (decrease) | Average applicant time on waitlist prior to implementation of the activity (in months) (OHA is currently unable to track this metric due to Business System Limitations) | Expected applicant time on waitlist after implementation of the activity (in months) (OHA is currently unable to track this metric due to Business System | Actual applicant time on waitlist after implementation of the activity (in months) (OHA is currently unable to track this metric due to Business | |

| | | | | |
|--|---|---|---|------------------------------|
| | | Limitations) | System Limitations but will implement changes in FY 2020 to allow tracking.) | |
| 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. Public Housing, PBV and HCV. | Households losing assistance prior to implementation of activity. Three households | Expected households losing assistance after implementation of activity. Zero households | Actual households losing assistance after implementation of activity. Zero Households. | Yes. |
| 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 = number of inter-program transfers that occur as result (emergencies, RAs) = 0 | Actual households able to move to a better unit and/or neighborhood of opportunity after implementation of the activity = number of inter-program transfers that occur as result (emergencies, RAs, VAWA) = | Yes. Benchmark was exceeded. |

| | | | | |
|--|--|---|--|----------------------------------|
| | | Shelter Plus Care = 0 | 4 Transfers from Shelter Plus Care = 22 | |
| 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 services aimed to increase housing choice prior to implementation of the activity = Zero (0) households | Expected households receiving services aimed to increase housing choice after implementation of the activity = Zero (0) | Actual households receiving services aimed to increase housing choice after implementation of the activity = 26 households | Yes. Benchmark was exceeded. |
| CE #5: Increase in Agency Revenue | | | | |
| Unit of Measurement | Baseline | Benchmark | Outcome | Benchmark Achieved? |
| Rental revenue in dollars (increase). | Rental revenue in dollars prior to implementation of the activity = \$35,201,999 | Expected Rental revenue in dollars after implementation of the activity = \$1,500,000 | Actual Rental revenue in dollars after implementation of the activity = \$38,337,355. | Yes. The benchmark was exceeded. |

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

Year Approved: 2011

Year Implemented: 2018

Year Amended: N/A

Description/Impact/Update: Develop a PBV sub-program to award long-term housing assistance to Single Room Occupancy (SRO) and studio apartment developments. Based on local market conditions, OHA will extend assistance to programs that provide service enriched housing and those programs that solely provide the housing component given the high need for housing in Oakland.

Due to high market rate rents and very low inventory of affordable housing, hard to house populations are being adversely affected, as developers opt to convert SRO housing to other uses. In FY 2019, OHA continued subsidizing households with Board approved partners to provide housing assistance with qualified owners, property managers, and developers of service enriched rental housing through the Building Bridges - SRO local program. All providers had

existing service enriched single occupancy housing units which were targeted to serve special needs populations. In FY 2019, OHA began subsidizing households in the Harrison Hotel which is managed by RCD/The John Stewart Company. The Harrison Hotel houses those transitioning from homelessness, shelters and temporary housing. Most individuals have mental and physical health issues, struggle with substance abuse and are living with HIV/AIDS or a combination of any of the above. OHA added an average of 17 households served in FY 2019, but fell short of the number projected of 163 due to relocation and disruption of the San Pablo Hotel due to renovation. The project will be completed in early FY 2020 and residents will enjoy great improvements to the community spaces where programming is offered.

Services provided by EBALDC at the San Pablo Hotel are summarized below.

| Type of Service | Description of Service |
|--|--|
| Resident Services | Individual support with maintaining public benefits, accessing low cost utilities, addressing issues affecting the residents ability to live independently, referrals to In-Home supportive Services, Center for Elder Independence and to a higher level of care when needed. |
| Housing Stability Support | Resident services providing individual support to retain housing through one on one counseling, connections with resources and communication regarding Property Management concerns. Support with budgeting and referral to payee services. Support for residents failing room inspections, holding lease violations of having nonpayment of rent. Bi-weekly coordination meetings between Resident Services and Property Management in support of resident housing stability. |
| Career Readiness and Education | For residents able to work, and based on individual interest and needs, basic support on finding employment and referrals to employment services. Computer lab offered to residents to apply for work or to develop resume. |
| Housing | Referrals and assistance applying for other housing opportunities, where requested by the resident. |
| Licensed Social Worker Services | To be implemented in the near future, Licensed Social Worker services will offer counseling, short term Therapy and crisis management for residents using a harm reduction and strength-based framework. Programming will be offered such as therapeutic support groups directly or through community volunteers. |

The average dollar value of supportive services offered is \$131,173 or \$910 per household.

Actual Non-Significant Changes: This activity was active during the fiscal year and remains ongoing.

Actual Changes to Metrics/Data Collection: Changes to the metrics are included in the table below. There were no changes to the data collection methodology to report.

Actual Significant Changes: OHA has no significant changes to report for this activity.

Challenges in Achieving Benchmarks and Possible Strategies: OHA does not have challenges to report with this activity.

| 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 | Number of households who were prevented from losing assistance/moving after implementation of the activity = Total = zero | Yes. |
| 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. | Number of units of this type prior to implementation of the activity = Zero (0) units | Expected housing units of this type after implementation of the activity = (163) units | Number of housing units of this type after implementation of the activity = 124 | No. |
| 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 | Housing units preserved prior to implementation of the activity = Zero (0) units | Expected housing units preserved after implementation of the activity = (163) units | Number of housing units preserved after implementation of the activity= 124 units | No. |

| | | | | |
|---|---|--|---|----------------------------|
| units reach a specific type of household, give that type in this box. | | | | |
| 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 = (163) households | Number of households able to move to a better unit and/or neighborhood of opportunity after implementation of the activity = 124 households | No. |
| 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) households | Expected number of households receiving these services after implementation of the activity = (163) households | Number of households receiving these services after implementation of the activity = 124 households | No. |

MTW Activity #11-05: PBV Transitional Housing Program

Year Approved: 2011

Year Implemented: 2011

Year Amended: N/A

Description/Impact/Update: 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.

Parents And Children Together (PACT)

This activity used 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 offered service-enriched transitional housing support to formerly incarcerated mothers seeking to reunite with their children and deter recidivism. The Dads Acquiring and Developing Skills (DADS) program serves fathers exiting minimum security incarceration seeking to reunite with their children and families. Currently, ACSO refers MOMS and DADS program participants to OHA for housing. OHA implemented the Parents and Children Together (PACT) program to provide transitional service enriched housing to both populations. In addition to the housing subsidy, the PACT program offered 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 PACT participants applied and were screened while in custody at the Santa Rita jail and once accepted they completed a needs assessment and intake processing. Participants completed an 8-week gender specific educational component while in custody and created an Individual Action Plan (IAP) tailored to meet the needs of each participant. Once housed at the PACT site, case managers worked 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 continued to determine the strategic direction and led 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. During FY 2019, ASCO continued to use the supportive service provider Youth3 and Family Services Bureau (YFSC) to provide services to program participants in addition to the Family and Community Partnerships department within OHA.



Families assisted under this activity represent some of the local, non-traditional households served by OHA. Overall on average, ten families participated in the program per month with nine new admissions during the FY. Of the ten families, seven (7) graduated into stable housing and three families were evicted or moved out.

Through the PACT program resources, participants worked to become employed and increase their incomes through steady employment. The average earned income for all participant households was \$10,587 and while several participants exceeded the average income benchmark, due to low incomes of other participants the average monthly income benchmarks was not achieved. OHA relied on its community partners to provide skill building and job development workshops that help increased the



employability of the PACT participants and referred participants to the Workforce Development initiative within the OHA Family and Community Partnerships Department. Some of the key partnerships and events throughout the FY were:

- Partnership with *Five Keys Charter Schools and Programs* facilitated Parenting Workshops for PACT families.
- Mother's Day celebration sponsored by OHAPD and *Sol Sister Inc.*, which is a nonprofit organization, dedicated to providing holistic health services in order to enrich, empower, and evolve women of all backgrounds.
- PACT housing held a weekly recovery group facilitated by ASCO
- Partnership with *A Safe Place* held a Healthy Relationships workshop weekly.
- OHA hosted a holiday party in partnership with ASCO where 9 families received gifts, dinner, and took pictures with Santa Clause
- OHA provided financial assistance to assist in purchasing a Thanksgiving meal



This activity was active during the fiscal year and remains ongoing.

Actual Non-Significant Changes: OHA has no non-significant changes to report with this activity.

Actual Changes to Metrics/Data Collection: No changes were made to the metrics. There were no changes to the data collection methodology to report.

Actual Significant Changes: OHA has no significant changes to report with this activity.

Challenges in Achieving Benchmarks and Possible Strategies: Performance metrics on participant savings were not measurable at the time of this report due to OHA's and partner agencies limited capacity to track this metric. OHA is working with the services provider to track metrics for this activity.

| Standard HUD Metrics PACT Program 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 = | Households able to move to a better unit and/or neighborhood of opportunity after implementation of the activity = 10 households (9 new admissions) | Yes. The PACT benchmark was exceeded. |

| | | | | |
|--|--|--|---|---|
| | | 8 households (PACT) | | |
| 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 = 10 PACT households | 125% of the PACT benchmark was achieved. |
| 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 = 8 households | Average number of households made available after implementation of this activity = 10 PACT households | Yes. 125% of the PACT benchmark was achieved. |
| 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 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 | Average earned income of households affected by this policy in dollars = \$10,587 (PACT) | No. PACT did not achieve the benchmark. |

| | | | | |
|--|--|---|--|--|
| | | wage) - PACT | | |
| <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. This benchmark is not currently measurable, but OHA is exploring redesigning the FSS Program to allow PACT and other local program participants. |
| <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 = Zero (0) | Number of participants employed at during program = 1 | Yes. Benchmark achieved. |
| (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 = 4 | Yes. 200% of the benchmark was achieved. |
| (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 = 5 | Yes. Benchmark was exceeded. |

| | | | | |
|---|--|---|--|----------------------------|
| (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 = 5 | Yes. |
| (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 = 4 | Benchmark was exceeded. |
| (6) Other – Drug Rehab Counseling | Number of participants in drug rehab = 0 | Number of participants in drug rehab = 0 | Number of participants in drug rehab = no data available | No data available. |
| 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 = nine (7) | Yes. |
| 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 = 10 households | Yes. |
| 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 Section (II) Operating Information in the space provided. | 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 = 7 Households | Yes. Benchmark was exceeded by four households. |

Building Bridges – Shared and Transitional Housing

In FY 2018, OHA began implementing the Building Bridges (BB) initiative which is comprised of several local programs. The BB-Shared and Transitional local programs are designed to develop a model of targeting housing resources, alongside supportive services funding, toward a household to dramatically improve outcomes for the household through County, City and housing authority systems alignment. In FY 2019, partners such as Operation Dignity and the City of Oakland (Families in Transition & Matilda Cleveland) offered Transitional housing to several hard to house populations.



Operation Dignity (SRO-Transitional)

House of Dignity (585 8th St. in Oakland) provided shelter and transitional housing to male veterans who are homeless. They offered 30 beds of transitional housing and 15 of shelter, as well as 9 rooms dedicated to permanent housing (including HUD-VASH). This program offered up to two years of transitional housing combined with supportive services to help veterans exit to permanent housing and connect to community services that support their housing stability and began serving families through Building Bridges in November 2017.

City of Oakland - Families in Transition (FIT) - Transitional

The Families In Transition (FIT) Program is a 9 unit scattered site project for homeless families that is designed to assist them with transitioning to permanent housing. All families are referred to FIT through a Coordinated Entry process via the Family Front Door. Families enrolled in the project received various support services such as financial literacy, life skills and career development, designed to help them achieve self-sufficiency and get permanent housing in the least possible time. Families received access to case management, employment support services, and to mental health and housing search assistance. Specific goals of the program included the following:

1. 80% of families exiting the program transition to permanent housing
2. 95% of all program participants exit to a known destination
3. 80% of the program participants have length of stays of less than or equal to nine months.
4. 50% of all participants who report they had no income upon program entry exit with an income.
5. 75% of clients who are in the program at the end of the contract period or who have exited during the contract period have maintained or increased their income during the program year.
6. 100% of all families in the program for at least 60 days have obtained or maintained non-cash mainstream benefits

FIT started serving families through Building Bridges in March 2018.

Peter Babcock House (Shared Housing)

Peter Babcock House assisted individuals by providing supportive, long-term housing and ongoing non-clinical case management, transportation, resource referral, and conflict resolution for individuals living at the home. Staff met weekly with each resident to assess any needs, check on progress toward goals, and provides resources to address any issues. Peter Babcock House received funds from HUDs Continuum of Care (CoC) grant and as a part of the CoC grant Satellite Affordable Housing (SAHA) began leasing vacancies through the Alameda County Coordinated Entry System (CES). Peter Babcock House began serving families in Building Bridges in April 2018.

St. Mary Presentation House (Shared Housing)

St. Mary's offered homeless seniors the experience and support of structured congregate housing to prepare for independent living and provided on-site support designed to help seniors maintain their physical and mental health and sobriety. Ninety-five percent of the seniors are over age 55 and are either at risk of or currently experiencing homelessness. Program objectives are:

1. Provide quality, consistent case management services that include weekly meetings between Case Manager and participant to address ongoing needs, provide necessary support and check in on goals.
2. Develop life skills and regular habits such as grocery shopping, paying rent, establishing savings, cleaning, and tending to hygiene needs to set foundation of self-care practices and responsibility for independent living.

3. Practice building communication skills through weekly community meetings to discuss house needs, conflicts and appreciations.
4. Create access to housing resources by attending a housing clinic to access applications and apply to affordable, independent living opportunities.

St. Mary's began serving Building Bridges families in May 2018.

City of Oakland – Matilda Cleveland (Transitional Housing)

The Matilda Cleveland (MC) Program is a 14 unit project for homeless families that is designed to assist with transitioning to permanent housing. All families are referred to MC through a Coordinated Entry process via the Family Front Door. Families enrolled in the project received various support services designed to help them achieve self-sufficiency and get permanent housing in the least possible time. Families received access to case management, employment support services and access to mental health and housing search assistance. Specific goals of the project are:

- 80% of the MC THP families exit to permanent housing
- 50% of the MC THP families have length of stays of less than or equal to six months
- 95% of the MC THP families exit to known destinations
- Of clients who are eligible for but not yet enrolled in mainstream benefits, 90% have started the enrollment process within 30 days of program entry
- 80% of clients of clients who are in the program at the end of the contract period or who have exited during the contract period have obtained or maintained non-cash mainstream benefits.
- 75% of clients who are in the program at the end of the contract period or who have exited during the contract period have maintained or increased their income during the program year

MC joined the Building Bridges program in March 2018.

St. Mary Closer to Home (Shared Housing)

St. Mary Closer to Home offered homeless seniors the experience and support of structures congregate housing to prepare for independent housing and living. The program provided on-site support designed to help senior maintain their physical, mental health, and sobriety. 95% of the seniors are over 55 years old and receive less than \$11,000 per year through SSI.

Actual Non-Significant Changes: This activity was active during the fiscal year and remains ongoing.

Actual Changes to Metrics/Data Collection: There were no changes to the data collection methodology to report.

Actual Significant Changes: OHA has no significant changes for this activity.

Challenges in Achieving Benchmarks and Possible Strategies: OHA continued to work to develop new methods for measuring some of the metrics with partner agencies.

Standard HUD Metrics Building Bridges Program
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 = 126 households | Households able to move to a better unit and/or neighborhood of opportunity after implementation of the activity = 50 households | No. |

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 = 126 households | Number of households receiving these services after implementation of the activity = 50 households | No. |

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 = 126 households | Average number of households made available after implementation of this activity = 50 households | No. |

| <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 = \$0 | Average earned income of households affected by this policy in dollars after implementation of this activity = \$12,392 | Average earned income of households affected by this policy in dollars \$13,351 | Yes. Residents achieved an 8% increase in annual income. |
| <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 = \$0 in dollars | Amount of savings/escrow of households after implementation of this policy = \$0 dollars | No. This benchmark is not currently measurable, but OHA is exploring with the partners a way to track this information. |
| <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 during program = 5 | Number of participants employed at during program = 0 | No. |
| (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 = 2 | Yes. The benchmark was achieved. |
| (3) Enrolled in an Educational | Number of participants in | Number of participants in | Number of participants in | Yes. Benchmark |

| | | | | |
|---|--|---|--|----------------------------------|
| Program | Educational program at start of program = Zero (0) | Educational program during program = One (1) | Educational program during program = 3 | was exceeded. |
| (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. |
| (5) Unemployed | Number of participants unemployed at start of program = 28 | Number of participants unemployed during program = 27 | Number of participants unemployed during program = 6 | Yes. |
| (6) Other – Drug Rehab Counseling | Number of participants in drug rehab = 0 | Number of participants in drug rehab = 1 | Number of participants in drug rehab = 8 | Yes. Benchmark was exceeded. |
| 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 = zero (0) | Number of households receiving TANF assistance = zero (0) | Number of households receiving TANF assistance during program = eight (8) | No. |
| 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 = 14 households | Number of households receiving these services after implementation of the activity = 50 households | Yes. The benchmark was exceeded. |

| 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 affected by this policy in dollars before implementation = Zero | Expected average amount of Section 8 and/or 9 subsidy per household affected by this policy in dollars after implementation = \$908 | Actual average amount of Section 8 and/or 9 subsidy per household affected by this policy in dollars = \$914 | No. There was a slight increase in average subsidy by 1%. |
| 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) | 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 = 48 Households | Yes. The benchmark was greatly exceeded. |

MTW Activity #10-01: Specialized Housing Programs

Year Approved: 2010

Year Implemented: 2010

Year Amended: N/A

Description/Impact/Update: In partnership with the Alameda County Sheriff's Department (ACSO), OHA operated the PACT program which takes referrals from the MOMS and DADS

programs operated by ACSO. This activity increased the allocation of resources to the PACT program to improve outcomes and enhance program coordination among partners.

OHA created the PACT program and implemented 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 PACT program and are authorized under this activity. These funds are critical to the success and expansion of the existing PACT program.

In FY 2019, OHA collaborated 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 by \$218,786 by leveraging \$468,786 from local non-profits and public agencies in salaries and operating costs.

Actual Non-Significant Changes: This activity was active during the fiscal year and remains ongoing. OHA has no non-significant changes to this activity.

Actual Changes to Metrics/Data Collection: There are no changes to metrics for this activity. There were no changes to the data collection methodology to report.

Actual Significant Changes: OHA has no significant changes to this activity.

Challenges in Achieving Benchmarks and Possible Strategies: OHA does not have challenges to report with this activity.

| 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 the activity (in dollars) = Zero (0) | Amount leveraged after implementation of the activity (in dollars) = \$250,000 | Actual amount leveraged after implementation of the activity = \$468,786 | Yes. Benchmark exceeded by \$218,786. |

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

Year Approved: 2010

Year Implemented: 2010

Year Amended: N/A

Description/Impact/Update: 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. The baselines for this activity were set at zero given that existing program regulations require all families that reach the zero HAP status are terminated after six months. Over the course of the Fiscal Year, an average of 94 families have been in a “zero HAP” status, using the safety net of the additional 18 months on the program to

maintain their income stability. Nine (9) families achieved self-sufficiency as defined by this activity, by exiting the HCV program after being at zero HAP for 24 months. The outcomes demonstrate that while households are able to benefit from the protections provided under this activity, the majority of families return to subsidy due to various reasons and do not exit the program to “self-sufficiency” as it is defined. With the extremely competitive and expensive rental market in the Bay Area, families seemed 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. OHA plans to use this activity for RAD voucher holders.

Actual Non-Significant Changes This activity was active during the fiscal year and remains ongoing. OHA has no non-significant changes to this activity.

Actual Changes to Metrics/Data Collection: There are no changes to the metric/data collection methods.

Actual Significant Changes: OHA has no significant changes to this activity.

Challenges in Achieving Benchmarks and Possible Strategies: OHA continued 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 housing choice voucher program. Given the very expensive housing market in Oakland, participants were afraid to leave the safety net of the option of continuing subsidy behind. Referrals to OHA’s Family and Community Partnerships Department are encouraged to provide support and services to continue and enhance employment opportunities. Many of these families have established income and employment streams and do not tend to take advantage of these services.

| 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 = \$74,968 | Yes. It was exceeded by 43%. |
| 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 = 1 households | No. |
| 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 = \$0 | Yes. |
| SS #7: Increase in Agency Rental Revenue | | | | |
| Unit of Measurement | Baseline | Benchmark | Outcome | Benchmark Achieved? |
| Average PHA rental revenue/HAP in dollars (increase) for the year | 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 (20% increase) | Actual rental revenue after implementation of the activity (in dollars) = \$5,542,200 (28% increase) | Yes. A 28% increase was achieved. |
| 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 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 = 9 | No. The benchmark was not achieved. |

| number should also be provided in Section (II) Operating Information in the space provided. | | | | |
|---|--|---|--|----------------------------|
| 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). | Number of households receiving services aimed to increase self-sufficiency (self-termination from the program) = Zero (0) families | Number of households receiving services aimed to increase self-sufficiency = 0 families | Actual number of households transitioned to self-sufficiency = 0 | Yes. |

MTW Activity #10-03: Combined PBV HAP Contract for Non-Contiguous Scattered Sites

Year Approved: 2010

Year Implemented: 2010

Year Amended: N/A

Description/Impact/Update: Modify PBV program rules to allow HAP contracts to be executed for non-contiguous buildings. The anticipated impacts are to reduce agency administrative costs associated with staff time and preparing, executing, and managing the HAP contracts. OHA will use this activity for RAD voucher holders.

Actual Non-Significant Changes: Ongoing. This activity was not used in Fiscal Year 2019 to combine any HAP contracts for Non-Contiguous scattered sites.

Actual Changes to Metrics/Data Collection: There are no changes to the metrics or data collection methods.

Actual Significant Changes: OHA has no significant changes to this activity.

Challenges in Achieving Benchmarks and Possible Strategies: OHA has no challenges to report at this time.

| 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 = \$70 (staff salary/hour) * 80 hours = \$5,600 | Expected cost of task after implementation of the activity = \$70 * 10 hours = \$700 | Actual cost of task after implementation of the activity = zero | No. The activity was not used during FY 2019. |
| 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 = 10 hours/contract * 8 contracts = 80 hours | Expected amount of total staff time dedicated to the task after implementation of the activity = 10 hours/contract * 1 contracts = 10 Hours | Actual time to complete the task after implementation of the activity = zero | No. The activity was not used during FY 2019. |

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

Year Approved: 2010

Year Implemented: 2010

Year Amended: N/A

Description/Impact/Update: 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.

Actual Non-significant Changes: This activity was not used during FY 2019.

Actual Changes to Metrics/Data Collection: OHA anticipates using this activity in FY 2020 for a disposition of Public Housing units.

Actual Significant Changes: No significant changes to report.

Challenges in Achieving Benchmarks and possible strategies: No new challenges or strategies to report.

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 = \$1,400 x 50 projects = \$70,000 | Expected cost of task after implementation of the activity = \$2,200 * 6 AMP areas = \$13,200 | Actual cost of task after implementation of the activity = zero | Activity was not used in FY 2019. |
| 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 = 4 hours/contract * 50 contracts = 200 hours | Expected amount of total staff time dedicated to the task after implementation of the activity = 10 hours/contract * 6 contracts = 60 Hours | Actual amount of total staff time dedicated to the task after implementation of the activity = zero | Activity was not used in FY 2019. |
| 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 = 500 units preserved | Actual housing units preserved after implementation of the activity = zero | Activity was not used in FY 2019. |
| 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 | Households losing assistance/moving prior to implementation of the activity (number) = 60 units | Expected households losing assistance/moving after implementation of the activity (number) = Zero | Actual households losing assistance/moving after implementation of the activity (number) = Zero | Activity was not used in FY 2019. |

| | | | | |
|---|--|-----|-----|--|
| units reach a specific type of household, give that type in this box. | | (0) | (0) | |
|---|--|-----|-----|--|

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

Year Approved: 2010

Year Implemented: 2010

Year Amended: N/A

Description/Impact/Update: As a result of disposition, some households may meet the definition of “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. This activity is also being used to accept a lower HAP to house families in units when there are no families on the waitlist that qualify for the size units that are available. This activity will apply to RAD voucher holders.

Ensure access to housing for families impacted by disposition and preservation of affordable units for families whose subsidy standard is less than the PBV unit size. This activity was initiated in FY2010 as a result of the conversion of Public Housing scattered site units to the PBV program. In house families in former Public Housing scattered sites were allowed to remain in place with tenant protection voucher (TPV) assistance, which does not require enforcement of the minimum number of family members per bedroom size, as is the case with PBV assisted units. This activity continues to be used for the former Public Housing sites, and for PBV sites to reduce vacancies when a smaller unit is unavailable and there are no appropriately sized families on the waitlist. In FY 2019, three new families were assisted under this activity.

Actual Non-Significant Changes: There were no non-significant changes to report for this activity.

Actual Changes to Metrics/Data Collection: There were no changes to the data collection methodology to report.

Actual Significant Changes: There were no significant changes to report for this activity.

Challenges in Achieving Benchmarks and Possible Strategies: There were no challenges or strategies to report.

| 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 = 60 units preserved | Actual housing units preserved after implementation of the activity = 0 units preserved | No. The benchmark was established when the 2010 disposition happened and will be revised in the FY 2020 Plan. |
|---|--|--|---|---|

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 subsidy per household affected by this policy prior to implementation of the activity (in dollars). = \$645 | Expected average subsidy per household affected by this policy after implementation of the activity = zero (in dollars). | Actual average subsidy per household affected by this policy after implementation of the activity = \$0 (in dollars). | No. |

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 (number) = 0 units | Expected households losing assistance/moving after implementation of the activity (number) = Zero (0) | Actual households that would lose assistance or have to move after implementation of the activity (number) = zero | Yes. |

MTW Activity #10-06: Local Housing Assistance Program

Year Approved: 2010

Year Implemented: 2010

Year Amended: N/A

Description/Impact/Update:

LHAP

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.

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 16 households left of the original LHAP families and three families elected to take their tenant protection voucher and move during FY 2019.

SBHAP

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 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 were assisted by providers contracted by the City of Oakland and received supportive services along with the housing assistance offered under the activity. OHA's contract with the City leveraged resources, expertise, and community connections to deliver housing related services to on average 125 hard-to-house households on an annual basis in Oakland. OHA implemented a Step Down program to allow program participants that have been stably housed for more than a year to transition to an HCV. Over the course of the FY, 136 households received subsidy with an average of 109 households served per month. Overall 18 households have transitioned from SBHAP to an HCV. Other program statistics for the FY are as follows:

- 100% of households placed have been housed for more than six months
- 100% of households placed have been housed for a year or more
- 95% of households placed have been housed for three years or more
- Of those placed at least 12 months before the contract end date who had no income on placement, 20 out of 40 or 50% gained income within 12 months.

First Place for Youth supported the young adults in the SBHAP program with a variety of supportive services. An ongoing focus was on education and employment and making sure the youth in the program are informed about college access and alternative programs. The goal of the My First Place Program is to see all of the youth served accessing the community resources available to them. Education and Employment Specialists (EES) worked closely with the youth on the four E's and explored with them their career interests, or if they do not have a career in mind, explored their hobbies. Many youth do not realize that the things they like to do in their free time, could lead them to a career choice. Once they honed in on ideas for careers, EES's educated the youth on what it means to pursue that goal, what education is needed, what

stackable certificates can be achieved to reach the goal, and where do they start. The next step is to help the youth experience and explore career options. This was achieved by inviting guest speakers to present, volunteering, job shadowing or spending time one on one with a professional in that field. Finally, the EES's worked with the youth to help them get employment in their chosen field and to gain hands on experience.

In addition to the Education and Employment Specialists, each young adult has a trauma-trained, strength based Youth Advocate (YA) that they worked with weekly. YA's assisted the young adult participants to make sure that they are practicing self-care and being mindful of their emotions and reactions to strong emotions in their daily lives. YA's worked closely to determine if youth participants needed additional mental health support or community resources and helped connect them to the resources to best allow them to feel supported and balanced, so they can focus on their education and employment goals.

BB-CalWORKs

The Building Bridges – CalWORKs is designed to provide a stable shallow housing subsidy for 1-2 years for Alameda County Social Services Agency (ACSSA) clients who are actively engaged in a plan to achieve self-sufficiency. Specifically the program serves employable, formerly homeless CalWORKs clients with the goal of stabilizing the households and improving outcomes for families and children. OHA and Alameda County Social Services Agency (ACSSA) have a referral process, billing procedures and forms and reporting requirements. ACSSA provides wrap around case management services to address employment barriers and assist with access to other needed community resources and upon successful program completion, program participants may be referred to eligibility screening for a Housing Choice Voucher. An average of 50 families is projected to be served when the program is fully implemented and participants will receive an average of \$1,500 per month of local rental assistance from OHA. Contract term is 5 years with up to \$1,000,000 budgeted annually. During FY 2019, this program served an average of 7 families per month and currently has 13 families admitted.

BB-THP+

The Building Bridges – Transitional Housing Plus (THP+) program is a short term five-year program for up to 50 participants. The short term assistance payment phases down funding in year four and year five. Roommate living arrangements are allowed. The service provider is responsible for ensuring that participants and units meet program eligibility requirements and the service provider will provide program participants through direct referral to OHA.

Families assisted under this activity represent several of the local, non-traditional households served by OHA through its MTW authority. During FY 2019, three former disposition households utilized their voucher and moved off of the LHAP program leaving an average of 18 households at the end of the fiscal year being assisted under this activity. On average, the SBHAP program served 109 families per month. The goal of SBHAP is to serve a minimum of 100 and maximum of 125 families on average per month.

Actual Non-Significant Changes: This activity was active during the fiscal year and remains ongoing. OHA made no non-significant changes to this activity.

Actual Changes to Metrics/Data Collection: Changes in metrics are included in the table below. There were no changes to the data collection methodology to report.

Actual Significant Changes: OHA made no significant changes to this activity.

Challenges in Achieving Benchmarks and Possible Strategies:

SBHAP

This activity experienced similar challenges in a tight rental market where landlords have multiple options for unassisted tenants. Since this population is hard to house with many service needs, it was challenging to maintain and recruit new landlord participants. Partner agencies worked closely with OHA, clients and landlords to ensure that any leasing challenges were addressed in a timely manner. In FY 2019, OHA and its partners continued a Step-Down initiative, where participants that had remained housed successfully for one year, were offered a voucher to use to move or remain in place if the landlord chose to enter the HCV program. Convincing existing landlords to enter the Housing Choice Voucher program has been a challenge. OHA found that tenants are tentative to accept a voucher because it would require transition to new case management and any change to their stable environment is a cause for anxiety, so the numbers using this opportunity were not been as high as expected.

BB-THP+

Challenge: The initial HQS fail rate was roughly 75% for units enrolled in the program which caused enrollment delays. FPFY and Abode worked directly to remediate small repairs, but if the problem was something larger, it required coordination with the property owner to solve. In response to this issue, FPFY implemented a pre-inspection protocol to ensure units are ready for HQS inspections and to remediate issues before the unit fails using guidelines and training provided by OHA. Additionally, there will be a housing specialist that will be assigned to help facilitate housing related issues.

Finding appropriate units that are affordable long term with a willing landlord is extremely challenging in Oakland. FPFY and Abode have begun unit searches and procurement 60-90 days prior to program enrollment to try and address this challenge.

CalWORKs

Challenges in meeting the projected benchmarks that caused delays involved eligibility processing delays where documentation for verification of income and other household members was delayed and to address this issue, ACSSA is working to streamline the process. As with all the programs, finding landlords to accept program participants and OHA subsidies in a tight rental market is an issue. ACSSA worked to negotiate lower rents and increased landlord outreach to facilitate housing options for program participants.

| 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 = 18 | No. Only 51% 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 = 103 | Actual housing units of this type after implementation of the activity = 109 | Yes. The targeted number of families served was exceeded. |
| BB-THP+ | 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 = 50 | Actual housing units of this type after implementation of the activity = 9 | No |
| BB-CalWORKs | 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 = 50 | Actual housing units of this type after implementation of the activity = 7 | No. |
| 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 = 223 | Total housing units of this type after implementation of the activity = 143 | No. Only 64 % 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 = 18 | No. 46% 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 = 103 | Actual households able to move to a better unit and/or neighborhood of opportunity after implementation of the activity = 109 | Yes. |
| Number of households able to move to a better unit and/or neighborhood of opportunity as a result of the activity (increase). BB-THP+ | 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 = 50 | Actual households able to move to a better unit and/or neighborhood of opportunity after implementation of the activity = 9 | No |
| Number of households able to move to a better unit and/or neighborhood of opportunity as a result of the activity (increase). BB-CalWORKs | 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 = 50 | Actual households able to move to a better unit and/or neighborhood of opportunity after implementation of the activity = 7 | No. |
| 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 = 223 | Total actual households able to move to a better unit and/or neighborhood of opportunity after implementation of the activity = 143 | No. Only 64% 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 of the activity = 20 | Actual number of households receiving these services after implementation of the activity = 18 | No. |
| 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 =103 | Total actual number of households receiving these services after implementation of the activity = 109 | Yes. The benchmark was achieved. |
| Number of households receiving services aimed to increase housing choice (increase). BB-THP+ | 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 =50 | Total actual number of households receiving these services after implementation of the activity = 9 | No. |
| Number of households receiving services aimed to increase housing choice (increase). BB-CalWORKs | 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 =50 | Total actual number of households receiving these services after implementation of the activity = 7 | No. |
| 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 =223 | Total actual number of households receiving these services after implementation of the activity = 143 | No. 64% of the benchmark was achieved. |

MTW Activity #10-09: Altered Minimum Stay Requirement in PBV units

Year Approved: 2010

Year Implemented: 2010

Year Amended: 2019

Description/Impact/Update: Allows OHA to alter the 12 month minimum stay requirement for tenants in units that have PBV assistance. 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 and if a voucher or comparable tenant-based assistance is not available, give the family priority to receive the next available opportunity for continued tenant-based rental assistance. This activity allows OHA to extend or reduce the minimum stay requirement for residents and gives OHA the discretion to prioritize the family on the HCV waitlist. In FY 2019, OHA offered a 5:1 ratio of taking families from the HCV and the PBV transfer waitlist.

OHA reviews whether to extend the minimum stay requirement to 2 years during the annual planning process and the Executive Director or his designee considers various factors such as number of requests in the prior Fiscal Year, Oakland vacancy rates and input from affordable housing providers on turnover rates and the impact to their operations.

If the decision is made to extend the minimum stay to 2 years during the annual planning process, OHA informs the public and residents through the standard public comment period required to vet the MTW Plan. The Tenancy Addendum form is modified to include the new minimum stay requirement and is distributed to tenants when they move into a PBV unit. For FY 2020, OHA intends to require PBV households to meet a stay requirement of 2 years before requesting a housing choice voucher.

This activity does not apply to families: (1) with an approved Reasonable Accommodation that required them to move from their PBV unit, (2) who experience a change in family composition that affects the size of the unit, or (3) who present a compelling reason to move out of the PBV unit (will be reviewed on a case by case basis). Circumstances surrounding the request to move, such as VAWA requirements, employment opportunities in other public housing jurisdictions and availability of tenant-based vouchers are considered.

The minimum stay will only be reduced to less than 1 year in situations where a disposition of public housing units has been approved.

Actual Non-Significant Changes: This activity was active during the fiscal year and remains ongoing. OHA made no non-significant changes to this activity.

Actual Changes to Metrics/Data Collection: There were no changes to the data collection methodology to report.

Actual Significant Changes: OHA made no significant changes to this activity.

Challenges in Achieving Benchmarks and Possible Strategies: OHA does not have challenges to report with this activity.

| Standard HUD Metrics | | | | |
|---|--|---|---|----------------------------|
| HC #3: Decrease in Waitlist Time | | | | |
| Unit of Measurement | Baseline | Benchmark | Outcome | Benchmark Achieved? |
| Average applicant time on waitlist in months (decrease) | Average applicant time on waitlist prior to implementation of the activity (in months) = zero | Expected applicant time on waitlist after implementation of the activity (in months) = 60 | Actual applicant time on waitlist after implementation of the activity (in months) = 60 | Yes. |
| 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. (PBVs) | Number of households at or below 80% AMI that would lose assistance or need to move prior to implementation of the activity = Zero (0) | Expected number of households at or below 80% AMI that would have assistance preserved and not need to move after implementation of the activity = zero | Actual housing units Number of households at or below 80% AMI that would lose assistance or not need to move of this type after implementation of the activity = zero | Yes. |
| 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 = 10 households | Actual number of households able to move to a better unit after implementation of this activity = 6 units | No. |

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

Year Approved: 2008

Year Implemented: 2008

Year Amended: N/A

Description/Impact/Update: Utilize Single Fund Flexibility to leverage funds to preserve affordable housing resources and create new affordable housing opportunities in Oakland. In FY 2019, OHA began construction on the first two phases of Brooklyn Basin and Empyrean Towers. An additional 33 units were rehabilitated in OHA's existing project-based portfolio. The projected benchmark was 175 because the projection included units for Oak Grove North and South disposition which were not completed during this FY. 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.

- Brooklyn Basin – A 65-acre site that will be completely transformed, with more than 3,000 residences, 32 acres of parks and open spaces, restored wetlands, a new marina and 200,000 square feet of retail and commercial space. The Authority worked with the City of Oakland and nonprofit developer, MidPen, to develop the affordable housing portion of this larger development. A total of 465 affordable units (110 for seniors and 355 for families) will be built in four phases. The first two phases (110 senior units and 101 family units) were under construction during the FY and are estimated to be completed by December 2020. The third and fourth phases were in the predevelopment planning stage and an aerial representation of the entire project is shown below.



- Empyrean Towers –OHA is working with a developer to convert a 99 unit severely distressed Single-room Occupancy hotel in downtown Oakland into 66 affordable studio and 1-bedroom apartments. This project started construction during February 2019 and is estimated to be completed by January 2020.
- 15th and Harrison Street – A development with 80-120 affordable rental units. This project was in the predevelopment phase in FY 2019. OHA plans to self-develop this affordable housing project on a parking lot it owns in downtown Oakland.

Actual Non-Significant Changes: This activity was active during the fiscal year and remains ongoing. OHA made no non-significant changes to this activity.

Actual Changes to Metrics/Data Collection: OHA will be revising the benchmarks per the request of HUD to reflect only the annual changes that have been completed instead of units that are in the construction pipeline as reflected below in HC#1 and HC#5. There were no changes to the data collection methodology to report.

Actual Significant Changes: OHA made no significant changes to this activity.

Challenges in Achieving Benchmarks and Possible Strategies: OHA does not have challenges to report with this activity.

| 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 = 611 units under construction during the Fiscal Year. This Benchmark should be updated to zero to reflect the number of units that were brought online instead of including units under construction also | Actual housing units of this type after implementation of the activity = 0 units were completed and leased during the Fiscal Year | Yes. The benchmark was for units under construction was revised to units completed and brought online during the FY. So the benchmark as updated was achieved. |
| 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 | Housing units preserved prior to implementation of the activity = Zero (0) | Expected housing units preserved after implementation of the activity = 175 units rehabilitated | Actual housing units of this type after implementation of the activity = 31 units | No. 17% of the benchmark was achieved. Units substantially rehabbed were in the OAHPI portfolio. |

| | | | | |
|---|--|---|---|---|
| household, give that type in this box. | | | | |
| 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 = 305 households Revised: Expected households able to move to a better unit and/or neighborhood of opportunity after implementation of the activity = 0 households | Actual number of households able to move to a better unit after implementation of this activity = 0 units | Yes. The projected benchmarks previously reflected units under construction and was revised to reflect units completed. 0 households were able to move to a better unit/neighborhood. |

MTW Activity #06-01: Site Based Wait Lists

Year Approved: 2006

Year Implemented: 2006

Year Amended: N/A

Description/Impact/Update: Establish site based wait lists at all public housing sites, HOPE VI sites, and developments with PBV allocations. Overall OHA saw mixed results with achieving a decrease in waitlist time due to site based waitlists. Many factors influenced time spent on waitlists including low unit month vacancy rates and turnover of units. Oak Grove North and South and Harrison Tower are scheduled to undergo a major renovation and disposition and units are not being filled so that they can be renovated and subsequently used to house residents during renovation of their units, which affects waitlist times as applicants are not being pulled for vacancies. The error rate was determined using random file sampling as a result of an internal audit of specific waitlists. OHA will use this activity for RAD voucher holders.

Actual Non-Significant Changes: This activity was active during the fiscal year and remains ongoing. OHA has no non-significant changes to this activity.

Changes to Metrics/Data Collection: OHA has no changes to the metrics. There were no changes to the data collection methodology to report.

Actual Significant Changes: OHA has no significant changes to this activity.

Narrative Explanation of Challenges/New Strategies: OHA has no challenges or new strategies to report.

| OHA and Standard Metrics | | | | |
|---|--|--|--|---|
| 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). | Number of errors in completing task prior to implementation = 10% | Expected average rate of errors in completing the task after implementation = 5% | Actual average rate of errors in completing the task = 3.9% | Yes. |
| 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 =60 months | Expected average number of months applicants spend on site based waitlist per site | Actual average number of months applicants spent on waitlist | No. |
| Campbell Village | 60 months | 48 months | 68 months | |
| Lockwood Gardens | 60 months | 48 months | 54 months | No |
| Peralta Villa | 60 months | 48 months | 54 months | No |
| Harrison Towers | 60 months | 48 months | 69 months | No |
| Adel Court | 60 months | 48 months | 70 months | No |
| Oak Grove North | 60 months | 48 months | n/a months | Leasing is suspended pending disposition rehab. |
| Oak Grove South | 60 months | 48 months | n/a months | Leasing is suspended pending |

| | | | | |
|---|--|-------------------------------------|---|--|
| | | | | disposition rehab. |
| Palo Vista Gardens | 60 months | 48 months | 33 months | Yes |
| Linden Court | 60 months | 48 months | n/a months | No leasing activity because of no vacancies. |
| Mandela Gateway | 60 months | 48 months | 64 months | No |
| Chestnut Court | 60 months | 48 months | 70 months | No |
| Foothill Family Apts | 60 months | 48 months | n/a months | No leasing activity because of no vacancies. |
| Lion Creek Crossing | 60 months | 48 months | 53 months | No. |
| <i>OHA Metric - Vacancy Rate per public housing site</i> | | | | |
| 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 = 2% | Expected vacancy rate per site = 2% | Actual Vacancy rate per site (percentage) | |
| Campbell Village | 2% | 2% | 3% | No |
| Lockwood Gardens | 2% | 2% | 2.71% | No |
| Peralta Villa | 2% | 2% | 1.29% | Yes |
| Harrison Towers | 2% | 2% | 3% | No. Harrison leasing is suspended pending disposition and rehab. |
| Adel Court | 2% | 2% | 2% | Yes |
| Oak Grove North | 2% | 2% | N/A sites designated for dispo | n/a |
| Oak Grove South | 2% | 2% | N/A sites designated for dispo | n/a |

| | | | | |
|----------------------|----|----|-------|-----|
| Palo Vista Gardens | 2% | 2% | 1% | Yes |
| Linden Court | 2% | 2% | 0.21% | Yes |
| Mandela Gateway | 2% | 2% | 0.72% | Yes |
| Chestnut Court | 2% | 2% | 1.21% | Yes |
| Foothill Family Apts | 2% | 2% | 0% | Yes |
| Lion Creek Crossing | 2% | 2% | 1% | Yes |

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

Year Approved: 2006

Year Implemented: 2006

Year Amended: N/A

Description/Impact/Update: Allocate PBV units to developments owned directly or indirectly by OHA without using a competitive process. In FY 2019, OHA did not award any PBVs to projects without a competitive process.

Actual Non-Significant Changes: This activity was not used during the fiscal year but remains ongoing.

Actual Changes to Metrics/Data Collection: No changes were made to the metrics or data collection methods.

Actual Significant Change: OHA has no significant changes to this activity.

Challenges in Achieving Benchmarks and Possible Strategies: OHA does not have challenges to report with this activity.

| 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 = \$7,500 per RFP | Expected cost of task after implementation of the activity = \$0 | Zero projects were awarded PBV funding in FY 19 without competitive process. | Activity was not used. |

| 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 = 100 hours per RFP | Expected amount of total staff time dedicated to the task after implementation of the activity = 15 hours per RFP | Zero projects were awarded PBV funding without competitive process in FY 19. | Activity was not used. |

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

Year Approved: 2006

Year Implemented: 2006

Year Amended: N/A

Description/Impact/Update: Allocate PBV units to qualifying developments using the City of Oakland Notice of Funding Availability (NOFA)/ RFP or other existing competitive process. 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. In FY 2019, the City offered a Notice of Funding Availability (NOFA)/RFP and OHA allocated PBV's to nine projects: Aurora Apartments, 43 PBV units; Nova Apartments, 56 PBV units; 3801 MLK Family Housing, 16 PBV units; West Grand and Brush, 28 PBV units; 9th Avenue, 7 PBV units; 34th and San Pablo, 25 PBV units; 7th and Campbell, 39 PBV units; Ancora Place, 31 PBV units; Friendship Senior Housing, 34 PBV units; and 95th and International, 27 PBV units.

Actual Non-Significant Changes: 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, but OHA monitored the City of Oakland RFP process for new opportunities.

Actual Changes to Metrics/Data Collection: No changes were made to the metrics or data collection methods.

Actual Significant Change: OHA has no significant changes to this activity.

Challenges in Achieving Benchmarks and Possible Strategies: OHA does not have challenges to report with this activity.

**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 = \$7,500 per RFP | Expected cost of task after implementation of the activity = \$0 | Nine projects were awarded PBV funding without an OHA administered RFP = Cost savings of \$67,500 | Yes. OHA saved \$67,500 and maintained a benchmark of zero expenditures. |

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 = 100 hours per RFP | Expected amount of total staff time dedicated to the task after implementation of the activity = 15 hours per RFP | Nine projects were awarded PBV funding without an OHA administered RFP – spent 135 hours instead of 900 | Yes. OHA spent 135 hours instead of 900 hours of staff time to complete the task. |

B. Not Yet Implemented Activities

| Table 15 Approved MTW Activities Not Yet Implemented | | | | | |
|---|-------------------------|---------------------------|--|--|---|
| Activity # | Fiscal Year Implemented | MTW Activity Name | Description | Statutory Objective(s) | Authorization(s) |
| 17-02 | 2017 | Automatic Rent Increase | Offer owners an automatic rent increase on the HAP contract anniversary date | Expanding housing choice and reduce costs to achieve greater cost effectiveness | Attachment C, D.2.b&c |
| 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 |

MTW Activity #17-02: Automatic Rent Increases for HCV

Year Approved: 2017

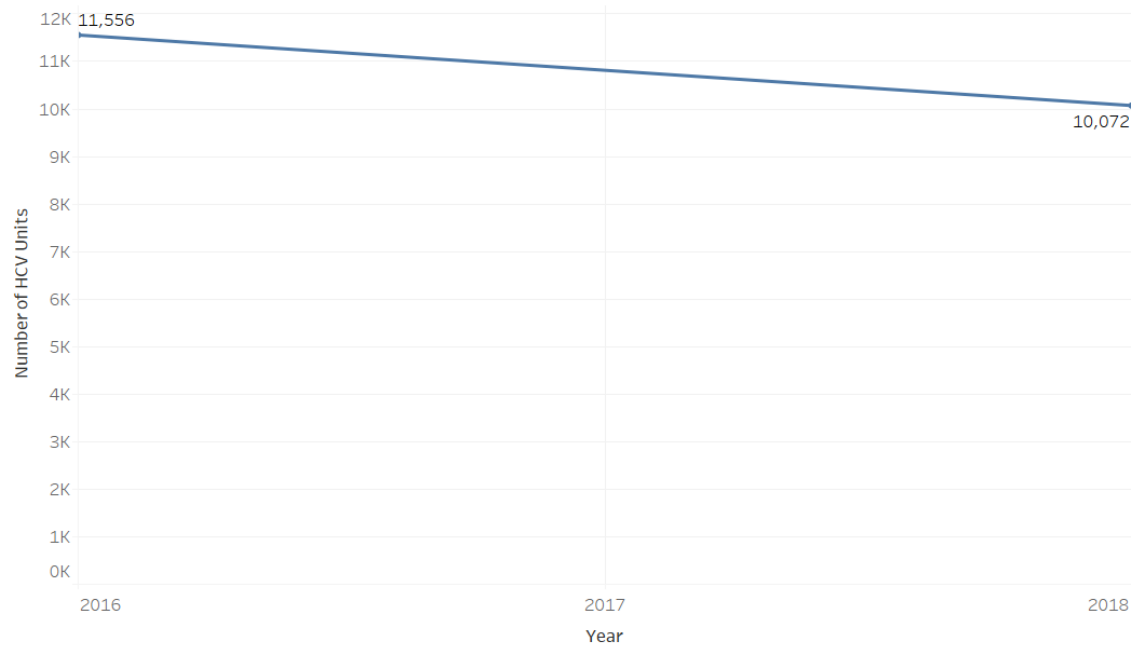
Description/Impact/Update: During the last several years the Bay Area has rebounded from the recession with a robust economy which has resulted in increased local population and a sharp decrease in available inventory in the rental market, causing rents to rise at rates that are leading the nation. As a result, the number of rent increases requested by owners in the HCV program has risen from 173 requests in January of 2015 to 565 requests at the end of 2015 and is currently averaging 333 requests per month. Compounding this challenge, OHA saw a loss of approximately 824 units from the program during 2015 due to owners opting to leave the program for various reasons.

To stem this tide of owners leaving the program for unassisted tenants, OHA will offer HCV owners an automatic rent increase that will be initiated by OHA. The amount of the increase will be determined by OHA for targeted small area rental markets identified by OHA. The automatic rent increase amount will be set using multiple data sources for small targeted geographic areas within the larger jurisdiction as identified by OHA. For selected targeted small rental market areas, OHA will conduct a rent increase analysis using internal and external data sources. Internal data sources may include the number of requested and approved increases and the amounts approved, and/or the average rent in the targeted small market area for new Section 8 contracts. The external data sources may include various available data sources including the

Consumer Price Index, Zillow, Go Section 8, Rent.com etc. that provide information and data on rental housing market trends in the target area. If a small rental market area increase is warranted and approved by the Executive Director, or his designee, the offers will be made to all property owners in the targeted area who have not received a rent increase in the last twelve months. If the owner elects to accept the increase offered, they will not be eligible for another increase for at least twelve months.

Graphic 1: Change in Number of HCV units, 2016-2018

Change in HCV Units, 2016-2018



Staff will continue to complete a Rent Reasonableness determination by using at least two comparable units within a one mile radius with like amenities and will notify the landlord of the offer for a new rent amount/increase 120 days prior to the proposed increase. The landlord will have 30 days to accept the offered rent increase and once accepted, OHA will send a lease amendment with the HAP amount and tenant portion to the participant at least 60 days prior to the change. Similarly to current practices under the traditional program, participants will not be able to challenge rent increase amounts. However, the notification that will be provided to each tenant will describe the Reasonable Accommodation and Hardship Policy procedures. Participants may use the Hardship procedures to submit a request to have their case reviewed. Under this activity it is anticipated that participants will have more time to respond to the notice of a rent increase. Currently, participants are issued notices of approved increases within 30 days of the increase. If there is a change in tenancy before the next anniversary date, an owner can request a rent increase per OHA's current process. OHA began planning and analysis for the implementation of this activity during the FY as it required coordination across multiple groups and departments. OHA may use this activity for RAD voucher holders.

Implementation planning and analysis needed to implement this activity was started in FY 2019 including complex quantitative and geospatial analysis to better understand and predict the way our rental market is changing at the micro-level during FY2019. The analysis is identifying rapidly changing neighborhoods at the census tract level where more than 1,900 HCV families are housed. OHA expects to implement this activity in FY 2020 to determine and execute rent

increases after evaluation of area rents to calculate a percentage increase for some target areas.

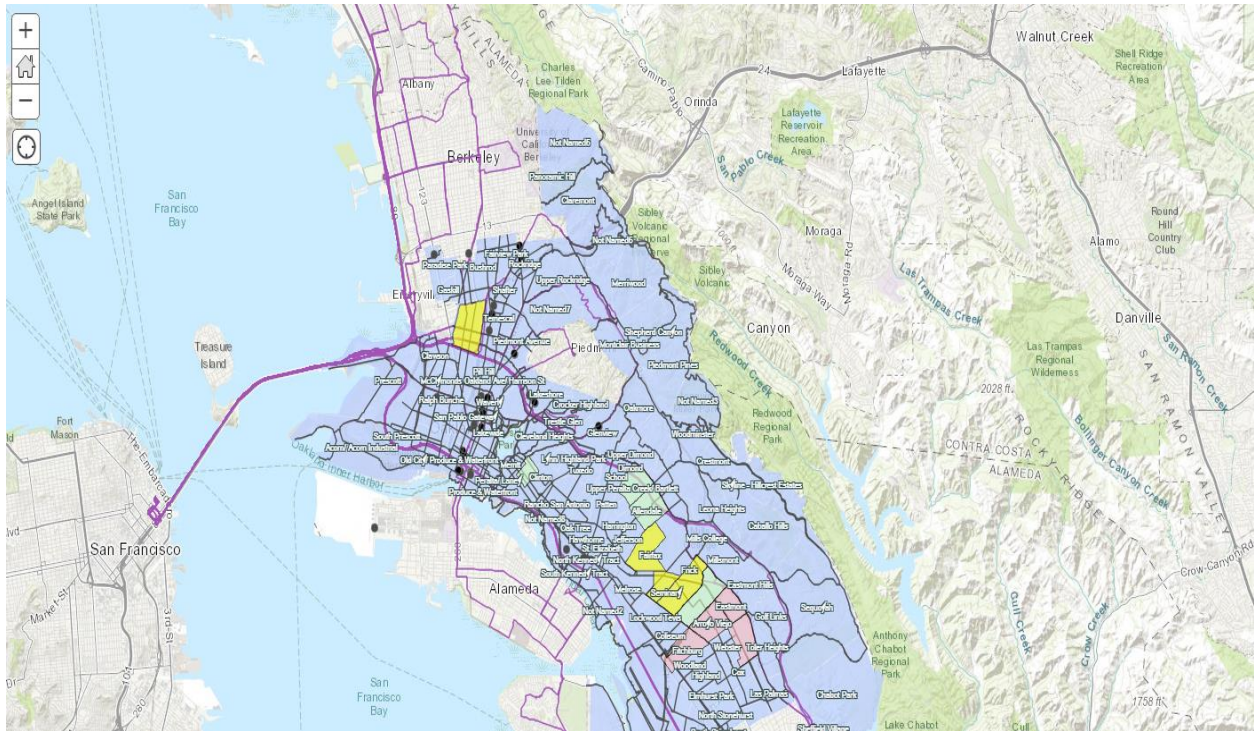
Upon further analysis of how to tackle this problem in FY 2019, the Automatic Rent Increase Project presented two large operational questions. First, which landlords qualify for these funds? And second, how much of an increase are these landlords entitled to? OHA is a public agency with a limited budget; as such, we had to configure a strategy for deploying resources most effectively.

Which landlords qualify for these funds?

To determine which landlords qualified for the activity, the Policy, Implementation and Compliance department (PIC) studied the rate of neighborhood change in Oakland. Considering data from 2016 through 2018, we identified the areas of the city (demarcated by census tract) that were experiencing the most change. The neighborhoods that were most affected had a large population of OHA HCV residents, and have lost a large number of units over the two year period. Additionally, using regression modeling, PIC was able to determine what neighborhood-level factors predicted these changes. In other words, we tested the relationship between observable indicators of gentrification (like high end breweries and trans-bay buses, which cater to white collar and tech workers living in Oakland and working in San Francisco) and the number of HCV units lost (the impact of gentrification).

It was determined that landlords in these neighborhoods were most likely to leave the program in the short term, and thus the first wave of Automatic Rent Increases will target them. See Graphic 2 below, which shows the overlay of the predictive components and HCV unit change from 2016-2018. The neighborhoods that are experiencing the most change are highlighted in red, yellow and green.

Graphic 2: Rapidly Changing Neighborhoods in Oakland (FY 2019 data)



How much of an increase are these landlords entitled to?

The next natural question for developing this incentive is how much of a rent increase is each qualifying landlord entitled to? Should this be a flat rate across the city, across neighborhoods, across census tracts? Should it be a percentage of the rent that they currently receive? Should the amount or percentage allocated reflect OHA strategies, in terms of unit location? There is no simple answer to these questions. Research suggests that financial incentives can be an effective tool in retaining landlords. However, the level of financial incentive has not been sufficiently investigated. Policy development in this area is cutting edge, and therefore there are few role models to emulate.

Research Projects

In the ground-breaking nature of this work, OHA identified an opportunity for further research. Partnering with the University of California, Berkeley's Goldman School of Public Policy (GSPP), OHA is embarking on two research projects that will inform the development and evaluation of landlord incentives.

The first project's working title is "Where and Why?: A retrospective, longitudinal study of why neighborhoods change". This project applies the preliminary model of neighborhood change to past data so as to understand patterns in neighborhoods change. We will consider geographic patterns, such as: is neighborhood change coming from a single hub in the city? This project will also look for patterns in the speed of neighborhood change – has change in Oakland been temporally linear (a gradual and predictable build up) or does it mirror the boom and bust cycle of the housing market?

From this study, OHA will be able to answer questions such as:

- What is the nature of the neighborhood change trend? Is it emanating from one spot (indicating a contagion effect), is it more geographically-random, or is it happening everywhere to a certain extent?
- Has neighborhood change been linear (in terms of time) or with distinct peaks and valleys?

By answering these questions, OHA will be able to plan better for future changes as well as effectively leverage the Landlord Incentive programs (including activity 17-01).

The second research project's working title is "Who Stays and Who Goes?: A study of the people, companies, and conglomerations that constitute our landlord population". OHA has historical data on its landlord population, but this data has not yet been strategically leveraged to produce insight. I propose for a comprehensive study of three main landlord groups: a) the current population, b) the subset of our current population that has the longest tenure in the program, and c) the subset of past populations that have left the program. The insight generated from this study can and should inform the type of recruitment and retention efforts that OHA performs.

From this study, OHA will be able to answer questions such as:

- What are the common characteristics among long-tenure landlords?
- How has our population of landlords changed over time?
- What are the common characteristics among landlords who have recently left the program?

With answers to these questions, we will have a better sense of which landlords will be successful, long term participants in our program. From these results, we will have generated insight into the most effective landlord recruitment and retention programs, and determine if the "profile for success" has changed over time –another element to the sweeping gentrification that is rocking the community.

We expect to have results from this research during FY 2020 and to begin implementation of automatic rent increases for targeted areas.

MTW Activity #13-01: Rent Reform Pilot Program

Year Approved: 2013

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.

Actions Taken Toward Implementation: OHA worked with the business system vendor to develop a specification for a modification to allow biennial and triennial re-certifications to be tracked and scheduled. OHA is currently waiting for the vendor to deliver the software modification so that it can be tested and implemented and the appropriate metrics for this activity can be tracked. These sites are being transitioned to a different property management group and company and planning for this activity cannot begin until the transition is complete. We anticipate the timeline for the transition to be end of FY 2020.

C. Activities on Hold

| Table 16 Approved MTW Activities on Hold | | | | | |
|---|-------------------------|--|---|---|----------------------------|
| Activity # and Fiscal Year Approved | Fiscal Year Implemented | MTW Activity Name | Description | Statutory Objective(s) | Authorization(s) |
| 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 |
| 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 |

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

Year Approved: 2010

Year Implemented: 2010

Year Placed on Hold: 2012

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. The disposition application was approved in early FY 2019. OHA expects the activity to be removed from hold in FY 2020.

MTW Activity #10-08: Redesign FSS Program

Year Approved: 2010

Year Implemented: 2010

Year Placed on Hold: 2011

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.

Action Taken Toward Reactivation: OHA reviewed the FSS program and updated the Action Plan but determined that none of the changes required MTW waivers to implement. OHA will continue to monitor FSS waivers implemented by other MTW housing authorities to determine if any are relevant and useful to OHA's FSS program.

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

Year Approved: 2010

Year Implemented: 2010

Year Placed on Hold: 2011

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 remains 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 for future needs, particularly in light of the current escalating rental market and displacement from naturally occurring affordable housing units that is occurring in the City.

Closed Out Activities

OHA does not have any closed out activities to report for FY 2019.

Section V. Sources and Uses of Funds

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

1) Actual Sources 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, 2019.

2) Actual Uses of MTW Funds in the Plan Year

OHA shall submit unaudited and audited information in the prescribed FDS format through the FASPHA, or its successor system.

3) 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 following 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

OHA uses the single fund flexibility to invest in 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 just housing.

Construction began on Phase 1 and 2 of Brooklyn Basin, which will add 110 senior and 101 family units of affordable housing as part of a large redevelopment of a 65 acre plot of land previously owned by the Port of Oakland.

Economic Development Initiatives

Supportive services above and beyond housing are part of OHA's vision to improve outcomes in all areas for families. The Department of Family and Community Partnerships (FCP) was created under single-fund flexibility and provides information and referral services and other family supportive services to households served by OHA. FY 2019 marked the fourth year of

the Jobs Plus Grant, a four year grant awarded in December 2015, to facilitate employment for public housing residents across five developments in West Oakland. Over the course of the Jobs Plus Program (JPP), OHA connected over 300 residents to critical services to assist in educational and work force advancement. To date, 432 residents completed the Jobs Plus Assessment, and 410 residents enrolled. Community coaches held over 200 events and 388 residents have completed employment assessments. These coaches work worked approximately 30 hours a week supporting and recruiting enrollees. Since inception, 335 work-able adults met with a case manager, and 28 have enrolled in an employment readiness program. Through Jobs Plus, 10 participants have enrolled in a high school equivalency program, 11 enrolled in a high school credential program, 25 participants enrolled in a college degree program, which has resulted in 8 graduates. This program has also assisted residents with transportation needs for work and school, which is a crucial aspect of maintaining employment. Through MTW flexibilities, OHA continued to expand the impact of client services offered both in-house and in partnership with community-based service providers for both Public Housing and HCV residents.



During FY 2019, ninety-eight (98) new assessments and enrollees were completed for Jobs Plus. Community coaches held 84 events throughout the year to increase enrollments and engage residents. The JPP provided assistance with many work or school related activities including: purchasing work tools, help with technology equipment, assistance with union dues and college textbooks. Residents participated in Four Keys Training, a four part job search & readiness class, Wardrobe for Opportunity, which helps with Mock Interviews



and interview attire, and courses on financial literacy in partnership with Operation Hope. During FY 2019, sixty nine residents enrolled in a financial coaching/education, with over 229 participants completing the training since inception.

Education Initiatives

In 2010, OHA created a strategic partnership with the Oakland Unified School District (OUSD) to improve outcomes for OHA students in terms of five pillars: (1) kindergarten enrollment, (2) chronic absenteeism, (3) 3rd grade literacy, (4) high school graduation, and (5) college enrollment. This partnership developed into the OHA Education Initiative with multiple components and activities designed to support the five pillars. OHA and OUSD work together to identify OHA students within the OUSD population and track outcomes regarding the program's five pillars listed above. This information and the resulting analysis has steered policy, allowing OHA to target resources to secure the best outcomes based on this evidence based approach.

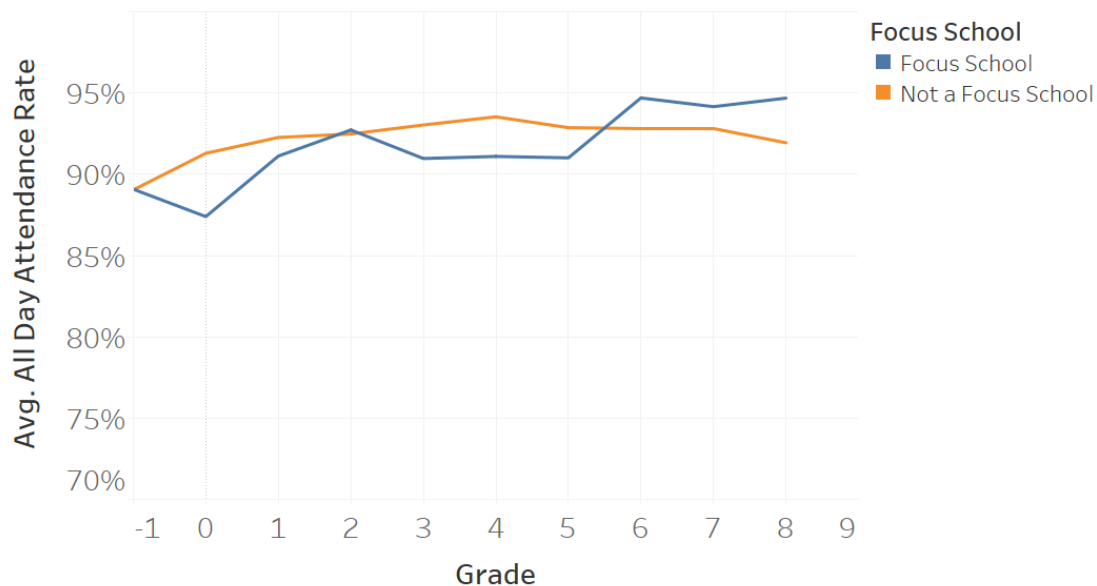


The Promise Plus program is a key component of the Education Initiative with seven select Partner Schools. Started in 2010, all students at these partner schools – both OHA residents and not - receive increased services in the form of OHA Parent Ambassadors. Parent Ambassadors are community members and OHA residents, hired and coached by OHA, to

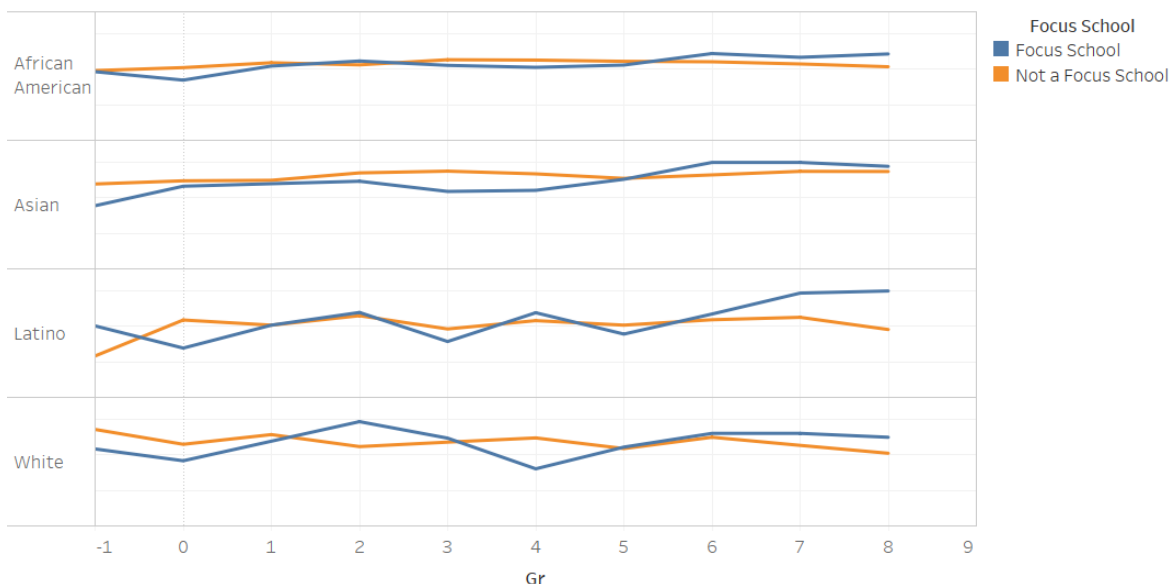
create and implement attendance support activities for students. These activities included month-long attendance awareness campaigns and model parental engagement and support for students and parents alike. OHA leverages insight from the general OUSD population to inform and develop new components of the Promise Plus Program.

During FY 2019, OHA completed a comprehensive evaluation of the impact of the Promise Plus program and results are promising. From our analysis, we learned that the greatest impact can be seen in students who are currently, or about to, transition from elementary school to middle. The data showed that the transition to middle school is a time where attendance falls precipitously – both for OHA students and across OUSD. And yet, in our Partner Schools, this time is when we saw the greatest *gains* in attendance (see Graphs 1 and 2 below). This breaking of the trend – which was observed across racial groups – is remarkable and is guiding our next phase of the program.

Partner School Attendance by Grade

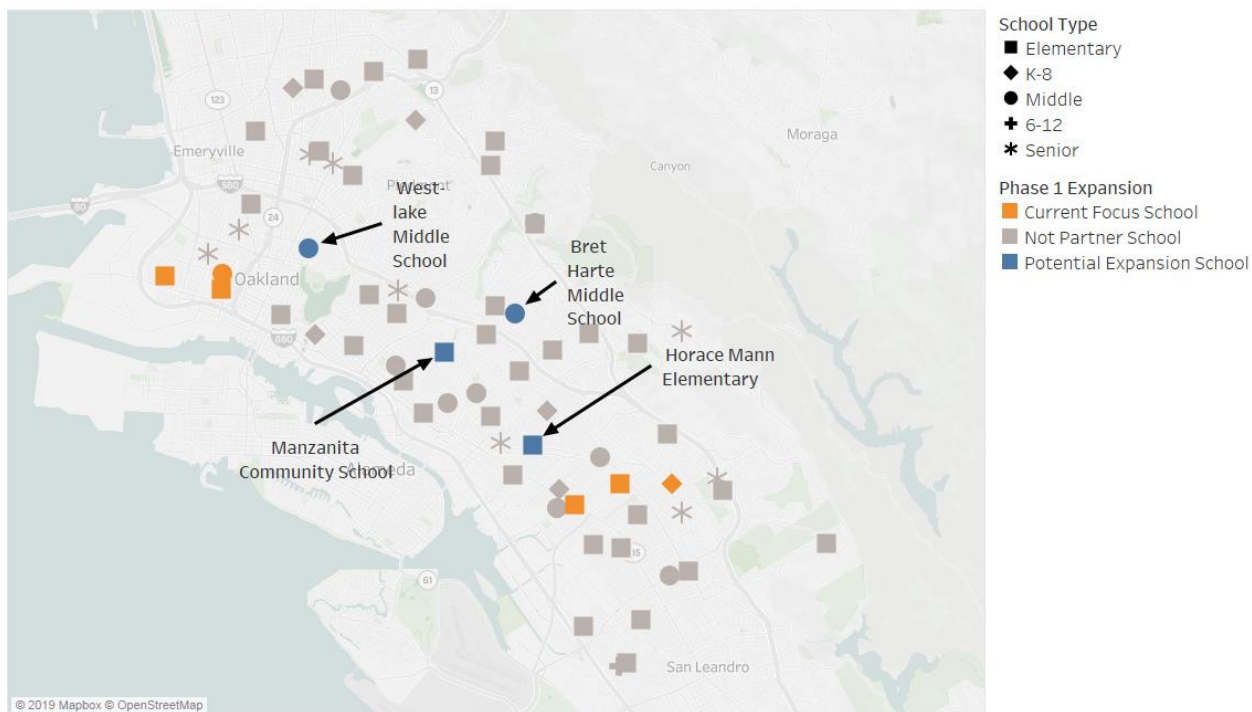


Partner School Attendance by race and grade

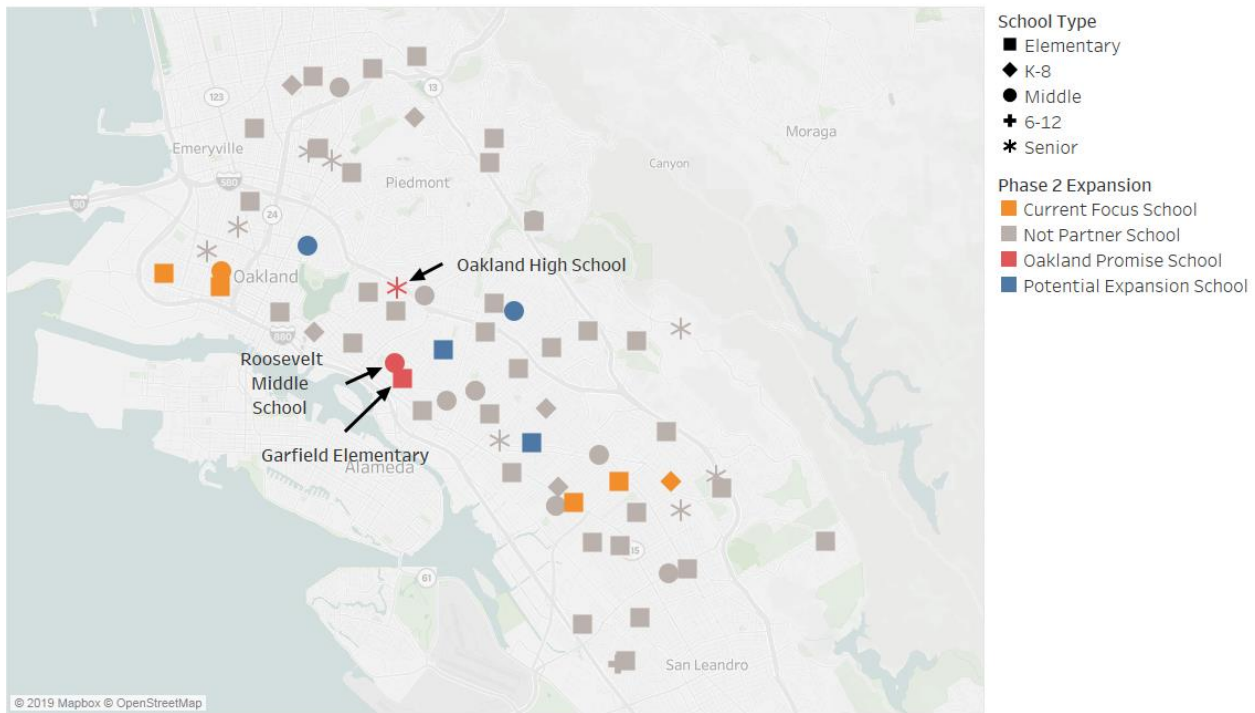


Using data from Promise Plus, the Education Initiative considered expansion opportunities. This includes increasing our presence at current Partner Schools, as well as partnering with new schools, where students will benefit the most from OHA's presence. OHA is in the process of creating expansion plans. Currently, informed by the data, OHA is proposing a two tiered expansion program that will incorporate seven additional school sites – doubling the portfolio of Partner Schools. This effort will include older students – both middle and high schools – to increase our reach, impact and support to the OUSD community. See Maps 1 and 2 below for proposed Phase 1 and 2 expansion sites.

Phase 1 Expansion



Phase 2 Expansion



FCP served the health and wellness needs of OHA's families through partnerships with Samuel Merritt University nursing students who provided health and wellness screenings and partnerships with St. Mary's Center who offered health education and comprehensive medical, behavioral, and oral health services to children 18 and under regardless of insurance. The "Still Active Seniors" program helped seniors with weekly fitness activities in addition to the wellness checks and serves on average 20 seniors per month. Through our partnership with the West Oakland Health Council, the FCP department provided on-site Cal-fresh and Medi-Cal application renewals and referrals for dental screenings and follow-up treatment. OHA supported 217 youth through summer employment opportunities, helped 56 residents enroll in college and 14 residents enroll to obtain a GED. These partnerships allowed for increased supportive services for our senior population.



OHA continued to participate in a demonstration testing the effectiveness of combining housing choice vouchers for eligible youth (ages 18-24) lacking adequate housing under the Family Unification Program (FUP) with assistance under the FSS program and served three residents during FY 2019 in the demonstration. This opportunity directly benefited youth by giving them more time in a stable housing environment to achieve their education & employment goals and assisted in their efforts to become self-sufficient. An orientation was held for all FUP participants, as well as individual case management meetings to provide needs assessments, education, employment, and housing search assistance. FCP also held bi-monthly meetings with Alameda County Social Services and Beyond Emancipation to effectively coordinate

services on behalf of the FUP participants and continued to collaborate with other community based organizations to provide services for this demonstration.



Building resident capacity is critical to OHA's vision, and OHA utilized MTW flexibility to provide a level of support beyond housing to enhance resident educational, health and wellbeing outcomes. Using subject matter expert partners, FCP continued a Baby Play Group held at Lockwood Gardens in partnership with Safe Passages, geared for parents with babies aged "0-12" months and covered the following learning components: Child Development, Positive Parenting and Attachment, Social-Emotional Development, Early Literacy and more. In partnership with the Alameda County Public Health Department, FCP hosted the "Food as Medicine" program where residents learned about the importance of cooking with whole grains and vegetables and

other healthy food choices. The Alameda County Public Health Department also offered a Safe Handling and Food Preparation program where residents learned proper food handling and received their Serv Safe Food Handler certification for employment opportunities.

Through partnerships with Imperfect Foods, Semi-Freddi's Bakery and Mandela Marketplace, the FCP Department hosted a monthly food distribution at our multi-family housing developments. Residents received free bread, vegetables, boxed and canned goods and shopped for low-cost organic fruits and vegetables and OHA supported approximately 75 families per month. The FCP Department continued to seek out service organizations to support our families in all facets of their lives.

During FY 2019, the Tech Exchange Digital Literacy Learning Project was created at Lockwood Gardens and provided teens and adults with the information to learn components of computer and digital literacy. All graduates received a Certificate of Completion, a computer with Microsoft applications installed and an FCP USB wristband for document storage. The program saw an enthusiastic response with 71 enrollees and 47 graduates of all ages.

Despite the low-inventory and cost of housing in the Bay Area, the homeownership program remained of great interest to our residents as evidenced by the 200+ individuals on our interest list. A total of 113 homes have been purchased since inception with one purchased this year. The majority of these individuals are enrolled in the Family Self-Sufficiency Program in an effort to prepare for homeownership as it provides financial literacy which included credit and income building as well as an escrow savings account that is often used to assist with housing down payment and closing costs. During FY 2019, over \$264,000 in escrow savings was presented to FSS participants.



Providing a Consistent Level of Security to OHA Residents

It is of critical importance to OHA's management strategies to provide consistent and effective security to residents, through both physical design and law enforcement. Activities by the Oakland Housing Authority Police Department (OHAPD) are funded exclusively through the single-fund flexibility. OHAPD's commitment to community policing and crime prevention helped reduce crime and violence, which made properties and the community at large safer by providing a variety of Crime Prevention programs and youth activities and helped with a quicker

response to requests from residents by offloading crime response from the overburdened Oakland Police Department. Approximately \$160,000 in MTW funds were used for capital purchases for the OHA Police Department. These purchases included firewall equipment for the Police Department's computer network, surveillance cameras, body-worn cameras, mobile radios, and software for use in patrol cars.

In FY 2019, OHAPD conducted summer youth events such as end of school block parties, field trips to the Monterey Bay Aquarium, Oakland A's baseball games, the USS Hornet, local hiking



and camping trips and the Oakland Zoo. A yearly highlight is the Holiday Giveaway where 1,200 children received toys and participated in a holiday party. Approximately \$35,000 was raised by OHAPD to help sponsor this award winning holiday event. These many community events enabled the police and residents to interact and build trust, recognition and relationships. To date, OHAPD has been the recipient of multiple NAHRO awards most recently in FY 2019 for the "Anti-Bullying Program." In this program, OHAPD staff facilitated an "Anti-Bullying" program for local

school district children. OHAPD's goal is to provide the tools necessary for understanding the psychology behind bullying acts, thereby facilitating a reduction in the number of instances of bullying. When the consequences of abuse occur, this program helped everyone overcome their own victimization and become champions of support for victims of bullying.

OHAPD contributed to resident development of leadership and career exploration by having sixteen (16) public housing and HCV residents participate in the Police Explorer Program, which was established to provide youth ages 18 to 21 an opportunity to work within a police department, or other Authority departments. The goal of this program is to enhance the relationship between young adults in our communities, members of law enforcement, OHA staff, and to provide job skills for young adults in order for them to ultimately compete for positions at OHA or other public or private entities. Every year, OHAPD attends many community neighborhood crime prevention council meetings and OHA community meetings with the goal of collecting information provided by residents and other community members in order to resolve issues that affect the safety and security of OHA communities.



In addition to the larger community gatherings, OHAPD expanded its presence by hosting small, intimate gatherings called "Coffee with a Cop" and "Ice Cream with a Cop". These events provided a great venue to discuss issues with police officers to facilitate police legitimacy, credibility and community and have received a warm reception by OHA residents.

The use of technology to achieve the goals and objectives is a priority for OHAPD and the department deployed additional security cameras at several large housing developments to increase safety and help solve and prevent criminal activity. In addition, the incorporation of a central monitoring station to monitor video generated by these cameras via a "Virtual Volunteer Patrol" concept was deployed. OHAPD also deployed a crime prevention vehicle with two 42-inch flat screens and used a Sony Play Station and XBOX to engage with children in the community to facilitate good relationships.

Table 17. Describe Actual Use of MTW Single Fund Flexibility

SDHC uses MTW single fund flexibility to implement and operate programs for HCV and Public Housing program participants.

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Through partnerships with Imperfect Foods, Semi-Freddi's Bakery and Mandela Marketplace, the FCP Department hosted a monthly food distribution at our multi-family housing developments. Residents received free bread, vegetables, boxed and canned goods and shopped for low-cost organic fruits and vegetables and OHA supported approximately 75 families per month. The FCP Department continued to seek out service organizations to support our families in all facets of their lives.

During FY 2019, the Tech Exchange Digital Literacy Learning Project was created at Lockwood Gardens and provided teens and adults with the information to learn components of computer and digital literacy. All graduates received a Certificate of Completion, a computer with Microsoft applications installed and an FCP USB wristband for document storage. The program saw an enthusiastic response with 71 enrollees and 47 graduates of all ages.

Despite the low-inventory and cost of housing in the Bay Area, the homeownership program remained of great interest to our residents as evidenced by the 200+ individuals on our interest list. A total of 113 homes have been purchased since inception with one purchased this year. The majority of these individuals are enrolled in the Family Self-Sufficiency Program in an effort to prepare for homeownership as it provides financial literacy which included credit and income building as well as an escrow savings account that is often used to assist with housing down payment and closing costs. During FY 2019, over \$264,000 in escrow savings was presented to FSS participants.

Providing a Consistent Level of Security to OHA Residents

It is of critical importance to OHA's management strategies to provide consistent and effective security to residents, through both physical design and law enforcement. Activities by the Oakland Housing Authority Police Department (OHAPD) are funded exclusively through the single-fund flexibility. OHAPD's commitment to community policing and crime prevention helped reduce crime and violence, which made properties and the community at large safer by providing a variety of Crime Prevention programs and youth activities and helped with a quicker response to requests from residents by offloading crime response from the overburdened Oakland Police Department. Approximately \$160,000 in MTW funds were used for capital purchases for the OHA Police Department. These purchases included firewall equipment for the Police Department's computer network, surveillance cameras, body-worn cameras, mobile radios, and software for use in patrol cars.

In FY 2019, OHAPD conducted summer youth events such as end of school block parties, field trips to the Monterey Bay Aquarium, Oakland A's baseball games, the USS Hornet, local hiking and camping trips and the Oakland Zoo. A yearly highlight is the Holiday Giveaway where 1,200 children received toys and participated in a holiday party. Approximately \$35,000 was raised by OHAPD to help sponsor this award winning holiday event. These many community events enabled the police and residents to interact and build trust, recognition and relationships. To date, OHAPD has been the recipient of multiple NAHRO awards most recently in FY 2019 for the "Anti-Bullying Program." In this program, OHAPD staff facilitated an "Anti-Bullying" program for local school district children.

OHAPD's goal is to provide the tools necessary for understanding the psychology behind bullying acts, thereby facilitating a reduction in the number of instances of bullying. When the consequences of abuse occur, this program helped everyone overcome their own victimization and become champions of support for victims of bullying.

OHAPD contributed to resident development of leadership and career exploration by having sixteen (16) public housing and HCV residents participate in the Police Explorer Program, which was established to provide youth ages 18 to 21 an opportunity to work within a police department, or other Authority departments. The goal of this program is to enhance the relationship between young adults in our communities, members of law enforcement, OHA staff, and to provide job skills for young adults in order for them to ultimately compete for positions at OHA or other public or private entities. Every year, OHAPD attends many community neighborhood crime prevention council meetings and OHA community meetings with the goal of collecting information provided by residents and other community members in order to resolve issues that affect the safety and security of OHA communities.

In addition to the larger community gatherings, OHAPD expanded its presence by hosting small, intimate gatherings called "Coffee with a Cop" and "Ice Cream with a Cop". These events provided a great venue to discuss issues with police officers to facilitate police legitimacy, credibility and community and have received a warm reception by OHA residents.

The use of technology to achieve the goals and objectives is a priority for OHAPD and the department deployed additional security cameras at several large housing developments to increase safety and help solve and prevent criminal activity. In addition, the incorporation of a central monitoring station to monitor video generated by these cameras via a "Virtual Volunteer Patrol" concept was deployed. OHAPD also deployed a crime prevention vehicle with two 42-inch flat screens and used a Sony Play Station and XBOX to engage with children in the community to facilitate good relationships.

B. MTW Report: Local Asset Management Plan

OHA did not implement a local asset management plan during FY 2019.

Table 18: Local Asset Management Plan

i. Did the MTW PHA allocate costs within statute in the Plan Year?

Yes

ii. Did the MTW PHA implement a local asset management plan (LAMP) in the Plan

No

iii. Did the MTW PHA provide a LAMP in the appendix?

No

iv. If the MTW PHA has provided a LAMP in the appendix, please provide a brief update on implementation of the LAMP. Please provide any actual changes (which must be detailed in an approved Annual MTW Plan/Plan amendment) or state that the MTW PHA did not make any changes in the Plan Year.

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 of Compliance with MTW Statutory Requirements

The Oakland Housing Authority certifies the submission of the Fiscal Year 2019 MTW Annual Report and 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 2019 MTW Annual Report is in compliance with all applicable MTW regulations and requirements.

Appendices

- Appendix A. Project-Based Voucher Allocations
- Appendix B. Overview of Other Housing
- Appendix C. Affordable Housing Development Activities by Unit Type
- Appendix D. MTW & Non-MTW Housing Stock
- Appendix E. Waitlist Demographic Data
- Appendix F. Glossary of Acronyms

APPENDIX A

Project-Based Voucher Allocations

| Project-Based Voucher Allocation Projections as of June 30, 2019 | | | | |
|--|------------------------|----------------|---------------|--|
| 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 (1539) | 7/27/2009 | 1539 | 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 / HIV/AIDS |
| 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 |
| 11th and Jackson (Prosperity Place) | 11/30/2010 | 35 | 2/1/2017 | Low Income Families |
| Fox Court Apts. (13) | 12/5/2016 | 13 | 9/15/2017 | Low Income Families |
| Ambassador Apts.(10) | 12/5/2016 | 10 | 9/1/2017 | Low Income Families |
| Seven Directions (10 additional vouchers) | 12/5/2016 | 10 | 12/1/2017 | Low Income Families |
| Adeline Street Lofts | 12/5/2016 | 20 | 3/1/2018 | Low Income Families |
| Rosa Park | 12/5/2016 | 11 | 2/1/2018 | Low income and homeless individuals |
| Madsion Apts (additional vouchers) | 12/5/2016 | 31 | 6/9/2018 | Low Income Families |
| Stanley Avenue Lofts | 12/5/2016 | 13 | 6/1/2018 | Low Income Families |
| Swan Market | 12/5/2016 | 10 | 12/1/2017 | Low Income Families |
| San Pablo Hotel | 12/5/2016 | 31 | 2/19/2018 | Low Income Seniors |
| Hisman Hin-Nu Apts | 12/5/2016 | 10 | 12/15/2017 | Low Income Families |
| Oak Park Apts | 12/5/2016 | 10 | 12/15/2017 | Low Income Families |
| 94th and International (Acts Cyrene) | 10/17/2011 | 14 | 12/29/2017 | Low Income Families |
| Civic Center TOD | 7/22/2014 and 2/26/18 | 20 | 12/29/2017 | Special Needs / Homeless |
| Hamilton Apts | 12/5/2016 | 92 | 3/15/2019 | Low income and homeless individuals (08) |
| Drachma Housing | 12/5/2016 | 11 | 3/1/2019 | Low Income Seniors (08) |
| Westlake Christian Terrace West | 2/27/2017 | 121 | 2/25/2019 | Low Income Seniors (08) |
| Redwood Hill Townhomes | 6/1/2015 & 5/23/2016 | 27 | 5/28/2019 | Low Income Families/Special Needs |
| Units under HAP Contract | | 3,463 | | |
| | | | | |
| 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 |
| *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* | | 56 | | |

| | | | | |
|--|------------|------------|----------------|---|
| RFQ 16-08 | | | | |
| Oak Street Apts | 12/5/2016 | 25 | pending | Low Income Seniors (08) |
| International Blvd Apts | 12/5/2016 | 18 | pending | Low Income Families (08) |
| Northgate Apts | 12/5/2016 | 14 | pending | Low Income Families (08) |
| Courtyards at Acorn | 12/5/2016 | 30 | pending | Low Income Families (08) |
| The Town Center | 12/5/2016 | 50 | pending | Low Income Families (08) |
| Bishop Roy C. Nicholas | 12/5/2016 | 17 | pending | Low Income Seniors (08) |
| Kenneth Henry Court | 2/27/2017 | 15 | pending | Low Income Families (08) |
| Eastside Arts & Housing | 2/27/2017 | 10 | pending | Low Income Families (08) |
| Sylvester Rutledge Manor | 12/5/2016 | 64 | pending | Low Income Seniors (08) |
| Existing units that will convert to PBV | | 243 | | |
| AHAP Contracts | | | | |
| 3706 San Pablo Avenue | 6/1/2015 | 10 | in development | Low Income Families |
| Additional vouchers awarded | 5/23/2016 | 5 | | |
| Additional vouchers awarded | 5/22/2017 | 5 | | |
| Embark Apartments | 5/23/2016 | 61 | in development | Affordable Housing for Veterans / VASH (31) |
| Fruitvale Transit Village - Phase IIA | 5/23/2016 | 66 | in development | Low Income Families/VASH (20) |
| Camino 23 | 5/23/2016 | 26 | in development | Low Income Families/Special Needs |
| Empyrean | 10/24/2016 | 32 | in development | Low Income Families |
| Brooklyn Basin | 2/1/2018 | 132 | in development | Seniors and Low income Families |
| Units under AHAP Contract | | 337 | | |
| Conditional Awards | | | | |
| Coliseum Place | 5/23/2016 | 37 | pending | Low Income Families/Special Needs |
| Fruitvale Studios | 6/25/2018 | 12 | pending | formerly homeless and special needs |
| Fruitvale Transit Village Phase IIB | 6/25/2018 | 75 | pending | families and seniors |
| 3268 San Pablo | 6/25/2018 | 50 | pending | formerly homeless and veterans |
| Aurora Apartments | 7/23/2018 | 43 | pending | special needs |
| Nova Apartments | 7/23/2018 | 56 | pending | formerly homeless |
| 3801 MLK Family Housing | 7/23/2018 | 16 | pending | families and special needs |
| W Grand and Brush | 7/23/2018 | 28 | pending | formerly homeless |
| 9th Avenue | 7/23/2018 | 7 | pending | low income families |
| 34th and San Pablo | 7/23/2018 | 25 | pending | Low income families |
| 7th and Campbell | 7/23/2018 | 39 | pending | formerly homeless |
| Ancora Place | 4/29/2019 | 31 | pending | low income families/special needs |
| Friendship Senior Housing | 4/29/2019 | 34 | pending | special needs/seniors |
| 95th and International | 4/29/2019 | 34 | pending | formerly homes/low income families |
| Units with conditional award | | 487 | | |

| | | | | |
|---|------------|--------------|------------------------|----------------------------|
| Disposition Pending and NOFA Invitations and Pending ORED projects | | | | |
| OHA Senior Disposition Sites | 10/16/2017 | 253 | TPV award June 2018 | Public Housing Disposition |
| 15th and Harrison | TBD | 100 | pending conditional | low income families |
| RAD Conversion (Chestnut/Linkden/LLC/Foothill and Mandela Gateway) | CY2019 | 307 | special PBV | low income families |
| | | 660 | | |
| | | | | |
| Total PBV Units Allocated | | 5,246 | | |

* Conversion to PBV ongoing as units are currently occupied by HCV-assisted family

APPENDIX B

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 | 36 | | 2 |
| | Foothill Family Apartments | 65 | 21 | 11 | 12 | | 0 |
| | Lion Creek Crossings - Phases 1 - 5 | 567 | 157 | 171 | 153 | | 5 |
| Other Mixed Developments | | | | | | | |
| | Tassafaronga Village - Phases 1 and 2 | 157 | | 99 | 45 | | 2 |
| | Cathedral Gardens | 100 | | 43 | 55 | | 1 |
| | Keller | 201 | | | 166 | 157 | 33 |
| | Harrison Senior | 73 | | 11 | 61 | 62 | 1 |
| | Lakeside Senior Apts. | 92 | | 91 | | | 1 |
| | Prosperity Place | 71 | | 35 | 36 | 8 | |
| | ACTS/CYRENE | 59 | | 14 | 44 | | 1 |
| | AveVista | 68 | | 34 | 30 | | 1 |
| Total Units | | 1772 | 307 | 539 | 661 | 219 | 49 |

APPENDIX C

Affordable Housing Development Activities

| Affordable Housing Development Activities by Unit Type | | | | | | |
|--|--|---|--------------|-------------------|-------------------------------|-----------------------|
| | FY 2019 Outcomes Non-traditional Units | FY 2019 Outcomes Traditional Units | Total Units | Public Housing | Project- Based Vouchers | Tax Credit Only |
| PREDEVELOPMENT | | | | | | |
| Brooklyn Basin | 116 | 126 | 244 | 0 | 258 | 203 |
| 15th and Harrison | <u>62</u> | <u>11</u> | <u>73</u> | <u>0</u> | <u>11</u> | <u>62</u> |
| <i>Total in Predevelopment</i> | 116 | 137 | 583 | 0 | 269 | 265 |
| UNDER CONSTRUCTION | | | | | | |
| Brooklyn Basin | 77 | 132 | 211 | 0 | 132 | 77 |
| Empyrean Towers | <u>33</u> | <u>32</u> | <u>66</u> | <u>0</u> | <u>32</u> | <u>33</u> |
| <i>Total Under Construction</i> | 79 | 46 | 125 | 0 | 46 | 78 |
| PLACED IN SERVICE | | | | | | |
| <i>Total Placed in Service</i> | 0 | 0 | 0 | 0 | 0 | 0 |
| REHABILITATION | | | | | | |
| OAHPI | 0 | 51 | 1,539 | 0 | 1,539 | 0 |
| Oak Groves | <u>0</u> | <u>0</u> | <u>152</u> | <u>0</u> | <u>149</u> | <u>0</u> |
| <i>Total Rehabilitation</i> | 0 | 51 | 1,691 | 0 | 1,539 | 0 |
| COMBINED TOTAL | 195 | 234 | 2,399 | 0 | 1,854 | 343 |

APPENDIX D

MTW and Non-MTW Housing Stock

| FY 2019 MTW Housing Inventory MTW and Non-MTW housing stock | | |
|--|------------------------------|-------------------------------------|
| | | End of FY 2019 |
| 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 | 12,874 |
| Non -MTW | | |
| | VASH | 396 |
| | 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 | | 15,748 |

APPENDIX E

Waitlist Demographic Data

Voucher Programs Waitlist Demographic Information

| | Count | % of Total |
|--|-------------------------------|------------|
| Total HH on Wait List | 36,023 | 100.0% |
| Family Type Based on HoH | 0 | |
| Elderly (≥ 62 years old) | 5,769 | 16.0% |
| Elderly Disabled | 1,642 | 4.6% |
| Elderly Non-Disabled | 4,030 | 11.2% |
| Disabled (< 62 years old) | 3,367 | 9.3% |
| Family | 22,830 | 63.4% |
| Total | 37,638 | 104.5% |
| Age of All HH Members | | |
| 0 - 5 years old | | |
| | 5,810 | 19.8% |
| 6 - 12 years old | 4,293 | 14.6% |
| 13 - 17 years old | | |
| | 1,550 | 5.3% |
| 18 - 24 years old | | |
| | 3,143 | 10.7% |
| 25 - 55 years old | 8,394 | 28.6% |
| 56 - 61 years old | 2,443 | 8.3% |
| ≥ 62 years old | 3,708 | 12.6% |
| Total | 29,341 | 100.0% |
| Race Based on HoH | | |
| White | 1,106 | 3.1% |
| Black/African American | 9,920 | 27.5% |
| American Indian/Alaskan Native | 152 | 0.4% |
| Asian | 6,458 | 17.9% |
| Native Hawaiian/Other Pacific Islander | 118 | 0.3% |
| More than 1 Race and/or Other | 999 | 2.8% |
| Not Reported | 17,270 | 47.9% |
| Total | 36,023 | 100.0% |
| Ethnicity Based on HoH | | |
| Hispanic | 1,208 | 3.4% |
| Non-Hispanic | 11,718 | 32.5% |
| Not Reported | 11,112 | 30.8% |
| Total | 24,038 | 66.7% |
| HH Size by Income Group | Percent of Area Median Income | |
| | 0% - 30% | 31% - 50% |
| 1 Person HH | 12504 | 2251 |
| 2 Person HH | 7830 | 2167 |
| 3 Person HH | 3556 | 871 |
| 4 Person HH | 1987 | 404 |
| 5 Person HH | 746 | 174 |
| 6+ Person HH | 544 | 118 |
| Total | 27,167 | 5,985 |
| % | 75.4% | 16.6% |

| | Count | % of Total |
|-----------------|--------|------------|
| Gender of HoH | | |
| Female | 10217 | 28.4% |
| Male | 5317 | 14.8% |
| Total | 8534 | 23.7% |
| HH by Unit Size | 0 | |
| 0 BD (Studio) | 2208 | 6.1% |
| 1 BD | 8780 | 24.4% |
| 2 BD | 6693 | 18.6% |
| 3 BD | 2108 | 5.9% |
| 4 BD | 102 | 0.3% |
| 5 BD | 7 | 0.0% |
| 6 BD | 0 | 0.0% |
| Total | 19,898 | 55.2% |
| Average HH Size | 1.99 | |

*Not available for OAHPI or HCV waitlists.

HoH = Head of Household

HH = Household

Public Housing Waitlist Demographic Information

| | Count | % of Total |
|--|-----------------|------------|
| Total HH on Wait List | 2889 | 100.0% |
| Family Type Based on HoH | | |
| Elderly (≥ 62 years old) | 678 | 23.5% |
| Elderly Disabled | 311 | 10.8% |
| Elderly Non-Disabled | 711 | 24.6% |
| Disabled (< 62 years old) | 75 | 2.6% |
| Family | 1,458 | 50.5% |
| Total | 3,233 | 100.0% |
| Age of All HH Members | | |
| 0 - 5 years old | 129 | 5.0% |
| 6 - 12 years old | 298 | 11.5% |
| 13 - 17 years old | 192 | 7.4% |
| 18 - 24 years old | 31 | 1.2% |
| 25 - 55 years old | 502 | 19.3% |
| 56 - 61 years old | 116 | 4.5% |
| ≥ 62 years old | 1,333 | 51.2% |
| Total | 2,601 | 100.0% |
| Race Based on HoH | | |
| White | 218 | 7.5% |
| Black/African American | 1,159 | 40.1% |
| American Indian/Alaskan Native | 32 | 1.1% |
| Asian | 1,222 | 42.3% |
| Native Hawaiian/Other Pacific Islander | 46 | 1.6% |
| More than 1 Race and/or Other | 74 | 2.6% |
| Not Reported | 138 | 4.8% |
| Total | 2,889 | 100.0% |
| Ethnicity Based on HoH | | |
| Hispanic | 148 | 5.1% |
| Non-Hispanic | 2,128 | 73.7% |
| Not Reported | 466 | 16.1% |
| Total | 2,742 | 94.9% |
| HH Size by Income Group | Percent of Area | |
| | 0% - 30% | 31% - 50% |
| 1 Person HH | 999 | 12 |
| 2 Person HH | 1083 | 35 |
| 3 Person HH | 342 | 30 |
| 4 Person HH | 109 | 10 |
| 5 Person HH | 27 | 5 |
| 6+ Person HH | 42 | 2 |
| Total | 2,602 | 94 |
| % | 90.1% | 3.3% |

| | Count | % of Total |
|-----------------|-------|------------|
| Gender of HoH | | |
| Female | 952 | 33.0% |
| Male | 877 | 30.4% |
| Total | 1829 | 63.3% |
| HH by Unit Size | | |
| 0 BD (Studio) | 0 | 0.0% |
| 1 BD | 1,260 | 43.6% |
| 2 BD | 763 | 26.4% |
| 3 BD | 342 | 11.8% |
| 4 BD | 35 | 1.2% |
| 5 BD | 3 | 0.1% |
| 6 BD | 1 | 0.0% |
| Total | 2,404 | 83.2% |
| Average HH Size | 1.96 | |

*Not available for Lockwood or Peralta Village.

HoH = Head of Household

HH = Household

APPENDIX F

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

BB – Building Bridges Initiative

BBSRO – Building Bridges Single Room Occupancy program

BBTHP+ - Building Bridges Transitional Housing Program Plus

BBCalWORKs – Building Bridges CalWORKs program

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.

FPFY – First Place for Youth (vendor for BBTHP+)

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.

RA – Reasonable Accommodation

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.

RFQ – Request for Qualifications. As part of a procurement or grant process, RFQs 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.

SBHAP – Sponsor Based 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.

SSA – Alameda County Social Services Agency

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.

VAWA – Violence Against Women Act